



international
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International Fund for Cultural Diversity

Annotated Guide

International Fund for Cultural Diversity
Diversity of Cultural Expressions Section
Culture Sector

UNESCO

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Note to Users

The purpose of the IFCD Annotated Guide is to help applicants to the International Fund for Cultural Diversity (IFCD) formulate effective project proposals by providing relevant advice and best practices based on experience from previous funding cycles. Suggestions are by no means intended to be exhaustive in nature; they are only designed to offer applicants some direction in approaching each section of the application.

The Guide is colour-coded for ease of use. Text written in black represents questions originally included in the application and explanatory text is written in green.

The IFCD, which is the fund of the [2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions](#), invests in projects that lead to structural change through the introduction and/or elaboration of policies and strategies that have a direct effect on the creation, production, distribution of and access to a diversity of cultural expressions, including cultural goods, services and activities, as well as through the reinforcement of institutional infrastructures, including professional capacities and organizational structures, deemed necessary to support viable local and regional cultural industries and markets.

According to the [Guidelines on the Use of the Resources of the International Fund for Cultural Diversity](#), project proposals must deal with cultural policies and/or cultural industries. Past projects have involved:

- Enacting national cultural policy reform and market regulations;
- Establishing inter-ministerial and cross-sectoral committees to develop cultural policies;
- Engaging civil society in policy development processes;
- Developing strategic action plans to implement cultural policies;
- Mapping and measuring social and economic contributions of cultural industries.
- Strengthening local capacities for business development and supporting cultural entrepreneurship;
- Creating new cultural industry business models and promoting the use of information and communication technologies (ICTs);
- Strengthening professional networks and fostering innovative partnerships.
- Promoting gender equality, North-South-South cooperation and the participation of youth and various social groups in the cultural industries; etc.

To get an idea of what type of projects received funding from the IFCD in previous funding cycles, please consult the [second edition of the IFCD brochure](#) and our website (www.unesco.org/ifcd).

Requests for projects related to the production of cultural and artistic works and events can be directed to the [International Fund for the Promotion of Culture](#).

Requests for projects related to safeguarding intangible cultural heritage should be made to the [Fund for the Safeguarding of the Intangible Cultural Heritage](#). Requests regarding tangible cultural heritage (e.g. World Heritage sites) should be addressed to the [World Heritage Fund](#).

10 Tips for a Successful IFCD Application

- 1. Research** - Familiarize yourself with the objectives of the IFCD and the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions. Projects that do not meet the objectives of the IFCD and the Convention will not be considered for funding.
- 2. Solve a Problem** - Determine what relevant problem you are trying to solve. Once it is clear what the IFCD and the Convention are trying to achieve, pinpoint the relevant challenge/problem your project is designed to address/solve.
- 3. Do Something** - Create a project plan that is action-oriented. Too often project proposals put forward admirable intentions, but few actionable steps and activities that concretely address the identified problem. Funding is allocated to action, not intention.
- 4. Results** - Identify expected results. This is the crux of any project proposal. The IFCD funds projects whose expected results are strongly aligned with its objectives. If the expected results seem unfeasible or unclear, the project will not be funded.
- 5. Benchmarks** - Develop evaluation criteria. Knowing how to evaluate success is a key factor in being able to draw best practices and lessons learned. Project proposals that do not lay out clear evaluation criteria signal that project teams may not have developed a clear roadmap toward achieving their expected results.
- 6. Teamwork** - Establish a strong project team. Very often the skills, competence, background and strengths of the project team are directly reflected in the implementation of the project. Evaluators place great importance on the potential of project teams to deliver on their proposal. For this reason, it is crucial that team members demonstrate complementary skills and attributes that combine to ensure the overall implementation of projects.
- 7. Partners** - If your proposal would benefit from partnership(s), identify and engage them early on in the process. For some projects, developing strategic partnerships is one of the most effective ways to increase their sustainability, impact and resources. It is not enough to identify potential partners in the project proposal phase. They need to be approached and actively engaged in the development and drafting of the proposal from the beginning. This will not only ensure their full involvement and ownership if the project is selected for

funding, but chances are great that it will also contribute to the overall quality of the proposal itself.

