



United Nations
Educational, Scientific and
Cultural Organization



Diversity of
Cultural Expressions

7 IGC

CE/13/7.IGC/8

Paris, 12 November 2013

Original : English

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

Seventh ordinary session
Paris, UNESCO Headquarters
10–13 December 2013

Item 8 of the provisional agenda: Report on the implementation of the IOS recommendations on the IFCD

In accordance with Decision 6.IGC 7 paragraph 6, this document reports on the implementation of the IOS recommendations adopted by the Committee at its sixth ordinary session and presents an action plan for implementing the recommendations in 2014.

Decision required: Paragraph 16

1. In January 2012, UNESCO's Internal Oversight Service (hereinafter "IOS") launched the evaluation of the pilot phase of the International Fund for Cultural Diversity, paying particular attention to the sound management of resources, structuring effects of projects, their sustainability, as well as their complementarity with projects funded by States, Parties and other international Funds (Decision 5.IGC7). Throughout the six-month evaluation process, the Secretariat cooperated closely with IOS to provide relevant documents, information, reports and assessments, in addition to taking part in regular meetings to answer technical questions about the operational and financial management of the IFCD.
2. At its sixth ordinary session (December 2012), the Committee examined the IOS report and recommendations on the evaluation of the pilot phase of the IFCD. It adopted the majority of the 35 recommendations, with the exception of those related to the exit strategy of the IFCD, the involvement of Field Offices in the pre-selection process and monitoring of projects as well as cost-recovery and the proposal to postpone the 2013 call for projects to 2014.
3. The Committee recognized the quality evaluation of the IOS and noted with satisfaction that several recommendations had been taken account of in the draft revisions to the Guidelines on the use of the resources of the IFCD proposed by the Secretariat in Document CE/12/6.IGC/8. It acknowledged that IOS recommendations to identify strategic considerations in line with specific objectives of the IFCD and to elaborate a vision and a results-framework for the IFCD were key.
4. The Committee encouraged UNESCO to seek extrabudgetary funds to implement the IOS recommendations on knowledge management and project monitoring (Decision 6.IGC7, paragraph 4). It also recalled the importance of managing the IFCD in an exemplary manner to maximize its impact on the diversity of cultural expressions and to ensure the success of the fundraising strategy (Decision 6.IGC7, paragraph 5). It finally requested the Secretariat to prepare an action plan on the implementation of the IOS recommendations adopted by the Committee (Decision 6.IGC7, paragraph 6).
5. Following the adoption of the IOS recommendations by the Committee at its sixth ordinary session, the Secretariat worked closely with IOS to implement the recommendations, in particular those related to developing the results framework for IFCD and establishing clear resource mobilization targets that are linked to the objectives.
6. At its fourth ordinary session (June 2013), the Conference of Parties examined document CE/13/4.CP/INF.6 on the IOS evaluation on the pilot phase of the IFCD along with an update on the implementation of the IOS recommendations in accordance with Decision 6.IGC7. It recognized the progress made by the Secretariat on the implementation of the IOS recommendations and encouraged the Secretariat to continue its work. It also approved the revised Guidelines on the use of the resources of the IFCD.
7. An overview of the state of implementation of the approved recommendations is presented in the table annexed to this document (Annex I). It presents each recommendation separately with a list of actions taken/needed to be undertaken to deliver the recommendations, together with key results achieved and the status of implementation indicating whether individual recommendations have been fully acted upon or are in progress of being acted upon. It is to be noted that many of the recommendations acted upon involve activities that will continue to be pursued by the Secretariat in the future, for example, actions related to funding cycles and calls for projects as well as project monitoring activities.
8. One of the main recommendations to be implemented by the Secretariat is the development of a results-based management framework with short- and long-term objectives, timeframes and SMART (specific, measurable, achievable, relevant, timed) indicators (Recommendation 7). The Secretariat is working in close cooperation with IOS and a highly experienced expert to develop this framework. To this end, several consultation meetings took place in October-November 2013 between the expert and the Convention Secretariat, Culture Sector colleagues, Central Services,

Field Offices, the IFCD Panel of experts, and the IFCD beneficiaries. An update on progress on its development will be presented to the Committee at its eighth ordinary session.

9. The main objective of the results framework is to continuously monitor the IFCD's vision, mission and overall objectives and to demonstrate its effectiveness as a tool for international cooperation for development. This will be assessed according to its operational and organizational performance as well as its ability to achieve impact. In addition, this system will enable the Secretariat to identify and address project implementation challenges as well as to help improve some of the procedural aspects of IFCD's management. It is understood that this recommendation has financial implications for the Secretariat and that extrabudgetary resources will be required in order to implement it in a sound and efficient manner.

10. Other major recommendations for the Secretariat to address in the immediate future concern the development and implementation of a knowledge management system, that would make key achievements / results, good practices and lessons learned available to stakeholders all over the world in the most effective way possible (Recommendations 15 and 16).

11. To date, the foundation for the knowledge management platform has been developed with a strong focus on communicating the results and impact of the IFCD projects. The web-based system (<http://www.unesco.org/ifcd>) is mainly composed of IFCD project profiles and impact stories, as well as a section dedicated to fundraising for the IFCD. It presents statistical information and audio-visual materials produced for the IFCD, including e-updates, brochures and multimedia stories.

