



***Strengthening national capacities  
for the Protection and Promotion  
of the diversity of Cultural expressions***

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<b>Geographical scope/benefitting country(ies):</b>	20 developing countries that are Parties to the Convention in Africa, Arab, Asia-Pacific, Latin America and the Caribbean regions
<b>Duration (in months):</b>	24 months
<b>Partner(s) institutions:</b>	UNESCO Field Offices, relevant Ministries (Culture, Trade, etc), National Statistical Offices, Institute for Statistics (UIS)
<b>Total estimated budget inclusive of Programme Support costs</b>	4,000,000 USD

## ***Rationale and background***

The Convention on the Protection and Promotion of the Diversity of Cultural Expressions is a legal and policy framework that helps create environments in which artists, cultural professionals, practitioners and citizens worldwide can create, produce, disseminate and enjoy a broad range of cultural goods, services and activities. To reach this goal, the Convention calls on Governments to introduce policies and measures to nurture creativity, to provide access to creators to participate in domestic and international marketplaces and to ensure that artistic works are accessible to a larger public.

With 134 Parties as of June 2014, the Convention has experienced an extremely rapid rate of ratification since its adoption in 2005 and entry into force in 2007.

Yet, the ability to strengthen national cultural sectors is still hindered by multiple knowledge and capacity gaps, such as: shortage of expertise and technical know-how in the field of policy development; weak institutional structures; lack of relevant data required for evidence-based policy making; limited capacity to assess and monitor the impact of policies and measures in the cultural and creative sector; fragile networking between governments and civil society.

Demands remain critical for training, technical assistance, engagement of local and regional expertise, production and dissemination of training materials and tools, including for policy-making, data collection and partnership development. Substantial efforts are required to assist Parties in creating institutional and professional environments favourable to promote the diversity of cultural expressions and foster the emergence of dynamic cultural and creative sectors.

Against this background, this activity responds to the need to enhance cooperation for development through capacity-building, as outlined in Article 14 of the Convention. It proposes a demands-driven, systematic, long-term capacity development process involving various types of interventions (workshop, technical assistance, mentoring, coaching, etc.) covering the following areas:

- Raising awareness about the objectives and guiding principles of the 2005 Convention;
- Policy design and implementation;
- Quadrennial periodic reporting;
- The International Fund for Cultural Diversity: project design and implementation;
- Cultural statistics/Culture for Development Indicators (CDIS);
- Micro-, small- and medium-size enterprise development.

## ***Why UNESCO?***

As the only UN agency with a mandate in culture, UNESCO has developed a comprehensive series of standard-setting instruments in this field, including six main culture conventions. The 2005 Convention differs in particular from the other heritage-related conventions in that it focuses specifically on the diversity of cultural expressions disseminated and made accessible largely through cultural activities, goods and services.

While it has already been ratified by the majority of UNESCO Member States, many Parties face various difficulties to translate the Convention provisions into concrete policies and measures. The evaluation by UNESCO's Internal Oversight Section of the 2005 Convention notes that capacity-building and awareness-raising remain important in order to clarify concepts and explore policy synergies<sup>1</sup>.

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<sup>1</sup> <http://unesdoc.unesco.org/images/0022/002269/226932E.pdf>

UNESCO, with its vast range of constituencies, partners and networks, also offers a unique international implementing platform to assist Parties in their efforts to develop policies, capacities and tools for the effective implementation of the Convention. In this process, UNESCO can build on the experience and results achieved successfully during the launch and implementation in 2011-2014 of the European Union funded “Expert Facility to Strengthen the System of Governance for Culture in Developing Countries” programme. The programme created a pool of 30 international experts (“Expert Facility”) from both the global North and global South who provided technical assistance and mentoring over 3-year period to 13 beneficiary countries (Barbados, Buenos Aires/Argentina, Burkina Faso, Cambodia, Democratic Republic of the Congo, Haiti, Honduras, Kenya, Malawi, Mauritius, Niger, Seychelles, Viet Nam) to establish legal, regulatory and/or institutional frameworks necessary to develop the culture and creative sectors in their country, and introduce policies that address the role of culture in social and economic development.

UNESCO will also draw on the experience gained in implementing, from 2010 to 2014, 71 operational projects in 43 developing countries supported by the International Fund for Cultural Diversity (IFCD) to develop new cultural policies, support cultural entrepreneurs and create new cultural industry business models. Finally, UNESCO will build on the “Culture for Development Indicators” (CDIS) programme, funded by Spain from 2011 to 2014 and implemented in 12 pilot countries (Bosnia and Herzegovina, Colombia, Costa Rica, Ghana, Uruguay and Vietnam, Ecuador, Namibia, Cambodia, Egypt, Burkina Faso and Swaziland).

Thanks to these past and ongoing activities, political momentum in favour of the Convention has been created, and various actors mobilized, providing a timely opportunity to implement the proposed project.

