



United Nations  
Educational, Scientific and  
Cultural Organization



Diversity of  
Cultural Expressions

# 7 IGC

CE/13/7.IGC/INF.4  
Paris, 15 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

### INFORMATION DOCUMENT

**Report of the Secretariat on the design and future implementation  
of a global capacity-building strategy**

1. With 133 Parties, the Convention for the Protection and Promotion of the Diversity of Cultural Expressions (hereinafter the 'Convention') has experienced an extremely rapid rate of ratification since its adoption by the 33rd session of the General Conference in 2005 and entry into force in 2007. Enthusiasm and interest have nevertheless outpaced practical experience in implementing measures to protect and promote the diversity of cultural expressions.
2. The fourth ordinary session of the Conference of Parties (June 2013) recognized that substantial efforts are required to address the challenges posed by the implementation of this new normative instrument at the national level and in particular to assist Member States to develop ownership of the concepts, measures and mechanisms proposed by the Convention. It adopted Resolution 4 CP.7 establishing capacity-building as a strategic priority that is essential for the implementation of the Convention. It further stated that the necessary funds should be mobilized as a matter of priority, despite the current financial situation.
3. The purpose of this document is to outline a long-term capacity-building strategy and the main lines of action to be undertaken by UNESCO and its partners for its implementation. This document is to be read in conjunction with the Secretariat's Report (Document CE/13/7.IGC/4) that outlines initiatives undertaken by the Secretariat during the 2012-2013 biennium to launch pilot capacity-building activities including: preparing core training materials and toolkits on developing policies for the cultural and creative industries; establishing an Expert Facility to provide direct technical assistance and policy interventions; delivering trainings and technical assistance.
4. The Convention upholds that in order to achieve principles of equitable access, openness and balance in the exchange of diverse cultural expressions at the international level, viable and dynamic cultural sectors are required at the country level. The latter is to be achieved through the introduction of legal, financial and policy frameworks, the strengthening of professional capacities and the reinforcement of organizational structures that have a direct effect on the different stages of the cultural value chain.
5. The ability to strengthen national cultural sectors is, however, still hindered by, for example: a 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 sector. A recurrent challenge is insufficient capacity to design and implement the laws, regulations and policies necessary to support the development of strong cultural and creative sectors.
6. A global capacity-building strategy will support Parties in creating institutional and professional environments favourable to promote the diversity of cultural expressions and to raise broad public knowledge and support for the Convention's concepts and objectives. It is designed to respond to the challenges mentioned in paragraph 5 above and the priorities identified in Article 14 of the Convention and its operational guidelines approved by the second ordinary session of the Conference of Parties in 2009. It also takes into account the lessons learned and emphasized in the evaluation reports of pilot capacity building activities undertaken by the Secretariat during the 2012-2013 Biennium in the framework of the UNESCO/UE Project "Expert Facility to Strengthen the System of Governance for Culture in Developing Countries" (Document CE/13/7.IGC/INF.5).
7. To recall, Article 14 of the Convention on 'Cooperation for Development' states the following: "Parties shall endeavour to support cooperation for sustainable development and poverty reduction, especially in relation to the specific needs of developing countries, in order to foster the emergence of a dynamic cultural sector". Article 14.b specifies support for capacity building through a) *the exchange of information, experience and expertise* and b) *training of human resources in developing countries, in the public and private sector* relating to, inter alia: policy development and implementation; strategic management capacities; small-medium and micro-enterprise development; promotion and distribution of cultural expressions; the use of technology, skills development and training.

8. In this context, the global aims of capacity development under the Convention are to enhance the competences of governmental and non-governmental stakeholders through training and technical assistance programmes to:

- acquire and raise broad public knowledge and support for the Convention's principles and objectives;
- design and implement policies and measures to foster the emergence of dynamic cultural and creative sectors in developing countries;
- acquire entrepreneurial and business competences, including new strategic management, marketing, financial and technology skills;.
- benefit from mechanisms established by the Convention including international assistance and quadrennial periodic reporting.

In the long term, the objective is to bring about positive transformations in the systems of governance that can benefit the cultural and creative sectors.

9. The Secretariat will seek to address the aims of the programme through four main areas of action:

- sustaining, expanding and diversifying (geographical balance and expertise) the established Convention Expert Facility;
- producing context relevant capacity-building content and materials;
- delivering on demand technical assistance and training services to beneficiary countries and stakeholder groups;
- sharing knowledge on policy making actions, tools and methodologies.

### ***Expert Facility***

10. Since the Convention entered into force in March 2007, Parties have expressed an increasing demand for information, training, and technical assistance, with a view to address critical capacity and knowledge gaps.