- 8. Money Matters** - Budget for your activities. Evaluators often know whether a project is well thought-out and serious by looking at its budget. What gets budgeted gets done. Inflated budgets or ones that devote a large proportion of the financial resources to staff and overhead also raise red flags and tend to signal a lack of organization, planning and operational knowledge on the part of the project team.
- 9. Details** - Sign your application and provide all supporting materials. Incomplete or unsigned applications do not pass the technical assessment, and are thus never even evaluated. In case of doubt, refer to the checklist at the end of the Application Form.
- 10. Timeliness** - Meet your National Commission's submission deadline. This might seem obvious, but every year far too many worthy proposals never even reach the evaluation phase because they are submitted after the deadline.

1. BASIC INFORMATION	
Title of the project	
Amount requested from IFCD	USD
Name of applicant	
Type of applicant	<i>Please check only one of the below:</i> <input type="checkbox"/> Party (public authority/institution) <input type="checkbox"/> NGO
Country	
Contact person	
Title:	<input type="checkbox"/> Mr <input type="checkbox"/> Ms
Family name:	Given name:
Position:	
Address:	Postcode:
Town:	Telephone:
E-mail:	
Website:	

Note 1:

Title of the project. The title of the project should be clear, unambiguous and brief. It does not need to describe the whole project. Remember, good titles can provide evaluators with an immediate understanding of what your project is about. An ambiguous title can leave them guessing. Try to capture what you are seeking to achieve. You should not attempt to make the title punchy, catchy or memorable at the expense of clarity and focus. The words you choose in your title should clearly reflect the focus of your proposal, and it is strongly recommended to refrain from using acronyms.

Amount requested from IFCD. Total funding requested from the IFCD cannot exceed USD 100,000.

Name of applicant. The name of the applicant must correspond to the entity that will assume legal responsibility of the project if it is approved for funding. If the applicant is a department or a subsidiary of a larger structure, this larger structure and the different levels of responsibility must be clearly identified.

Type of applicant. The category “Party” refers to all public authorities and institutions, whether at the local, national and regional level. The category “NGO” (non-governmental organizations) refers to non-profit organizations, professional organizations with a legal status working in the culture sector and associated sectors and groups that support the work of artists and cultural communities (Operational Guidelines of Article 11 of the Convention on the Protection and Promotion of the Diversity of Cultural Expressions).

International NGOs must fill out a separate form, which is available at: <http://www.unesco.org/new/en/culture/themes/cultural-diversity/diversity-of-cultural-expressions/how-to-apply/>.

Because the IFCD has not yet received any contributions from the private sector, micro, small and medium sized enterprises of the private sector active in the cultural field of developing countries Party to the Convention are not eligible to apply for funding.

Country. The beneficiaries of the IFCD are developing countries that are Parties to the 2005 Convention. You can find the list of developing countries that are Parties to the 2005 Convention:

http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/CLT/pdf/Conv2005_IFCD_Eligible_Parties_EN.pdf

Contact person:

The contact person does not have to be the leader or president of the applying organization; however, he/she must be employed by the applying organization and be a member of the project team referred to in section 2 of the Application Form.

Website. Indicate, if available, the website of your organization and/or project.

2. ABOUT THE APPLICANT	
2.1.	Date and place of establishment of entity/organization:
	Main mission of applicant , showing its direct relevance to the objectives of the 2005 Convention:
	Main activities of applicant , showing its direct relevance to the objectives of the 2005 Convention:
2.2.	Key staff members: <i>Please list all key staff members working on the proposed project, directly employed by the applicant. Add more if necessary.</i>
	1. Name:
	Responsibility in the activities of the project:
	Skills/attributes/background:
	2. Name:
	Responsibility in the activities of the project:
	Skills/attributes/background:
	3. Name:
	Responsibility in the activities of the project:
	Skills/attributes/background:

Note 2:

Date and place of establishment of entity/organization and mission and activities of applicant. Describe your organization, its date of inception (which must match its official filing records), its main sources of funding and its main activities (which must also match in its official declaration), making sure to clearly demonstrate the link between your organization’s mission and the objectives of the Convention. If drafted successfully,

evaluators should not ask themselves why your organization is proposing the project in question after reading this section.

Key staff members. Funding decisions are not only determined by the relevance, feasibility and impact of the proposed project, but also by the quality, background and demonstrated competence of the implementing team and organization. This is why it is important that in this section you explain what makes your project team so uniquely positioned to carry out this work. How do your staff’s skills complement each other? What kind of special skills, experience and/or network(s) do your staff members have that makes them competent to carry out the work you are proposing to do?