### **Overall Goal/Objective**

The overall goal of this project proposal is to enhance human and institutional capabilities in developing countries to improve their competences and capacities when developing policies and measures to implement the Convention, and strengthen dynamic cultural and creative sectors in a sustainable manner. It seeks to help Parties implement the Convention through preparation of capacity-building materials, delivery of on-demand services for training and technical assistance, and knowledge sharing. In the long term, it seeks to reach out to stakeholders, governmental and non-governmental, that have a responsibility in policy-making processes and in policy implementation, and to bring about positive transformations in institutional environments and cultural governance systems that can benefit the cultural and creative sectors.

This is to be achieved through:

- the development and roll out of a global capacity-building programme in 20 developing countries, including through technical assistance to empower local expertise for participatory and informed policy making;
- investment in projects that are designed to lead to structural change through the introduction of policies to support the cultural and creative sectors in developing countries;
- support to knowledge management tools to collect and disseminate information, data and best practices essential for monitoring of the promotion of the diversity of cultural expressions.

## ***Main expected results***

### **Expected Result 1**

Awareness is raised among various stakeholders about the objectives and guiding principles of the 2005 Convention

### **Expected Result 2**

Policies and measures are designed to promote the diversity of cultural expressions

### **Expected Result 3**

Policies and measures to promote the diversity of cultural expressions are monitored by governmental and non-governmental actors and knowledge management system is established for sharing of information, data and best practices

### **Expected Result 4**

The International Fund for Cultural Diversity is effectively implemented through submission of well-designed projects and their implementation

### **Expected Result 5**

Data and indicators on culture are produced to design informed policy for development in developing countries

### **Expected Result 6**

Cultural entrepreneurs, especially women, working for micro-, small-, and medium-size enterprises (MSME) are trained on business management, market access, access to financing for culture, etc.

## ***Activities and outputs/deliverables relating to the achievement of expected results***

The activity proposes a global programme that aims to build institutional and professional capacities in 20 Parties to the Convention in Africa, Arab, Asia-Pacific, Latin America and the Caribbean regions, adapted to country needs and priorities, through advocacy and policy advice, capacity building, training and technical assistance, mentoring and knowledge services.

### **Activity 1 – expected results 1**

Raising awareness among various stakeholders about the objectives and guiding principles of the 2005 Convention

#### **Output/deliverable 1.1**

A global and inclusive community of practice is established by sustaining and enlarging the Convention Expert Facility

#### **Output/deliverable 1.2**

Training contents and materials are produced on understanding the objectives and guiding principles of the Convention

#### **Output/deliverable 1.3**

Capacity-building interventions (e.g., stakeholder consultations, workshops) on understanding the Convention are delivered

**Activity 2 – expected results 2**

Capacity-building interventions to design and implement policies and measures to promote the diversity of cultural expressions

**Output/deliverable 2.1**

Training materials are produced on how to design and implement evidence-based and informed policies and measures to promote the diversity of cultural expressions

**Output/deliverable 2.2**

Workshops are organized to provide beneficiary countries with methodologies on how to developed evidence-based and informed policies and measures

**Output/deliverable 2.3**

Mentoring and assistance are provided to beneficiary countries

**Activity 3 – expected results 3**

Capacity-building interventions to strengthen capacities of governmental and non-governmental actors in beneficiary countries to monitor policies and measures to promote the diversity of cultural expressions

**Output/deliverable 3.1**

Training materials are produced on how to elaborate quadrennial periodic reports and monitor policies

**Output/deliverable 3.2**

Stakeholder consultations and needs assessment are conducted and local needs identified

**Output/deliverable 3.3**

Customized training on quadrennial periodic reporting is delivered to multi-stakeholder national teams and ongoing mentoring provided

**Output/deliverable 3.4**

Public presentations of the quadrennial periodic reports are organized and the periodic reports validated by stakeholders

**Output/deliverable 3.5**

Quadrennial periodic reports are submitted to UNESCO

**Output/deliverable 3.6**

Knowledge management system on the Convention is established

**Activity 4 – expected results 4**

Capacity-building interventions to strengthen capacities of various stakeholders (e.g., project manager, national commissions for UNESCO, etc.) to implement the International Fund for Cultural Diversity

**Output/deliverable 4.1**

Training materials are developed and workshops organized on how to elaborate solid project proposals for the International Fund for Cultural Diversity

**Output/deliverable 4.2**

Training materials are developed and workshops organized for National Commissions on how to evaluate and preselect projects for the International Fund for Cultural Diversity

**Output/deliverable 4.3**

Training materials are developed and workshops organized on how to implement projects funded by the International Fund for Cultural Diversity and made available

**Activity 5 – expected results 5**

Capacity-building interventions to strengthen capacities of stakeholders (e.g. officials of national statistics) for data collection and indicator-building/Culture for Development Indicators (CDIS)

**Output/deliverable 5.1**

Training materials are produced on how to gather data to produce statistics and indicators on culture/CDIS

**Output/deliverable 5.2**

National teams are established to undertake the development of cultural statistics and indicators

**Output/deliverable 5.3**

Customized training on cultural statistics and indicators is delivered to national teams and ongoing mentoring provided

**Output/deliverable 5.4**

Cultural statistics and indicators are developed to advocate the integration of culture in development policies and programmes

**Activity 6 – expected results 6**

Capacity-building interventions to develop skills of cultural entrepreneurs working in creative micro-, small- and medium-size enterprises (MSMEs)

**Output/deliverable 6.1**

Training materials are produced targeting cultural entrepreneurs on how to develop MSMEs

**Output/deliverable 6.2**

Professional training is delivered to cultural entrepreneurs on business management, market access, access to financing for culture, etc.