12. These web-based communication efforts for the IFCD are additionally supported with the active use of social media. The UNESCO Pinterest, Facebook and Twitter communities were mobilized for the launch of the fundraising campaign "Your 1% counts for creativity" on 10 June 2013. Key messages and results of the IFCD have also been delivered through these platforms during the 37th session of UNESCO's General Conference. It is necessary to sustain these communication efforts through ongoing content and material development, which will require additional financial resources.

13. The Secretariat encounters difficulties in fully implementing certain recommendations, for example, guaranteeing the sustainability of the projects (Recommendation 13). By integrating new requirements related to sustainability into the application form and reporting forms, improvements were made in establishing mechanisms to monitor this aspect. However, supporting the projects to take the necessary measures to sustain the benefits of the work beyond the duration of the project requires technical and human resources on the ground that are beyond the capacity of the Secretariat to guarantee (Recommendation 31).

14. The Secretariat also faces challenges to implement other recommendations, such as involving the active participation and engagement of the UNESCO Field Offices (Recommendation 12). Field Offices, where possible, create complementarities and synergies between IFCD funded projects, UNESCO's other work at the country level and that of its local partners on a case-by-case basis. Nevertheless, the opportunities available and assistance required varies greatly from country to country, also depending on the presence of a UNESCO Field Office. In addition, it should be noted that the Field Offices in several cases may not have the necessary resources, technical capacities or expertise to fulfill these responsibilities.

15. All these challenges need to be addressed with the full engagement and commitment of the Parties to the Convention and the Secretariat, including the Field Offices. The overall implementation of the IOS recommendations is a work in progress. The plan of activities in Annex II sets out a priority list of recommendations that are to be implemented in 2014, illustrating the specific activities, timeframe and required resources for their full implementation as well as benchmarks to measure the progress of implementation.

16. The Committee may wish to adopt the following decision:

DRAFT DECISION 7.IGC 8

The Committee,

1. *Having examined document CE/13/7.IGC/8 and its Annexes;*
2. *Recognizes the progress of the overall implementation of the IOS recommendations and encourages the Secretariat to pursue its work on implementing the recommendations;*
3. *Takes note of the financial implications for the implementation of IOS recommendations in 2014 on the results framework and the knowledge management platform and requests Parties to provide extrabudgetary resources to fully implement these recommendations;*
4. *Requests the Secretariat to report to the Committee on the updated status of the IOS recommendations at its eighth ordinary session.*

ANNEX I

Action Plan for the Implementation of the IOS Recommendations

RECOMMENDATIONS	ACTION PLAN	KEY RESULTS	STATUS
<p>Recommendation 1: Continue engaging in the Cultural Conventions Liaison Group to harmonize procedures of the various UNESCO Funds, to increase synergies, and to avoid overlaps in focus and funding. (Secretariat)</p>	<ul style="list-style-type: none"> i) Establish a sub-working group on international assistance. ii) Maintain regular exchange and communication with the CCLG sub working group on international assistance to exchange experiences and streamline processes. iii) Make proposals on common actions that could be undertaken to increase synergies. 	<ul style="list-style-type: none"> • The CCLG meets every month. The IFCD team participates in meetings of the sub-working group dedicated to international assistance. • The CCLG sub-working group last held consultations with the sub-working group members mid-September 2013 to identify common actions that could be proposed to CLT's Senior Management. 	<p><i>This recommendation has been acted upon, and activity is ongoing.</i></p>
<p>Recommendation 2: Consult with the Administrative Council of the International Fund for the Promotion of Culture to explore potential areas of competition and overlap and devise strategies to avoid these. (IGC)</p>	<ul style="list-style-type: none"> i) Continue regular exchange and communication with the Secretariat of the IFPC throughout the application and selection procedure. ii) Consult with the Administrative Council of the IFPC to avoid the overlap in areas of competition. 	<ul style="list-style-type: none"> • The IFPC's Administrative Council was consulted during its second ordinary meeting on 18-19 February 2013 and third ordinary meeting on 24-25 October 2013 in order to avoid overlap of the nature and beneficiaries of projects funded under the IFPC and IFCD. 	<p><i>This recommendation has been acted upon, and activity is ongoing.</i></p>
<p>Recommendation 3: Define "institutional infrastructures" and include the definition in the IFCD Guidelines. (See paragraph 73 of this report for a proposed definition.) (IGC)</p>	<ul style="list-style-type: none"> i) Incorporate a definition of "institutional infrastructures" in the revised Guidelines approved by the Conference of Parties at its 4th session (hereinafter "Guidelines"). 	<ul style="list-style-type: none"> • An expanded definition has been integrated in the Guidelines. (See paragraph §7.1.2, Areas of intervention) 	<p>Recommendation fully implemented.</p>