In the case of NGOs, it is very important to begin by clearly identifying the responsibility of each person on the project team and distinguish it from others’. For liability reasons, only those directly hired by the applicant or its Advisory Board can be mentioned in this section. Then, the skills, attributes and background of the members of its Advisory Board, the Director or Chief Executive and the relevant hierarchy of all personnel who will be involved in the implementation of project should be described.

3. CONTRACTORS AND PARTNERSHIPS	
3.1	<i>Please list all paid contractors, subcontractors, consultants and/or experts who will participate in the implementation of the activities proposed who are not employed by your organization. Add more if necessary.</i>
	1. Name, professional affiliation and nationality:
	Responsibility in the activities of the project:
	2. Name, professional affiliation and nationality:
	Responsibility in the activities of the project:
	3. Name, professional affiliation and nationality:
	Responsibility in the activities of the project:
3.2	<i>Please list all non-paid partners involved in the project’s implementation. Please indicate whether the partner is a public authority/ institution, NGO or a private company. Add more if necessary.</i>
	1. Partner and type:
	Role in the project:
	2. Partner and type:
	Role in the project:
	3. Partner and type:
	Role in the project:

Note 3.1:
Contractors, subcontractors, consultants and experts. These are not directly employed by the applicant; however, they are paid for specific services and/or expertise they provide during a limited amount of time to help the applicant implement its activities. Oftentimes the applicant may not have all of the expertise it needs in-house to carry out its activities,

and it is at this point that it identifies people and/or organizations outside of its own structure who do have the know-how that is being sought.

Contractors usually provide agreed services to the applicant for a set fee -and possibly duration- under a contract for services. A subcontractor has a contract with the contractor for the services provided -an employee of the contractor cannot also be a subcontractor. Subcontractors undertake work that a contractor cannot do, but for which the contractor is responsible.

A consultant, on the other hand, should be contracted when applicants are seeking advice, whereas experts should be engaged for their know-how and expertise. A consultant does not need to have expertise in a specific field, which is what an expert needs.

All of the contractors, subcontractors, consultants and experts that will be involved in the implementation of the project must be listed in this section, and for each one the following information must be provided:

- Full identity of contractor/subcontractor/consultant/expert, including affiliations with businesses and/or organizations and nationality;
- Domain of intervention and list of responsibilities/deliverables.

Finally, it is important to note that the applicant has full legal responsibility to draw up and manage all contracts with external service-providers.

Note 3.2:

Partnerships. Partnerships are voluntary collaborative arrangements between two or more organizations from different parts of society, such as governmental authorities (at the local, national, regional and international levels) and civil society – including the private sector, the media, academia, artists and artistic groups, in which the risks and benefits are shared between the partners and the modalities of functioning, such as decision-making or allocation of resources, are agreed upon collectively by them.

A partnership is more than a mere contractual relationship: it is founded on a series of ethical principles, such as mutual respect, transparency, dedication and equity, and practices that facilitate collaboration and foster sound relations between partners.

Make sure that you indicate the role of the partner(s) in the design and implementation of your project proposal.

4. ABOUT THE PROJECT	
4.1.	Length of the project: <i>Please note that the project implementation period should be between 12 and 24 months and that all projects shall begin in March 2015 at the earliest. UNESCO cannot issue contracts for approved projects prior to this date.</i>
	Beginning date: _____ End date: _____

4.2.	<p>Brief summary of the project: <i>Please provide a brief summary description of the project. (150 to 250 words)</i></p>
4.3.	<p>Country context and complementarity of the project with other regional, national and local policies/ measures/ programmes/ projects</p> <p><i>Please identify and explain the specific needs, priorities and challenges (economic, political and social aspects) faced by your community/ city/ country/ region (depending on the scope of your project) in the field of culture, and indicate how your project is designed to respond to them in a targeted and direct manner. (Max. 400 words)</i></p> <p><i>Please provide information about policies/ measures/ programmes/ projects already started at the national and/or local level responding to the specific needs, priorities and challenges previously described. Indicate whether and how these policies/ measures/ programmes/ projects will be associated with your project, and what value your funding request adds to the work that is already being carried out in your field.</i></p>
4.4.	<p>Objectives: <i>Please describe the specific measurable objectives of the project (and not of the applicant). These should be in accordance with the main objective of the IFCD, which is to invest in projects that lead to structural change through the introduction and/or elaboration of policies and strategies that have a direct effect on the creation, production, distribution of and access to a diversity of cultural expressions, including cultural goods, services and activities, as well as through the reinforcement of institutional infrastructures, including professional capacities and organizational structures, deemed necessary to support viable local and regional cultural industries and markets.</i></p> <p>Short-term objectives of the project:</p> <p>Long-term objectives of the project:</p> <p><i>Please indicate how these objectives contribute to the promotion of gender equality, youth, South-South/North-South-South cooperation and/or the participation of various social groups in the areas of intervention of the IFCD:</i></p>
4.5.	<p>Sustainability</p> <p><i>What measures/ steps will you put in place to ensure that your project long-term objectives can be met? Examples of these measures/ steps can include expanding partnerships, mobilizing additional resources, engaging government counterparts to influence policy and strategy development.</i></p> <p><i>What measures/ steps will you take to follow up with the beneficiaries of the project after its completion?</i></p>