**Output/deliverable 6.3**

Stakeholder consultations are held to raise awareness about the financing of culture

**Output/deliverable 6.4**

Programme on the development of MSMEs for culture institutionalized

## ***Beneficiaries and stakeholders***

Direct beneficiaries are a wide range of governmental and non-governmental actors who are involved in the governance of culture. Such actors include national contact points; policy makers; public authorities and local administrators including officials of various ministries (e.g., ministries of culture, education, social affairs, employment, tax, trade and competition, enterprise development, finance, information and technology, foreign affairs); statistical offices; public institutions, private sector representatives interested in investing in culture and creativity, and civil society actors working in the field of culture such as artists, cultural professionals and practitioners including young people and women (e.g., professional associations on music, film, book, theatre, dance).

The Convention upholds that an effective system of governance for culture is one that meets people's demands and needs. By highlighting the role of culture and creativity for development and strengthening systems of governance of culture that take into account stakeholders' demands and needs, the project will help beneficiary countries to have a local ownership of development processes.

## *Implementation strategy*

Priority will be placed on the development of capacity building programmes to support the effective implementation of the Convention at the national levels. This is to be achieved through trainings and demand-driven technical assistance and engagement of local and regional expertise, including the training of national experts; and the production and dissemination of training materials and tools, including for policy making, data collection and partnership development.

Selection of beneficiary countries will be made based on the expressed needs and political engagement and implementation capacity of Member States. Priority areas of potential donors and delivery capacity of UNESCO field offices will also be taken into consideration.

Thirty international experts (14 women, 16 men) of the Convention Expert Facility established by the UNESCO/EU technical assistance programme (2011-2014), which is to be expanded further, will be the motor for capacity-building delivery on the ground.

The training programme will be delivered in cooperation with Field Offices through a series of workshops adapted to local needs and priorities, and facilitated by experts from the Convention Expert Facility. Training sessions will be organized targeting national contact points, statistical offices, policy makers and experts, culture professionals working in the cultural sector and the creative economy and civil society representatives, especially women.

Training activities will be complemented by on-demand services for technical assistance. The typical technical assistance project could evolve over a cycle of 24 months, starting with a 3-4 months needs assessment and project preparation phase (workshop on the national level), followed by a 6 to 18 months period of technical assistance (including mentoring and coaching after missions) to establish/revise policies and measures to implement the Convention.

A dynamic knowledge management system, containing reports, data and statistics, infographics and illustrations, innovative examples, best practices and thematic focus sections, will support the capacity-building programme.

Gender equality approach will be mainstreamed throughout project implementation. Training materials and practical exercises for each module will be written in a gender sensitive, and whenever possible, in a gender responsive way. Empowerment of women as creators, producers and consumers of cultural expressions will be a theme discussed at training workshops.

Gender equality will also be promoted by ensuring gender balance among experts selected for capacity-building interventions and participants of any project activities. In order to guarantee active participation of women in the design and implementation of policies at the country level, training workshops specifically dedicated to women cultural actors and entrepreneurs may be envisaged in some countries.

The project will contribute to supporting women artists and cultural professionals to have due recognition and better working conditions. The monitoring and reporting will include sex disaggregated data as much as possible to allow for gender analysis of the project results. Any document and communication materials will use a gender specific or gender neutral language.

## *Sustainability and exit strategy*

Risks need to be assessed on a country level, especially uncertain political climate, weak rule of law, etc. At the management level, the following risks and related contingency measures can be identified: non-availability of suitable experts, non-participation of beneficiaries to complete their trainings or benefit from assistance missions.

In order to address the full cycle of knowledge production and sharing, the activity will be sustained by the building of a knowledge management system, conceived as a unique gateway to share resources and exchange information, statistics, data and analysis. In the long-term, this system will facilitate mutual learning, promote transparency and facilitate international cooperation.

To better secure sustainability of actions, methods and approaches, the Convention Facility will be scaled up, diversified (in particular in the areas of statistics, law, digital technologies, business development, public-private partnerships) and expanded (experts from Arab States and Asia-Pacific are currently underrepresented).

In order to enhance sustainable synergies, partnerships with other UN, international and regional organizations as well as with civil society networks will be established for the implementation of the Convention at the country level.

In order to assess the impact of the training and assistance activities, a comprehensive evaluation of the project will be undertaken one year after the completion of the activities. The purpose of the evaluation will be to identify the challenges faced during the implementation of the project, measure the impact on the development of local cultural and creative industries, and assess progress in terms of policy formulation.

In the long-term, and beyond the development of skills, the building of expertise and the focus on training programs, this activity will serve to address broader questions of institutional change and processes, issues of transparency, accountability, knowledge, empowerment, building of trust and public participation.