RECOMMENDATIONS	ACTION PLAN	KEY RESULTS	STATUS
<p>Recommendation 4: Remove “capacity-building” as a separate field of activity and link it to the other fields of activity related to cultural policy and cultural industries; and / or make capacity-building part of the over-arching purpose of the Fund. (IGC)</p>	<p>i) Link “capacity-building” to fields of activity related to cultural policies and cultural industries in the Guidelines.</p>	<ul style="list-style-type: none"> • “Capacity-building” has been linked to the development of professional capacities related to the cultural industries in the Guidelines. (See <i>paragraph §7.1.2, Areas of intervention</i>) 	<p><i>Recommendation fully implemented.</i></p>
<p>Recommendation 5: Widen the policy related field of activity from cultural policies to “cultural and other policies and measures that have a direct effect on the creation, production, dissemination, distribution of and access to cultural activities, goods and services.” (IGC)</p>	<p>i) Integrate an enlarged scope of “policies” in the Guidelines.</p>	<ul style="list-style-type: none"> • Integrated in the Guidelines. (See <i>paragraph § 2, Strategic considerations and objectives</i>) 	<p><i>Recommendation fully implemented.</i></p>

RECOMMENDATIONS	ACTION PLAN	KEY RESULTS	STATUS
<p>Recommendation 6: Prioritize programmes/projects that, in addition to fulfilling the quality criteria outlined in the Guidelines, also respond to certain strategic considerations. Clearly identify these strategic considerations in line with the specific objectives of the Fund (yet to be developed) and review them on an ongoing basis as the Fund develops. (Suggestions for how to provide more strategic focus when selecting projects to be funded are made in the previous paragraphs.) This is an urgent priority if the IFCD is to continue beyond its pilot phase. (IGC)</p>	<ul style="list-style-type: none"> i) Identify the specific objectives of the Fund. ii) The Committee establishes programmatic and strategic priorities in line with the specific objectives of the Fund. iii) The Secretariat applies the strategic considerations in each call for projects. 	<ul style="list-style-type: none"> • Integrated in the Guidelines. (<i>See paragraphs § 2 and § 6.1, Strategic considerations and objectives</i>) • At its sixth session, the Committee identified capacity-building for cultural policies as the strategic priority for the fourth call for projects launched in March 2013. 	<p><i>This recommendation has been acted upon, and activity is ongoing.</i></p>
<p>Recommendation 7: Develop a vision for the future direction of the IFCD and a results framework with short- and long-term objectives, time-frames and indicators. (IGC)</p>	<ul style="list-style-type: none"> i) Develop a vision for the future direction of the IFCD in consultation with the major stakeholders of the Convention. ii) Engage a Monitoring & Evaluation (M&E) expert to develop a results framework with short- and long-term objectives, time-frames and indicators. iii) Mobilize extra-budgetary resources required for full implementation of the results framework. iv) Adapt the Results Framework as a working tool and implement it. 	<ul style="list-style-type: none"> • Integrated in the Guidelines. (<i>See paragraph § 20, Monitoring</i>) • The Secretariat is working with IOS and a monitoring and evaluation expert to develop a results framework. • 2014 Plan of activities prepared by the Secretariat provides a cost estimate required to mobilize extra-budgetary resources. 	<p><i>This recommendation is in progress.</i></p>

RECOMMENDATIONS	ACTION PLAN	KEY RESULTS	STATUS
<p>Recommendation 8: Establish clear resource mobilization targets that are linked to the objectives specified in the results framework. (IGC)</p>	<p>i) Develop a resource mobilization strategy for IFCD with clear resource mobilization targets linked to the specific objectives of the Fund.</p> <p>ii) Implement the resource mobilization strategy for IFCD.</p>	<ul style="list-style-type: none"> • The Committee at its sixth ordinary session adopted a resource mobilization strategy for the IFCD and allocated funds for its phase one implementation by the Secretariat in 2013. • The Secretariat has been implementing the resource mobilization strategy through the launch of the IFCD fundraising campaign “Your 1% counts for creativity”, organization of exchange sessions with IFCD project managers, and various communication actions. (See Recommendations 15, 16 and Document CE/13/7.IGC/7) 	<p><i>This recommendation is in progress.</i></p>
<p>Recommendation 9: Develop an exit strategy that will allow the IFCD to terminate its operations when 1) either its objectives have been achieved, or 2) once it has become clear that they will never be achieved for lack of resources. (IGC)</p>			<p>Recommendation not adopted by the Committee</p>
<p>Recommendation 10: Ensure that future projects chosen for IFCD funding include both short- and long-term targets at the output and outcome levels in their planning and that results are reported on at both these levels. (IGC)</p>	<p>i) Include short- and long-term targets at the output and outcome levels in the application form for call for projects.</p> <p>ii) Include short- and long-term targets at the output and outcome levels in the reporting forms.</p>	<ul style="list-style-type: none"> • Integrated in the Guidelines. (See paragraph §19.6, <i>Decision-making of the Committee</i>, and paragraph § 20, <i>Monitoring</i>) • Short- and long-term targets at the output and outcome levels have been introduced in the application form for the fourth call for projects in 2013 and will be introduced in future calls. • Short- and long-term targets at the output and outcome levels have been integrated in the final results report. 	<p><i>This recommendation has been acted upon, and activity is ongoing.</i></p>