Note 4:

Length of the project. The project technically begins when the funding contract is signed both by UNESCO and the applicant, and the earliest that UNESCO can offer contracts for projects approved for funding is March 2015. The project implementation period should be between 12 and 24 months. The end date signifies the time at which all final project reports, analyses and statements are submitted to the UNESCO Secretariat for evaluation.

Brief summary of the project. The project summary sets the stage for the rest of the proposal and is crucial because it is your first and most important opportunity to communicate what your project is about and demonstrate how your project meets the criteria for IFCD funding or not. If there are elements in the summary that are outside the scope of the IFCD's objectives, it reflects poorly on what evaluators can expect to learn about your project.

It is recommended that you write the summary as a last step because as you develop your project, chances are great that various components of the proposal change or shift in the process. The best summaries are neither poetic nor aspirational in tone, rather they are:

- succinct – the reader must be able to quickly grasp the big picture so that they can effectively contextualize the details of your proposal to come;
- clear – an unclear summary usually signals applicants' own lack of clarity about the project for which funding is being requested; and
- descriptive – begin by describing the aim(s), outcome(s), significance and social, cultural and/or economic benefit of your proposal. Continue by elaborating each significant project component, making sure to emphasize major steps in completing your project as a way to guide the development of the summary. Finally, end the summary with the one, best, most creative/innovative aspect of your project as a teaser for what is to come.

Remember that a well-written summary can easily be used as a marketing tool for your project, so it is well worth the investment of time and energy. Project summaries are not declarations of intent detailing what you “hope” and “wish” to achieve in implementing your project. Rather, they are used to clearly communicate what will definitively be achieved if funding is granted.

In addition, all information regarding the political, cultural and economic context of the project, as well as the background and the competencies of the applicant and any other specific information that is requested elsewhere in the application should be left out of the summary to maintain its succinctness and avoid repetition.

Finally, if the project for which IFCD funding is requested is part of a larger project, it is imperative to describe this larger project, its objectives, activities, beneficiaries, partners, etc. Section 7 (Budget) of this Application Form will also ask that applicants detail the budget of this larger project, if it is applicable.

Country context and complementarity of the project with regional, national and local policies/ measures/ programmes/ projects. In this section of the proposal you are asked to describe the social, economic, political and cultural background from which the project is initiated. At first glance, this section may seem similar to one that asks you to provide “background” or “introductory” information for your project; however, this section actually lays the groundwork for your project's “selling points”.

You may find it useful to start from the general and work to the specific. Consider beginning by describing the extent of the problem in the community/city/country/region and why it is important. It is best to focus attention only on the principal points, and to avoid including

tangential information just for the sake of demonstrating the breadth or depth of your knowledge. End your response by making a connection between your organization and your proposed project in improving the situation.

Remember, this section should not reflect a socio-economic/political critique of the current situation, but rather an objective demonstration of your thorough understanding of the economic, social and political challenges, needs and priorities in your field of activity and how you and your organization plan to respond to them.

Furthermore, the objective of this section is to position your project proposal in relation to other efforts on the ground and to show how your project will:

- extend the work that has been previously done;
- avoid the mistakes and/or errors that have been made; and
- serve to develop stronger collaboration and synergies between existing initiatives.

The point of this exercise is not to list the entire spectrum of cultural operators and/or projects that are more or less related to your field of activity, but rather to focus on learning from and finding synergies with activities and/or actors that are directly related to your scope of action. This not only demonstrates your knowledge of your professional context, but it also shows evaluators that you know what you are proposing because you are familiar with what has preceded you.

In determining the value your funding request adds to the work already being carried out in your country, it is important to consider the reasons for which you and/or your organization are uniquely suited to implement the proposed project - geographic location, language expertise, prior achievements in this area, close relationship to beneficiaries, etc.

