



CULTURE FUNDING WATCH

FROM FUNDRAISING TO SUSTAINABILITY

AFAC Beirut 2019

HELLO!

OUAFA BELGACEM

CEO, CULTURE FUNDING WATCH
www.culturefundingwatch.com



CEO, CULTURAL AND CREATIVE ENTERPRISES INDEX
www.cceindex.com



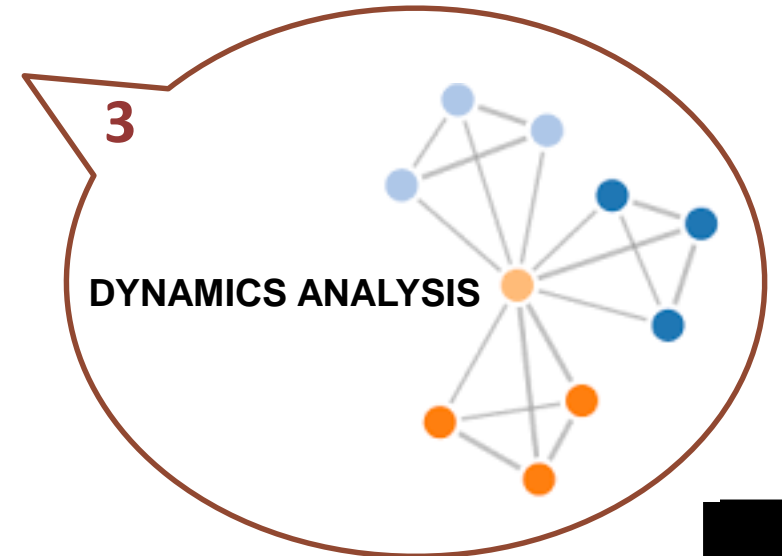
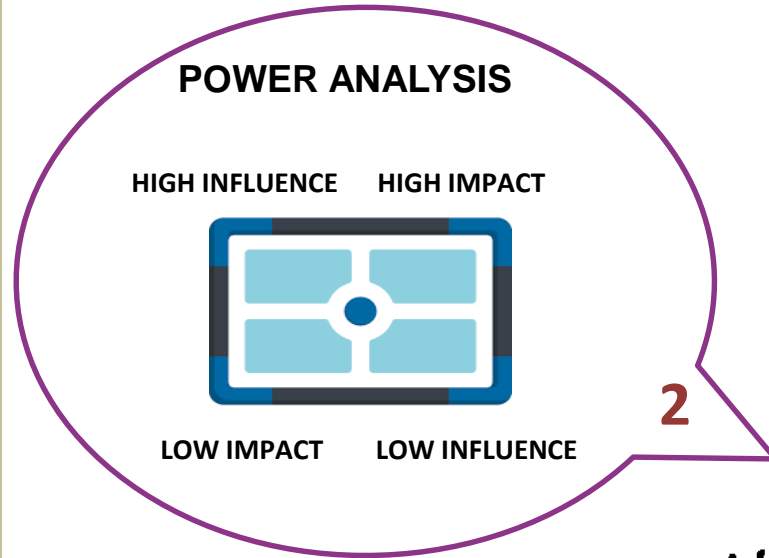
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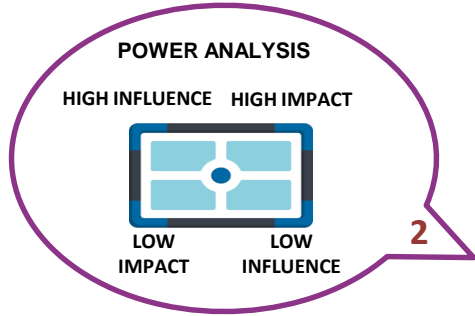
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EXTERNAL DIAGNOSIS