RECOMMENDATIONS	ACTION PLAN	KEY RESULTS	STATUS
<p>Recommendation 11: Ensure that the project duration of IFCD-funded projects is adapted to what they are trying to accomplish. This might require two-year periods for projects that aim to achieve sustained cultural change, including a shift in beliefs, values and behaviour, or policy impact. (IGC)</p>	<p>i) Integrate an adapted project implementation period between 12 and 24 months in the Guidelines.</p>	<ul style="list-style-type: none"> • Integrated in the Guidelines. (See paragraph § 11.2, Funding and submission ceilings) 	<p>Recommendation fully implemented.</p>
<p>Recommendation 12: Work with UNESCO Field Offices to systematically ensure complementarity and synergies between the IFCD-funded projects and other UNESCO work at the country level. (Secretariat)</p>	<p>i) Continue regular exchange and communication with UNESCO Field Offices on IFCD. ii) Provide information and communication material on IFCD projects to the Field Offices. iii) Develop collaboration with UNESCO Field Offices to generate synergies between IFCD projects and UNESCO work at the country level.</p>	<ul style="list-style-type: none"> • Integrated in the Guidelines. (See paragraph § 21, Monitoring) • The Secretariat has communicated with Field Offices and compiled a list of projects implemented by UNESCO at the country level to identify synergies. • UNESCO Dakar and Kingston offices led information exchange sessions with governmental partners to explore possibilities of collaboration with IFCD projects. 	<p><i>This recommendation has been acted upon, and activity is ongoing.</i></p>

RECOMMENDATIONS	ACTION PLAN	KEY RESULTS	STATUS
<p>Recommendation 13: Pay particular attention to the sustainability of the projects. This needs to be done in the selection of the projects to be funded, in subsequent monitoring and when reviewing project reports. (Secretariat)</p>	<p>i) Integrate new indicators and requirements related to the sustainability of the projects into the application form and reporting forms.</p> <p>ii) Establish new monitoring and follow-up mechanisms.</p> <p>iii) Provide concrete and technical guidelines to support the sustainability of the projects.</p>	<ul style="list-style-type: none"> • Integrated in the Guidelines. (See paragraph §15.6, Funding requests forms, and paragraph §19.6, Decision-making of the Committee) • Indicators related to the sustainability of the IFCD projects have been incorporated into the final results report form. • New requirements pertaining to the sustainability of the projects have been integrated into the IFCD application form for the fourth call for projects in 2013 and will be introduced in future calls. • New monitoring and follow-up mechanisms have also been put in place, e.g., the mid-term reporting system. 	<p><i>This recommendation has been acted upon, and activity is ongoing.</i></p>
<p>Recommendation 14: Include the promotion of gender equality as a criterion in the assessment forms used by the Panel of Experts and in the IFCD Guidelines. (IGC)</p>	<p>i) Include the promotion of gender equality as a criterion in the assessment forms for the Panel of Experts and in the Guidelines.</p>	<ul style="list-style-type: none"> • Integrated in the Guidelines. (See paragraph §6.10, Strategic considerations and objectives, and paragraph §19.8, Decision-making of the Committee) • Information on how the project promotes gender equality was requested in the application form from the fourth call for projects in 2013. • The panel of experts is required to evaluate how the project promotes gender equality for the assessment of the applications from the fourth call. 	<p><i>Recommendation fully implemented.</i></p>

RECOMMENDATIONS	ACTION PLAN	KEY RESULTS	STATUS
<p>Recommendation 15: Make the key achievements / results of projects funded by the IFCD, good practices and lessons learned, available to all stakeholders, so that learning can happen across organizations and countries involved. (Secretariat)</p>	<ul style="list-style-type: none"> i) Develop content communicating key achievements/results of the IFCD projects, good practices and lessons learned. ii) Make content available and accessible to all stakeholders through various communication tools and platforms (online newsletter, website, publications, social media, etc). 	<ul style="list-style-type: none"> • Integrated in the Guidelines. (See <i>paragraph § 23, Evaluation</i>) • The Secretariat regularly updates information pertaining to the projects funded by the IFCD on its website. (http://www.unesco.org/new/en/culture/themes/cultural-diversity/diversity-of-cultural-expressions/international-fund/) • The Secretariat produced five issues of the e-update newsletter and the second edition of the IFCD Brochure (Document CE/13/7.IGC/INF.7) in 2013, communicating major results and impact of the IFCD projects. 	<p><i>This recommendation has been acted upon, and activity is ongoing.</i></p>
<p>Recommendation 16: Complement, under the umbrella of the future knowledge management platform, all web-based knowledge management efforts related to the IFCD and to the Convention with initiatives that solicit stakeholders' active participation in order to make them part of a larger learning community, and also use social media, such as Facebook, Twitter and others for this purpose. (Secretariat)</p>	<ul style="list-style-type: none"> i) Develop a web-based knowledge management platform for IFCD. ii) Regularly develop content and material for the knowledge management platform. iii) Utilize social media to encourage active participation from stakeholders in IFCD. 	<ul style="list-style-type: none"> • The Secretariat has developed the foundations for a web-based knowledge management system for IFCD. (http://www.unesco.org/ifcd) • In cooperation with the ERI/DPI/WEB unit, social media, such as Facebook and Twitter, have been used to promote main activities, such as the fourth call for projects in 2013 as well as the launch event of the IFCD fundraising campaign in June 2013 to encourage public participation. • Social media platforms (Pinterest, Facebook, Twitter, etc) are regularly utilized to communicate key messages and project stories of the IFCD. 	<p><i>This recommendation has been acted upon, and activity is ongoing.</i></p>