It is best to remain as objective as possible when describing why activities have or have not worked in the past. Personal opinions, commentary and observations compromise the credibility of your funding request.

Objectives. The term “objective” often causes difficulties because different funding agencies attach different meanings to it. In the context of the IFCD funding process, an objective is a statement that expresses what you expect to achieve by doing something. The objectives should address the core problem in terms of the benefits that beneficiaries will gain as a direct result of the implementation of the project. Each objective must contain two parts, namely what is to be achieved and how it will be done. This is a practical way to express objectives because it allows you to be clear to yourself that what you intend to achieve is connected to the means you will be using, and it allows evaluators to distinguish immediately between what is concretely going to be achieved and a mere declaration of intent.

Short term objectives are what you hope to achieve during the time period of your project, and longer term objectives are benefits that are drawn well after the completion of your project. Both short and longer term objectives must be compatible with the objectives of the 2005 Convention and the IFCD.

Even though this section is asking for an elaboration of the project's objectives and not those of the applicant, the project's objectives should not be contradictory to those of the applicant.

The last part of this section should be dedicated to explain how your project's objectives contribute to the promotion of gender equality, youth, South-South and North-South-South cooperation and/or the participation of various groups in 1) the introduction and/or elaboration of policies and strategies that have a direct effect on the creation, production, distribution of and access to a diversity of cultural expressions, including cultural goods, services and activities; and 2) the strengthening of viable local and regional cultural industries and markets.

South-South cooperation is a broad framework for collaboration among public authorities/institutions or NGOs from two or more countries located in the global South. North-South-South cooperation involves authorities/institutions or NGOs from two or more countries in the global South in collaboration with a third party, typically a public authority/institution or NGO from the global North, contributing to the exchanges with its own knowledge and resources.

Sustainability: In the long term, chances are great that your project will no longer be supported through IFCD funding. If it is successful, it is likely that it will not be thought of as a "project" at all. Instead, it might be included in the regular operations of your organization. Or, if it was a one-time event, such as a training seminar, the event itself will be over, but the expected results (increased skill level of participants) will be carried forward to new personnel. This transition of the relatively short-term project to regular community life or organizational operations is referred to as "sustainability". This means that you need to examine longer term possibilities, opportunities and challenges when developing and implementing your project.

There are a few things you can do to integrate aspects of sustainability into your project from the start:

- Communicate – make sure that people are aware of your project from the beginning by promoting activities and results and incorporating communication strategies when possible;
- Encourage community/organizational/public involvement – to the extent possible, involve people from all parts of the community. Create opportunities for participation, collaboration and sharing. Educate and inform the public and policymakers (when possible), and provide training and leadership opportunities;
- Create a diverse base for project funding – seek financial support from multiple sources and multiple levels to reduce reliance on a sole funding source/type.

Finally, it is important to keep in mind that sustainability is not just about more money, it is about:

- Building relationships on an on-going basis – through communication, building trust, reciprocity and showing commitment;
- Diverse funding sources – including grants, fees for services, volunteers, donations, active fundraising campaigns, etc.;

- Flexibility – capacity to accommodate change by incorporating on-going evaluation into project evaluation.

5. MAIN ACTIVITIES AND EXPECTED RESULTS
<p>Please list the expected results of the project. The expected results should be concrete and measurable and will serve as a basis for the evaluation of the project after its completion. Moreover, expected results should be correlated with the objectives, activities and budget.</p> <p>Below each expected result, please indicate main activities to be carried out to achieve these results, the location(s) where they will be held and the direct and indirect beneficiaries. Activities (research, workshops, publications, consultations) may be grouped into distinct categories such as, but not limited to: capacity-building, mapping, promoting exchange and networking and awareness raising and visibility.</p> <p>Add more if necessary.</p>
EXPECTED RESULT 1:
MAIN ACTIVITY(IES) TO ACHIEVE EXPECTED RESULT 1:
What indicator(s) are to be used to measure the achievement of the expected result?
What are the means of verification of these indicator(s)?
Location(s):
Beneficiaries of this activity(ies): Please include quantitative and qualitative information. Direct beneficiary(ies): # Indirect beneficiary(ies): #
EXPECTED RESULT 2:
MAIN ACTIVITY(IES) TO ACHIEVE EXPECTED RESULT 2:
What indicator(s) are to be used to measure the achievement of the expected result?
What are the means of verification of these indicator(s)?
Location(s):
Beneficiaries of this activity(ies): Please include quantitative and qualitative information. Direct beneficiary(ies): # Indirect beneficiary(ies): #
EXPECTED RESULT 3:
MAIN ACTIVITY(IES) TO ACHIEVE EXPECTED RESULT 3:
What indicator(s) are to be used to measure the achievement of the expected result?
What are the means of verification of these indicator(s)?