11. During the period 2010-2013, thanks to the UNESCO-EU Expert Facility Project, funded by EU, 30 high level international experts from 24 countries in the fields of cultural policy as well as cultural and creative industries were selected through a qualifying selection process. As reported in the Secretariat's report on activities (CE/13/7.IGC/4), this Facility supported developing countries, through technical assistance missions, in their efforts to reinforce their national human and institutional capacities and strengthen systems of governance for culture.

12. As recommended in the Evaluation of the UNESCO-EU (April – September 2013) project, measures should be taken to sustain the functions and activities of the Expert Facility. It is therefore proposed to scale-up this qualified pool of expertise during the 2014-2015 period, to ensure that it can support in a sustainable manner all future technical assistance and capacity-building exercises. This requires that the Facility, through an open call, be expanded (it is proposed to increase the number of experts from 30 to 45) and diversified, both in terms of complementary expertise (in particular in the areas of cultural statistics, law, digital technologies, business development, public-private partnerships) and equitable geographical representation (experts from Arab States, Africa, Asia-Pacific are currently underrepresented), and endowed with a larger mandate and scope of action.

13. Indeed, experts from the Facility have already been mobilized to facilitate training of trainers workshops in Africa in 2012-2013, to contribute to the UN Creative Economy Report 2013 Special Edition, to become members of the project evaluation panel for the International Fund for Cultural Diversity, to prepare and analyze the quadrennial periodic reports, etc. The Secretariat will continue to use the Facility to support the building of local expertise in Africa and other regions and expand its mandate to other related areas of intervention, such as the preparation of training materials and tools.

14. As a follow-up to the first international workshops organized in Rabat (May 2011) and Paris (May 2013), the Secretariat will seek to organize regular joint meetings of the Facility to foster common approaches and working methods, review experiences and coordinate work.

### ***Delivering on-demand services for training and technical assistance***

15. The very diverse needs expressed by Parties and stakeholders require a customized approach that can deliver assistance in different thematic areas and through different modalities (workshop, advisory technical assistance, mentoring, coaching, etc) in order to achieve the longer term structural change required to build the human and institutional level for the effective implementation of the Convention.

16. Customizing its advice and support on the basis of expressed requests from countries, the strategy proposes a systematic capacity development process. It would begin with an analysis of existing capacity, underline areas that require strengthening, and provide advice on policy and investment choices that would help grow national capacities.

17. Capacity-development delivered in the form of training, technical assistance, mentoring or coaching is a longer term process that can take the form of multi-year projects tailored to the specific needs of the beneficiary country, aiming to address the most urgent requirements such as:

- revision of policies and legislation;
- support to strengthen institutional systems of governance for culture; and
- enhancement of professional skills and capacities required for the emergence of dynamic creative and cultural industries sectors.

Typically, a comprehensive multi-year project could extend over a period of 24 months, starting with a preliminary needs-assessment, identification of capacity gaps and sector mapping preparation phase, continued with a sequence of national-level trainings and technical assistance missions, and finishing with a monitoring and evaluation phase.

In addition, a limited number of comprehensive regional trainings would serve to raise awareness, bring countries to a common level of knowledge and experience, share best practices and foster broader regional approaches around the implementation of the Convention.

18. The table below outlines the priority areas of assistance, target groups, examples of modalities and frameworks, key in-country partners to work in close cooperation with the Convention Secretariat and Field Offices, expected outputs of assistance. These lines of action and modalities have been informed by the lessons learned from the pilot activities launched by the Secretariat during the 2012-2013 Biennium and are aligned with the C/5, Expected Results adopted by the 37<sup>th</sup> session of the General Conference to implement the Convention.