RECOMMENDATIONS	ACTION PLAN	KEY RESULTS	STATUS
<p>Recommendation 17: Establish clear criteria for the selection of a gender-balanced Panel of Experts with complementary expertise in the following areas: - Specialization in cultural policy and/or cultural industries; - Experience in assessing projects; - Work experience in international technical cooperation; - In-depth work experience in one of the regions; - Understanding of gender mainstreaming and gender specific programming; and, - Fluency (oral and written) in English and/or French with a good understanding of the other language. Spanish is an asset. (IGC)</p>	<p>i) Incorporate in the Guidelines clear criteria for the selection of a gender-balanced Panel of Experts with complementary expertise.</p>	<ul style="list-style-type: none"> • Integrated in the Guidelines. (See paragraph §16, Panel of experts) 	<p>Recommendation fully implemented.</p>
<p>Recommendation 18: The members of the Expert Panel should be proposed by the Secretariat and approved by the IGC. (IGC)</p>	<p>i) Identify pertinent experts based on the selection criteria in the Guidelines that could be proposed as members of the Expert Panel. ii) Propose a new composition of the Panel of Experts to the Committee for its approval.</p>	<ul style="list-style-type: none"> • Integrated in the Guidelines. (See paragraph §16, Panel of experts) • The Secretariat is presenting to the seventh ordinary session of the Committee a proposal for a new composition of the Panel of Experts taking into consideration its debates and Decision 6.IGC 5 Paragraph 8. The proposal is presented in Document CE/13/7.IGC/6. 	<p><i>This recommendation has been acted upon, and is in progress.</i></p>

RECOMMENDATIONS	ACTION PLAN	KEY RESULTS	STATUS
<p>Recommendation 19: Disseminate information on future calls for applications through UNESCO Field Offices, National Commissions, 2005 Convention national focal points, and civil society organizations that are observers to the IGC. Encourage all these entities to publish information on the Fund in their countries' languages. (Secretariat)</p>	<p>i) For each call, prepare updated information (application procedure, selection procedure and the evaluation criteria as well as the application form and an annotated guide to the application form).</p> <p>ii) Disseminate information on future calls for applications through UNESCO Field Offices, National Commissions, Convention national focal points, and civil society organizations that are observers to the IGC.</p> <p>iii) Request all these entities to publish information on the Fund in their countries' languages.</p>	<ul style="list-style-type: none"> Information on the fourth call for projects was disseminated through UNESCO Field Offices, National Commissions, Convention national focal points, and civil society organizations. Following the Secretariat's recommendations to publish the information in the country's language, the information has been duly translated into Chinese and Portuguese. The Secretariat will continue this action for future calls. 	<p><i>This recommendation has been acted upon, and is an ongoing activity.</i></p>
<p>Recommendation 20: Clarify in the communication to National Commissions and to potential applicants whether National Commissions are allowed to charge any fee for the mailing of applications to the IFCD or for any other services rendered in this context. (Secretariat)</p>	<p>i) Communicate to National Commissions and to potential applicants on the matter of charging fee for applications.</p>	<ul style="list-style-type: none"> For the fourth call for projects, this matter has been clarified in the communication to National Commissions in a correspondence dated 26 April 2013. The Secretariat will continue this action for future calls. 	<p><i>This recommendation has been acted upon, and is an ongoing activity.</i></p>

RECOMMENDATIONS	ACTION PLAN	KEY RESULTS	STATUS
<p>Recommendation 21: Launch the call for applications at least six months before the June 30th deadline to ensure that organizations have enough time to prepare their applications. Request National Commissions to give applicants at least two months to prepare their application files. (Secretariat)</p>	<ul style="list-style-type: none"> i) Launch the call for applications in January each year. ii) Request National Commissions to give applicants at least two months to prepare their application files. 	<ul style="list-style-type: none"> • Integrated in the Guidelines. (See paragraph §13.1, Procedure for the submission of funding requests) • For the fifth call for projects in 2014, the call will be launched in January. 	<p><i>This recommendation has been acted upon, and is an ongoing activity.</i></p>
<p>Recommendation 22: Designate national/regional focal points in UNESCO Field Offices who can provide information and assistance to applicants during the application process. (Secretariat)</p>	<ul style="list-style-type: none"> i) Undertake ongoing communication with Field Office colleagues providing them with information on the application and selection procedure for the call for projects. 	<ul style="list-style-type: none"> • The Secretariat has convened conference calls with Field Offices in the course of April 2013 providing them with information for the fourth call for projects. They have been requested to designate a focal point to work with the Secretariat. • For future call for projects, the Secretariat will continue to communicate with Field Offices. 	<p><i>This recommendation has been acted upon, and activity is ongoing.</i></p>
<p>Recommendation 23: Provide INGOs with more direction with regard to the support letters that they need to seek from governments. (Secretariat)</p>	<ul style="list-style-type: none"> i) Include precise information on the support letters that INGOs need to seek from governments in the application form, annotated guide and the IFCD website. 	<ul style="list-style-type: none"> • The Secretariat has assisted the INGOs with more direct and precise information on the application procedure for INGOS, namely the support letters that they need to seek from governments, for the fourth call for projects. • For future call for projects, the Secretariat will continue to provide clear directions to INGOs regarding this matter. 	<p><i>This recommendation has been acted upon, and activity is ongoing.</i></p>