Location(s):
Beneficiaries of this activity(ies): <i>Please include quantitative and qualitative information.</i> Direct beneficiary(ies): # Indirect beneficiary(ies): #

Note 5:

Expected results. Because the success of your project will be measured by how you are able to meet the expected result(s), these should be realistic in the short term. In formulating your expected results, ask yourself if your objectives were fulfilled, how would you be able to tell? What changes would have taken place? These changes, ideally expressed in a quantifiable manner, would concretely translate into your expected results. Each activity listed in this section should give rise to at least one expected result, which should also be consistent with the objectives and budget of the project.

Main activities. To produce outputs, you will need to carry out a series of activities. It is important to relate activities to each other to determine their sequence and dependence. Ask yourself whether one activity is dependent on the start-up or completion of another activity. Be as systematic as possible in describing the activities of your project, and use the following list of questions to guide you in elaborating on each activity:

- Where will the activity be carried out?
- What will be done?
- How will it be done, what methods will be used?
- Who will be involved and how?
- What resources will be needed for the activity? This should match the budget line items in section 7 (Budget).

Effective planning and synchronization of activities are crucial for the successful implementation of your project.

Indicators. An indicator is used to check that an activity has been carried out, an output produced, or an objective achieved. In essence it is a direct or indirect measure that verifies to what extent the expected results have been fulfilled.

Means of verification. The means of verification refer to where you would look to find evidence for whether an activity has been carried out, an output produced, or an objective achieved – i.e. the source of the information for the measurements or verification specified by the indicator.

Expected results, indicators and means of verification are also essential in helping you monitor your project activities. Do you have any provisions in place for modifying activities throughout the implementation of the project as expected results are benchmarked against obtained results using your indicators? More than 20% variation between expected and obtained results should draw your attention to potential problems or challenges in the design and/or implementation of activities.

Location. Indicate the exact location (community, city and/or country) where the project’s activities will take place.

Beneficiaries. Beneficiaries are people (or groups of people) who reap a benefit as a result of the implementation of your programme/project. Generally, the beneficiaries include the participants who will benefit directly from their involvement in the project. In addition, there will be indirect beneficiaries, who may not be active in the project but whose lives will be affected nonetheless.

The reason(s) for which each beneficiary group will benefit from the implementation of the project must be clearly outlined. Furthermore, each beneficiary group must be clearly and precisely identified and, to the extent possible, quantified. Groups labelled as “citizens”, “musicians”, or “the youth” are not sufficiently detailed to convey the benefits that will be realized by the proposed project. For example, instead of just referring to “youth”, geographic, demographic and quantitative clarity can be given to the beneficiary group by citing that 300 adolescent males and females aged 13 to 16 in the Caspaya Valley will benefit from the project through a series of capacity-building workshops that will help them learn film editing.

6. ACTIVITIES IMPLEMENTATION SCHEDULE:		
<i>Please provide an implementation schedule for your activities in the table below, making sure to note the start and end dates of all activities.</i>		
<i>NB: As stated in section 4, the project implementation period should be between 12 and 24 months and projects cannot start earlier than March 2015. Please note that, if approved for IFCD funding, you will most probably receive 50% of the total amount approved in the beginning of the project, another 30% mid-way through the project and the remaining 20% once all activities have been completed and the final reports are submitted.</i>		
Activity	Start date	End date

Note 6:
Activities Implementation Schedule. An activities implementation schedule or work plan provides all of the organizational details of your activity and a complete picture of how the project will be coordinated from the beginning to the end. The plan must cover the entire duration of the project, as expressed in Section 4 (About the Project), and should not present any periods of time without activities.

The work plan is also essential in cross-checking the project’s objectives with its budget. Is the implementation of activities helping to reach the stated objectives? Are the allocated resources for each activity sufficient and are they accounted for in the budget in section 7 (Budget)?

It is important to remember that if your project is approved for IFCD funding, you will most likely receive 50% of the total amount approved in the beginning of the project, another 30% mid-way through the project and the remaining 20% once all activities have been completed

and the final reports are submitted. In that respect, it would be useful for the project team to devise a preliminary monthly plan of cash inflow and outflow to make sure that the necessary funds are available and, if necessary, can be advanced by the applicant to allow for the timely implementation of activities.