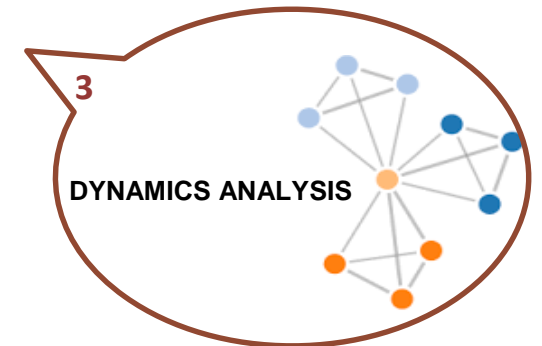
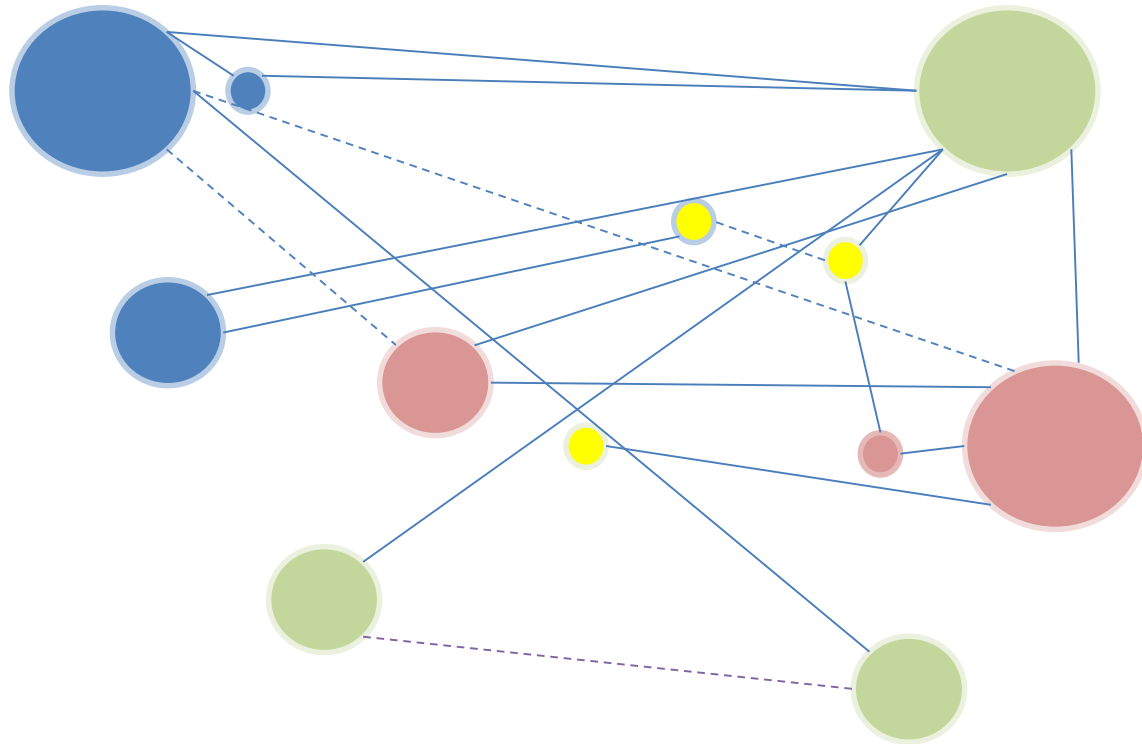
ECO-SYSTEM ANALYSIS APPROACH



EXERCISE: STAKEHOLDERS ANALYSIS MATRIX




High Importance & Low Influence	High Importance & High Influence
Low Importance & Low Influence	Low Importance & High Influence



INTERNAL DIAGNOSIS

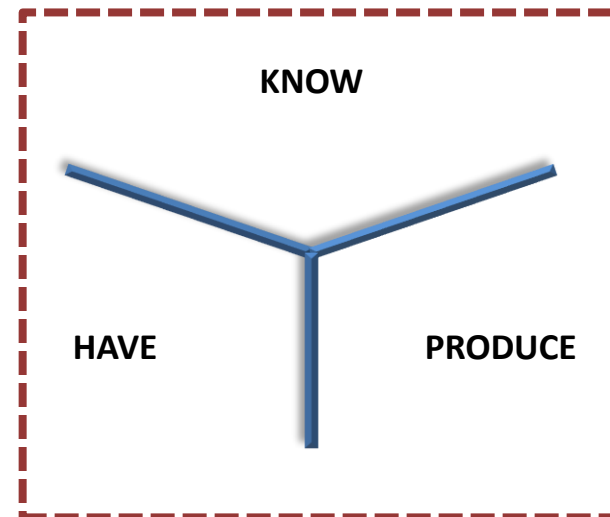
SAP ANALYSIS APPROACH



KNOW (SAVOIR): Knowledge within

HAVE (AVOIR): Immaterial critical success factors (network, influence, reputation etc)

PRODUCE (PRODUIRE): Products you create



Introduction to resources mobilisation

Session 1:

RM vs Fundraising

Type of resources

Donor typology

Available resources

FUNDRAISING VS RESOURCES MOBILISATION

FUND

RAISING

FOCUS ON MONETARY INCOME

GRANTS

PROPOSALS/CN

RESOURCES

MOBILISATION

DIVERSE

RESOURCES

GRANTS, EGA, TA, AWARDS

PROPOSALS/CN,
SERVICES

THE DIFFERENT TYPES OF INCOME

RESTRICTED INCOME

Project related
Time bound
Budget limited
Can be a longterm commitment
Very little flexibility

RISKS

Donor driven
Services delivery
Financial gaps
Cashflow issues

UNRESTRICTED INCOME

Core funding
No time bound
Very flexible
Helps build institutional capability
Used as leverage

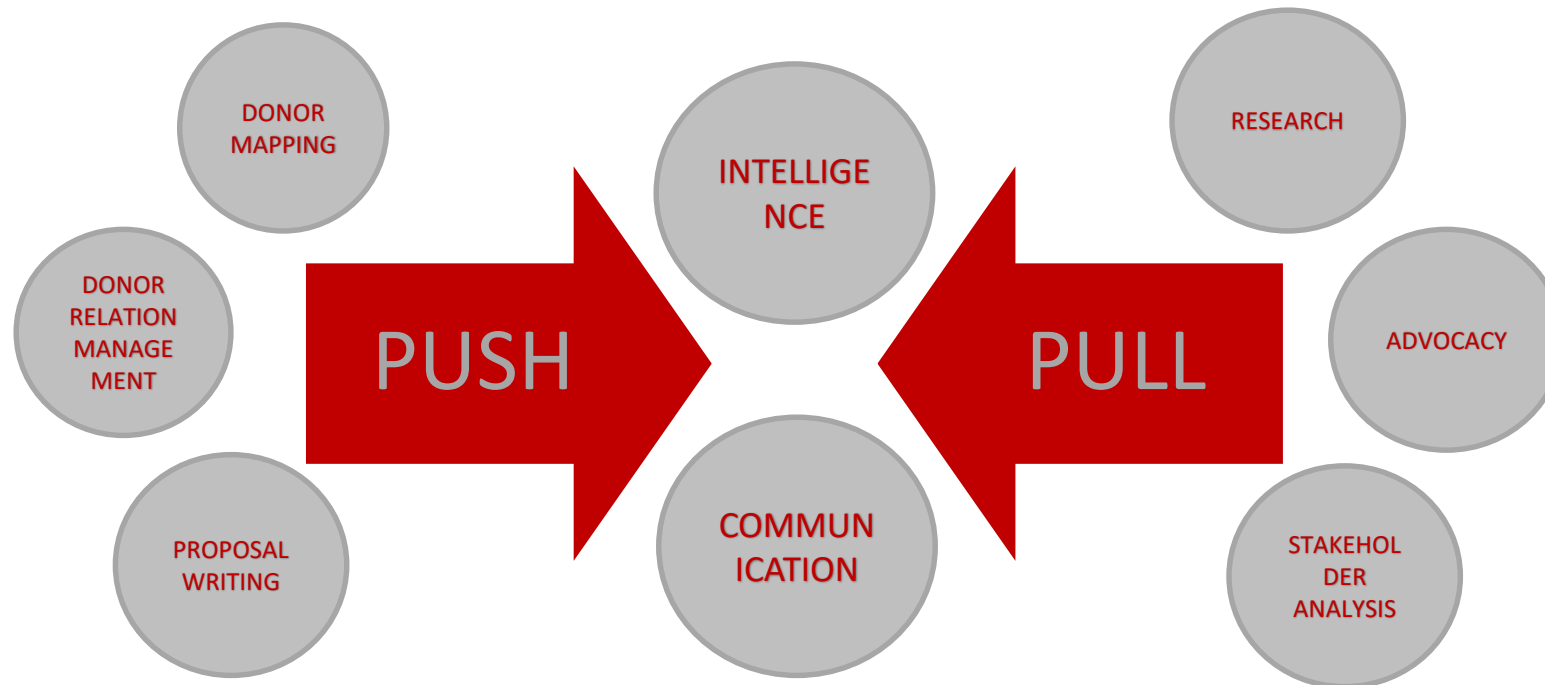