RECOMMENDATIONS	ACTION PLAN	KEY RESULTS	STATUS
<p>Recommendation 24: Establish a selection panel, composed of members of the National Commission, UNESCO Field Office national/regional focal point for IFCD, representatives of national NGOs, for the selection process at the national level. The selection panel should be appointed by the Field Office in consultation with the National Commission. (Secretariat)</p>			<p><i>Recommendation not adopted by the Committee</i></p>
<p>Recommendation 25: To avoid any conflict of interest, exclude National Commissions and any other organizations participating in the selection panel, from the list of stakeholders eligible to apply for IFCD funding. (IGC)</p>	<p>i) Exclude National Commissions and any organization participating in the selection panel from the list of stakeholders eligible to apply for IFCD funding in the Guidelines.</p>	<ul style="list-style-type: none"> • Integrated in the Guidelines. (See paragraph §10.3, Beneficiaries) 	<p><i>Recommendation fully implemented.</i></p>
<p>Recommendation 26: To avoid the disqualification of some applications for minor technicalities or for the absence of a corresponding assessment by the National Commission, request the missing elements from the National Commission rather than disqualify the project. (Secretariat)</p>	<p>i) Identify the missing elements on the reception of applications and communicate the matter to the National Commissions.</p>	<ul style="list-style-type: none"> • The Secretariat coordinated with National Commissions to avoid such disqualifications for the fourth call for projects in 2013 and will continue this effort for the fifth call for projects in 2014. 	<p><i>This recommendation has been acted upon, and activity is ongoing.</i></p>

RECOMMENDATIONS	ACTION PLAN	KEY RESULTS	STATUS
<p>Recommendation 27: Rotate members of the Panel of Expert (while ensuring continuity of the work of the Panel) by replacing at least one expert per year, and allowing each expert to serve a maximum of four years. Provide training to experts on the priorities of the IFCD and the Convention and allow them to ideally meet at least once face-to-face. (IGC)</p>	<ul style="list-style-type: none"> i) Renew half of the members of the Panel of Experts each two years, allowing each expert to serve a four-year mandate. ii) Organize a meeting for the Panel of Experts every two years in Paris. 	<ul style="list-style-type: none"> • Integrated in the Guidelines. (See paragraph §7.3, Areas of intervention, and paragraphs §16.1 and §16.3, Panel of experts) • The Secretariat undertook a teleconference meeting on 15 May 2013 and on 24 July 2013 with the panel of experts to provide them with training on the online assessment tool for IFCD. They were offered the possibility of a third teleconference in September 2013 but then concluded it was not needed. • Half of the members of the current Panel of Experts are being renewed with a new composition of the Panel of Experts submitted to the Committee for its approval. (See Recommendation 18). • A face-to-face meeting for the Panel of Experts is scheduled for June 2014. 	<p><i>This recommendation is in progress.</i></p>
<p>Recommendation 28: Convene a joint telephone meeting for all experts once they have completed the assessment of project proposals to discuss their assessments and the reasoning behind them. (Secretariat)</p>	<ul style="list-style-type: none"> i) Conduct a telephone meeting with the experts once they have completed the assessment of project proposals. 	<ul style="list-style-type: none"> • Joint online discussions were undertaken in September 2013, once the assessment of applications for the fourth call for projects was completed. In addition, the coordinator of the Panel of Experts conducted telephone meetings with all experts to discuss their assessments. 	<p><i>This recommendation has been acted upon, and activity is ongoing.</i></p>

RECOMMENDATIONS	ACTION PLAN	KEY RESULTS	STATUS
<p>Recommendation 29: Assign an official monitoring responsibility to UNESCO Field Offices for the projects supported in their countries of operation. Project monitoring should be systemic and risk-based in order to identify and address implementation problems and delays and to increase assurance that projects are implemented in accordance with agreed terms of reference. (IGC)</p>			<p><i>Recommendation not adopted by the Committee</i></p>
<p>Recommendation 30: Consider removing “preparatory assistance” from the fields of activity in the IFCD Guidelines for the reasons outlined above. (IGC)</p>	<p>i) Remove “preparatory assistance” from the fields of activity in the Guidelines.</p>	<ul style="list-style-type: none"> • “Preparatory assistance” within paragraph § 6.3, Fields of activity, and paragraph §9.3, Beneficiaries, have been removed in the Guidelines. 	<p><i>Recommendation fully implemented.</i></p>
<p>Recommendation 31: Strengthen the capacities of the IFCD Secretariat so that it can undertake all actions required to improve the quality of the work of the IFCD and to ensure its future performance (in line with the recommendations of this evaluation report). (IGC)</p>	<p>i) Reinforce the IFCD Secretariat to ensure the quality of work and its performance.</p>	<ul style="list-style-type: none"> • The Secretariat benefits from an internal transfer (P2) within the Culture Sector in February 2013. 	<p><i>This recommendation is in progress</i></p>