7. BUDGET		
7.1.	Budget summary	
	Total funding requested from the IFDC (<i>not exceeding USD 100,000</i>):	USD
	Total co/self-funding income:	USD
	Total project cost:	USD

Note 7.1:

Budget. Total funding requested from the IFCD cannot exceed USD 100,000. Even though co/self-funding is not obligatory, it is strongly encouraged as a means to advance the sustainability of the project.

7.2.	Budget breakdown					
	Please fill in the table below with information on all foreseen expenditure items and their cost in USD. Please note that you should only use the sections relevant to your project and adapt them as necessary.					
	If the funds requested from the IFCD are meant only to cover a portion of a larger project, please specify the amount that will be IFCD and self/co-funded.					
	Please note that at the end of the project, all original invoices and supporting documents must be sent to UNESCO. A pro forma invoice for equipment will be required.					
Overhead costs should not exceed 30% of the total budget. Expenditures such as the purchase of a vehicle or construction / renovation of a building are not eligible for IFCD funding.						
Expenditure	Activity Number	Unit	# of units	Cost (in USD)	Amount funded by IFCD	Amount co/self-funded
1. Salaries / fees						
1.1 Project staff		Per person (% of time spent per month)				
1.2 Contractor / subcontractor / consultant / expert		Per day/week				
1.3 Administrative / support staff		Per person (% of time spent per month)				
Subtotal salaries / fees						
2. Travel and per diem						
2.1 Air transportation		Per flight				
2.2 Land transportation		Per day/week				

2.3 Visa fees		Per person				
2.4 Per diem for international missions / trips		Per day				
2.5 Per diem for domestic missions / trips		Per day				
2.6 Per diem for seminar / conference participants		Per day				
Subtotal travel and per diem						
3. Equipment and supplies						
3.1 Rent of vehicle(s)		Per vehicle				
3.2 Equipment (total based on pro forma invoice enclosed with the application)						
3.3 Other (please specify)						
Subtotal equipment and supplies						
4. Communication						
4.1 Publications (editing, design, printing, etc.)						
4.2 Press conferences						
4.3 Other promotional activities, events, advertisements, etc. (please specify)						
Subtotal communication						
5. Other costs, services						
5.1 Studies, surveys (purchase of data)						
5.2 Evaluation						
5.3 Translation, interpreters						
5.4 Rent of conference / seminar rooms						
Subtotal other costs, services						
6. Overhead						
6.1 Rent of office space						
6.2 Postage, office supplies, etc. (please specify)						
6.3 Other (please specify)						
Subtotal overhead						
<i>Please note that the overhead costs should not make up more than 30% of total costs of the project.</i>						
Total				USD	USD	
Grand Total				USD		

Note 7.2:

Budget breakdown. Resources or inputs necessary to carry out activities each have an attached cost attached. A budget is an estimate of the total costs of these inputs, namely the total expenses you are likely to incur in implementing your project. You are seeking to make an informed guess about the costs you will incur based on the best data that you have available. A budget should convey the following:

- The likely cost of each main item attached to each activity for each period of the project;
- The way in which you have calculated the costs;
- The amount that you are expecting the donor agency to contribute;
- The amount that your organization (self-funding) and other agencies/ organizations/ donors (co-funding) will be contributing.

It is unfortunate that too often project leaders approach their work on the budget towards the end of the project development phase. Since the design and implementation of activities are closely linked to the development of the budget, the earlier budget considerations are taken into account, the better.

There are many ways and approaches you can take to prepare your budget. Below are some suggestions:

1. List items – looking at the activities involved in your project in sections 5 and 6 (Main Activities and Expected Results and the Activities Implementation Schedule), list all the possible items of expenditure that you are likely to incur. What is most important in this phase is that you are as comprehensive as possible in accounting for all of the expenses you are likely to incur throughout the implementation of your project.
2. Group expenses under main headings – Adapt categories according to your project needs and priorities, and categorize all of the expenses listed in step 1. Please note that a pro forma invoice will be required for the purchase of equipment.
3. Note costs per unit – using the best available information/research/comparables, indicate the per-unit cost of each input. For example, if you need to print 1800 brochures, and for this you need to purchase 8 reams of paper, please note the price per ream of paper.
4. Determine the number of units – estimate the quantities of each input you will need. In taking the example from step 3, the number of units would be 8.
5. Consult colleagues and project team – ask yourself, “if I had these resources, would I be able to carry out all the activities that I have described in the proposal?” Consult your colleagues in this process, a fresh pair of eyes always helps to avoid omissions.
6. Check final calculations – it’s easy to make errors, double-check your numbers and totals.