RISKS

Can be very volatile
Very fragile and brand related

BUT BOTH HAVE IN COMMON

✓ NURTURE DONORS RELATIONSHIPS

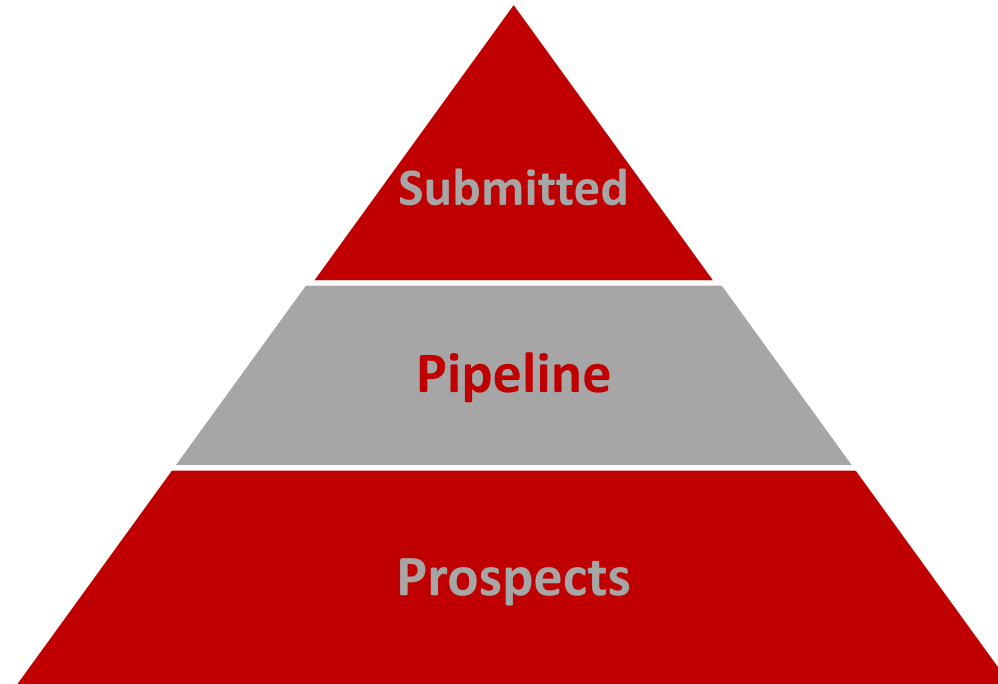
PULL AND PUSH ACTIVITIES



BUT BOTH HAVE IN COMMON

✓ **ARE TRANSLATED INTO A STRATEGY AND IMPLEMENTATION PLANS**

ALIGNEMENT AND CONCOMITANCE WITH PROGRAMME STRATEGY
CONTINUITY AND PLANNING ARE THE KEY SUCCESS FACTORS

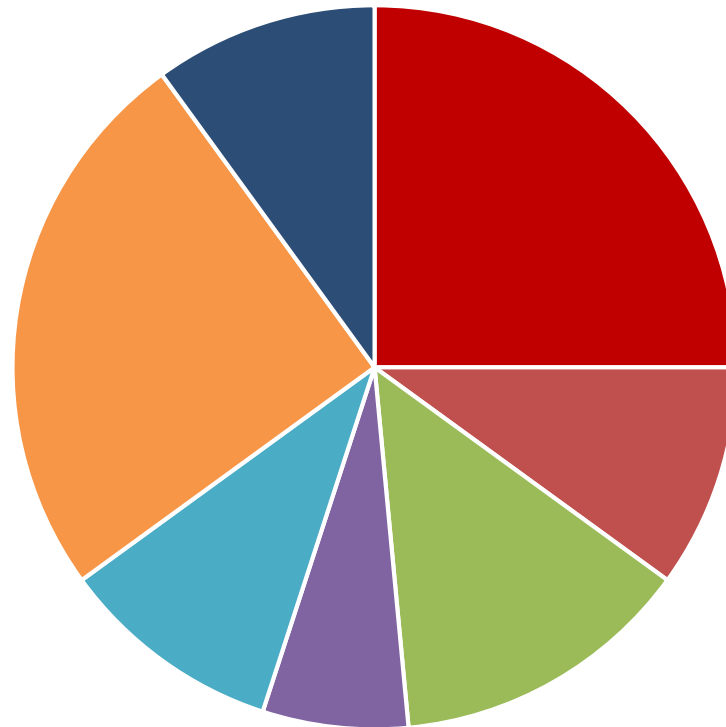


BUT BOTH HAVE IN COMMUN

✓ USE OF DIVERSE SOURCES

DIVERSIFY DONORS GROUPS

MIX TOOLS (TA, GRANTS, IGA, SERVICES)



■ IGA ■ GRANTS ■ TA ■ INKIND ■ AWARDS ■ SERVICES ■ CORE FUNDING

Thank you for your attention