RECOMMENDATIONS	ACTION PLAN	KEY RESULTS	STATUS
<p>Recommendation 32: Ensure the submission and review of all outstanding contract deliverables for the 2010 IFCD programme cycle, including descriptive reports on project implementation as well as detailed financial reports together with the original supporting documentation for expenditures. (Secretariat)</p>	<p>i) Continue communication with IFCD project managers from the 2010 IFCD programme cycle with outstanding contract deliverables and urge the submissions of pending contract deliverables.</p>	<ul style="list-style-type: none"> The Secretariat has constantly monitored the submission of all outstanding contract deliverables for the 2010 IFCD programme cycle in order to make administrative closure to the contracts. However, as of October 2013, final contract deliverables from six projects from this cycle remain outstanding. (See Document CE/13/7.IGC/6 for more details). 	<p><i>This recommendation is in progress</i></p>
<p>Recommendation 33: Cost recovery: Recover all direct administrative, monitoring and coordination costs borne by UNESCO's regular budget, including staff costs, from the IFCD. (Secretariat / IGC)</p>			<p>Recommendation not adopted by the Committee. N.B. In the report of the Audit of the Working Methods of Cultural Conventions conducted in September 2013, IOS recommends that the Convention Secretariats formulate proposals to the Governing Bodies of the Convention(s) to: e) modify, the financial rules and regulations, if necessary to allow application of cost recovery policy (Recommendation 1 of Document IOS/AUD/2013/06).</p>

RECOMMENDATIONS	ACTION PLAN	KEY RESULTS	STATUS
<p>Recommendation 34: Launch no call in 2013 and use that year to consolidate the work that has been started during the pilot phase, and to implement the recommendations of the present evaluation. (IGC)</p>			<p><i>Recommendation not adopted by the Committee.</i></p>
<p>Recommendation 35: Plan for another evaluation exercise of the IFCD in 2017 or 2018. (IGC)</p>	<p>i) Carry out an evaluation and audit of the IFCD every five years.</p>	<ul style="list-style-type: none"> • Integrated in the Guidelines. (See paragraph §22, Evaluation) 	<p><i>This recommendation has been acted upon, and activity is ongoing.</i></p>

ANNEX II
Plan of activities on the implementation of the IOS recommendations for 2014

RECOMMENDATIONS	ACTIVITIES	PROGRESS BENCHMARKS	TIMEFRAME	REQUIRED RESOURCES
<p>Recommendation 6. Prioritize programmes/projects that also respond to certain strategic considerations. Clearly identify these strategic considerations in line with the specific objectives of the Fund (yet to be developed) and review them on an ongoing basis as the Fund develops. (Suggestions for how to provide more strategic focus when selecting projects to be funded are made in the previous paragraphs.) This is an urgent priority if the IFCD is to continue beyond its pilot phase. (IGC)</p>	<p>- Application of the strategic priority, decided at the Committee’s seventh ordinary session, for the fifth call for projects.</p>	<p>Number of applications received that are in line with the strategic priority</p>	<p>January – May 2014</p>	<p>No extra resources required</p>
<p>Recommendation 7. Develop a vision for the future direction of the IFCD and a results framework with short- and long-term objectives, time-frames and indicators. (IGC)</p>	<p>- Finalization of the Results Framework and its adaptation as an offline/online working tool; - Implementation of the Results Framework.</p>	<p>Number of data input and output applied in the Results Framework, production of monitoring and evaluation worksheets</p>	<p>January – December 2014</p>	<p>US \$50,000, including the costs for finalization, adaptation and implementation</p>
<p>Recommendation 8. Establish clear resource mobilization targets that are linked to the objectives specified in the results framework. (IGC)</p>	<p>- Implementation of the first phase of the IFCD resource mobilization strategy; - Implementation of first six months of the second phase of the IFCD resource mobilization strategy.</p>	<p>Increase in financial contributions from governmental donors, contributions of targeted amount for the first phase (US \$1.5 million)</p>	<p>January – December 2014</p>	<p>US \$55,281 (See Document CE/13/7.IGC/7 for more details)</p>