7.3.	Co-funding
	<i>If any, please list all sources of co-funding. Please indicate whether or not additional resources are already available or when they are likely to become available. Written confirmation of co-financing may be requested. Add more sources if necessary.</i>
	1. Source:
	Amount: USD
	Status of funding: <input type="checkbox"/> available <input type="checkbox"/> to become available <input type="checkbox"/> confirmed
	2. Source:
Amount: USD	
Status of funding: <input type="checkbox"/> available <input type="checkbox"/> to become available <input type="checkbox"/> confirmed	

	3. Source:
	Amount: USD
	Status of funding: <input type="checkbox"/> available <input type="checkbox"/> to become available <input type="checkbox"/> confirmed
7.4.	Non-financial contribution <i>If any, please indicate the kind and the source. Add more if necessary.</i>
	1. Source:
	Kind:
	2. Source:
	Kind:
	3. Source:
	Kind:

Notes 7.3 and 7.4:

Co-funding and self-funding. Co-funding (financial contributions from other agencies/ donors/ organizations) and self-funding (financial contributions from the applicant itself) are not obligatory, but strongly encouraged. If it is the case that the proposed IFCD project is part of a larger project that is being implemented, all other sources of funding for the larger project must also be cited.

Non-financial contributions. Non-financial contributions add value to the net pool of assets required to implement a project without the transfer of money. In essence they are non-cash inputs that can be given comparable cash value. The inputs can be in the form of goods, commodities and/or services.

7.5.	Financial management <i>If any, please indicate what actions have been foreseen to ensure financial accountability (e.g. involvement of a financial officer).</i>
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Note 7.5:

Financial management. The ongoing management of cash and other assets is a critical area of focus in order to achieve the project's objectives efficiently, effectively and accountably.

A system of sound financial management should be characterised by implementing a coherent set of accounting procedures and standards which reveal that monies are spent in accordance with the proposed budget, that all transactions are recorded accurately, and that a complete audit trail exists to facilitate a post expenditure review.

The involvement of a financial officer in the implementation of the project is strongly encouraged.

8. FUNDING FROM UNESCO	
8.1.	Previous funding from the IFCD
	Title of the project:
	Period:
	Amount of funding:
8.2.	Previous funding from UNESCO for similar or related projects <i>(either from UNESCO Headquarters, a Field Office or an Institute) to implement project(s) similar to or related to the project that you are currently proposing. Add more if necessary.</i>

	1. Title of the project:
	Period:
	Amount of funding:
	2. Title of project:
	Period:
	Amount of funding:
	3. Title of project:
	Period:
	Amount of funding:
8.3	Current applications <i>Are you currently applying for other UNESCO funds?</i> <input type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, please provide details.</i>

Note 8:

Funding from UNESCO. Please do not list information related to contracts received through other specialized United Nations organizations. Only previous contracts issued by UNESCO, its Field Offices and/or its institutes, as well as current applications, should be described here.

9. COMMITMENT TO SUBMIT A REPORT ON THE EXECUTION OF THE PROJECT

As stated in paragraph 25 of the Guidelines on the Use of the Resources of the International Fund for Cultural Diversity: "The beneficiaries shall submit a mandatory descriptive, analytical and financial report on the execution of the project and the realization of expected results to the Secretariat. The report must be presented using the reporting forms provided by the Secretariat in order for the beneficiary to receive its final payment. No financial contributions for new projects will be allocated to beneficiaries who have not received their final payment."

The full text of the Guidelines is available at:

http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/CLT/pdf/Guidelines_IFCD_EN.pdf

- I commit to respect the provisions of paragraph 25 of the Guidelines.
- I certify that all information contained in this application is truthful.

Date _____

Name and title _____

Stamp and signature of the applicant _____

NB: This application is not valid and cannot be accepted by the UNESCO Secretariat unless it is signed.

Note 9:

Commitment to submit a report on the execution of the project. Applicants should be aware that random evaluations of projects can take place at any time during the implementation phase to ensure that results reported in reports are coherent with realities on the ground.

Applications that are not signed will NOT be considered for funding.