RECOMMENDATIONS	ACTIVITIES	PROGRESS BENCHMARKS	TIMEFRAME	REQUIRED RESOURCES
<p>Recommendation 12. Work with UNESCO Field Offices to systematically ensure complementarity and synergies between the IFCD-funded projects and other UNESCO work at the country level. (Secretariat)</p>	<p>- Co-organization with Field Offices of 3-4 capacity-building workshops/exchange sessions with other UNESCO local partners to explore possibilities of collaboration with IFCD projects. (For example, knowledge sharing and exchange, networking, community building and collaborative project development)</p>	<p>Number of IFCD projects establishing contact and collaboration with other UNESCO partners at the country level</p>	<p>January – December 2014</p>	<p>US \$60,000, which comprises workshop material development including translation, invitation of IFCD project managers, staff mission</p>
<p>Recommendation 15. Make the key achievements / results of projects funded by the IFCD, good practices and lessons learned, available to all stakeholders, so that learning can happen across organizations and countries involved. (Secretariat)</p> <p>Recommendation 16. Complement, under the umbrella of the future knowledge management platform, all web-based knowledge management efforts related to the IFCD and to the Convention with initiatives that solicit stakeholders' active participation in order to make them part of a larger learning community, and also use social media, such as Facebook, Twitter and others for this purpose. (Secretariat)</p>	<p>- Development of communication tools and platforms (website, online newsletters, multimedia stories, social media, etc) to communicate the key results and impact of the IFCD and its projects;</p> <p>- Development of content and material for the tools and KMS platform.</p>	<p>Number of IFCD website visitors, number of views and features of the IFCD communication material on different web and social media platforms</p>	<p>January-December 2014</p>	<p>US \$300,000, which includes the engagement of specialized content and technical developers for the various communication tools and KMS platform</p>

RECOMMENDATIONS	ACTIVITIES	PROGRESS BENCHMARKS	TIMEFRAME	REQUIRED RESOURCES
<p>Recommendation 19. Disseminate information on future calls for applications through UNESCO Field Offices, National Commissions, 2005 Convention national focal points, and civil society organizations that are observers to the IGC. Encourage all these entities to publish information on the Fund in their countries' languages. (Secretariat)</p> <p>Recommendation 22. Designate national/regional focal points in UNESCO Field Offices who can provide information and assistance to applicants during the application process. (Secretariat)</p>	<ul style="list-style-type: none"> - Preparation of relevant documents (application form, annotated guide to the application form) for the fifth call for applications, adapted to the revised Guidelines; - Dissemination of information on the fifth call to UNESCO Field Offices, National Commissions, 2005 Convention national focal points, and civil society organizations that are observers to the IGC. 	<p>Number of applications received</p>	<p>November 2013 – May 2014</p>	<p>No extra resources required</p>
<p>Recommendation 21. Launch the call for applications at least six months before the June 30th deadline to ensure that organizations have enough time to prepare their applications. Request National Commissions to give applicants at least two months to prepare their application files. (Secretariat)</p>	<ul style="list-style-type: none"> - Launch of the fifth call in January 2014 until May 2014 	<p>Number of applications received, number of eligible applications</p>	<p>January – May 2014</p>	<p>No extra resources required</p>
<p>Recommendation 26. To avoid the disqualification of some applications for minor technicalities or for the absence of a corresponding assessment by the National Commission, request the missing elements from the National Commission rather than disqualify the project. (Secretariat)</p>	<ul style="list-style-type: none"> - Coordination with National Commissions on missing elements from applications for the fifth call. 	<p>Number of complete and eligible applications</p>	<p>May – June 2014 during Secretariat's technical examination period</p>	<p>No extra resources required</p>

RECOMMENDATIONS	ACTIVITIES	PROGRESS BENCHMARKS	TIMEFRAME	REQUIRED RESOURCES
<p>Recommendation 27. Rotate members of the Panel of Expert (while ensuring continuity of the work of the Panel) by replacing at least one expert per year, and allowing each expert to serve a maximum of four years. Provide training to experts on the priorities of the IFCD and the Convention and allow them to ideally meet at least once face-to-face. (IGC)</p>	<p>- Organization of face-to-face training session with new members of the panel of experts adopted by the Committee at its seventh ordinary session.</p>	<p>Attendance from the experts in the training, level of participation and quality of work delivered for the evaluation</p>	<p>June 2014 prior to the expert evaluation</p>	<p>US \$20,000, for travel, accommodation and other expenses for inviting six experts to Paris, as included in IFCD-Budget for 2014 in Document CE/13/7.IGC/9</p>
<p>Recommendation 31. Strengthen the capacities of the IFCD Secretariat so that it can undertake all actions required to improve the quality of the work of the IFCD and to ensure its future performance (in line with the recommendations of this evaluation report). (IGC)</p>	<p>- Reinforcement of the IFCD Secretariat with new staff members included in the work force.</p> <p>- Invitation to Member States to contribute associate experts and secondees that could join the IFCD Secretariat.</p>	<p>Increase of actions undertaken to ensure the operational performance of IFCD</p>	<p>January – December 2014</p>	<p>Additional human resources required</p>
<p>Recommendation 32. Ensure the submission and review of all outstanding contract deliverables for the 2010 IFCD programme cycle, including descriptive reports on project implementation as well as detailed financial reports together with the original supporting documentation for expenditures. (Secretariat)</p>	<p>- Closure of all outstanding contract deliverables for the 2010 IFCD programme cycle.</p>	<p>Decrease of outstanding contract deliverables</p>	<p>January – June 2014</p>	<p>No extra resources required</p>