**Table: Capacity-building modules - 6 areas of assistance**

<b>Areas of Assistance</b>	<b>Target Group</b>	<b>Modalities and Time Frame</b>	<b>UNESCO (HQ-FOs) Partners</b>	<b>Outputs</b>
1. Understanding the Convention	Public authorities, civil society, professionals working in the field of cultural and creative industries	3 day workshop	National contact points local experts	Raise knowledge and awareness of the Convention, Ratify the Convention
2. Policy design and implementation	Public authorities	5 day workshop, + Technical assistance on specific areas (governance of culture, institutional, fiscal and legal frameworks, sector policy, etc)	Country donors, individuals from the Convention expert facility, national teams of public-civil society-private actors, research institutes	Develop skills and strengthen institutional capacities for the emergence of dynamic cultural and creative sectors in developing countries
3. Quadrennial Periodic Reporting	Public authorities and civil society	3 day workshop on monitoring of the 2005 Convention + expert assistance on specific areas such as collection of data	UIS, National contact points, statistical offices, local policy makers and experts, civil society representatives	Develop national capacities for the compilation and preparation of quadrennial periodic reports
4. Project design for the International Fund for Cultural Diversity	Public authorities, civil society, professionals working in the field of cultural and creative industries	3 day workshop on project design for the International Fund for Cultural Diversity	National Commissions for UNESCO, national contact points, civil society representatives	Develop skills and capacities to design successful project applications to the IFCD
5. Cultural statistics and indicators	Public authorities, National statistical offices	3 day workshop, +technical assistance on data collection and analysis	UIS, National contact points, national and regional statistical offices, local policy makers and experts	Strengthen national statistical systems, implement evidence based policy formulation and monitoring
6. Small-medium and micro-enterprise development	Civil society, professionals working in the field of cultural and creative industries	5 day workshop, + Technical assistance on specific areas (funding, marketing, partnerships, business development, etc)	International agencies (e.g. Latin American Development Bank, OIF), national development partners (eg. British Council, Danish Centre for Culture and Development)	Develop skills and strengthen professional capacities for the emergence of dynamic cultural and creative sectors in developing countries

### ***Producing capacity building content***

19. The UNESCO Secretariat (at Headquarters and in the Field) will work in close cooperation with local Convention stakeholders to develop and deliver tailor-made capacity-building training/technical assistance tools and materials that meet the needs of each beneficiary and type of assistance requested. The Secretariat will first consolidate and adapt existing tools that provide the basis for a comprehensive and structured set of curricula and materials that can be used for different types of capacity-building exercises and areas of assistance. This will concern in particular the following existing materials:

- Guide on defining and designing successful projects for the IFCD (available in English and French);
- Policies for creativity: Guide for the development of the Cultural and Creative Industries (available in French and Spanish languages, English version in preparation);
- UNESCO Culture for Development Indicators Methodology Manual and Implementation Toolkit (English, Spanish and French versions will be published by the end of 2013).

In addition, on-line methodological tools will be reviewed and updated on IFCD (“Annotated guide to the application for projects”), periodic reporting (“Help with the Periodic Report Form and the Sources and Statistics Annex”) and building of public-private partnerships (under the “Global Alliance for Cultural Diversity” online platform). Material gathered to prepare a Manual on Mapping the Cultural Sector for Evidenced Based Policy Making in Developing Countries, as well as Guidelines for project design in the creative industries, will also be completed, re-structured and adapted.

20. New materials will also be developed to complement these tools in the form of modules (with power point presentations and explanatory notes, lesson plans and practical exercises, films and online games, etc) and will correspond to the areas of assistance indicated in Table above. These tools will need to be adapted and customized, depending on the local contexts and conditions and the needs of the target groups being addressed, and translated.

### ***Sharing knowledge***

21. Producing and sharing knowledge, in the form of information, statistics and data, is a key pillar of the Convention to facilitate mutual learning, to promote transparency and facilitate international cooperation.

22. Knowledge management - including training and learning methodologies, peer learning and sharing of best practices and practical solutions, “brain gain strategies”, south-south cooperation - is a key lever of capacity change, with structural long-term impact.

23. The process leading to the consolidation of existing resources on the cultural and creative industries around the world needs to go hand in hand with the building of the Knowledge Management System (KMS), conceived as a unique gateway to share resources and exchange information and analysis that supports the implementation of the Convention and the broader creative economy community.

24. The priority is therefore to make the key achievements / results of all capacity-building exercises (project management tools and curricula, methodologies for collecting data and indicators to support evidence-based policy making, good practices and lessons learned) available to all stakeholders, so that learning can happen across organizations and countries involved in the most effective way possible. This implies migrating from a static information based online web presence toward a dynamic database driven Knowledge Management System that will expand the Secretariat’s ability to develop and share information, statistics and good practices. This System

will add value by saving Secretariat and partner time, facilitate access to current thinking in the field, and provide unlimited access to expertise. For the Secretariat the System will be a working tool, for Field Offices it will serve as a document repository, reference and information base that compliments on-the-ground activities. For experts and beneficiaries of capacity building programmes, the System will serve as a one-stop knowledge and relationship building platform.

## Conclusion

25. Capacity development is a long-term process that seeks to strengthen the capacity of Parties to plan long term. Beyond the development of skills, the building of expertise and the focus on training programmes, it addresses broader questions of institutional change, knowledge, empowerment and public participation.

26. The Secretariat will support this capacity development through actions as described in this report: advocacy and policy advice; capacity-building/skills development and trainings; methodologies and tools; knowledge services. This strategy foresees that activities undertaken so far converge and contribute with different resources to progressively build a comprehensive capacity building programme for the Convention, adapted in phases and modules to country needs and priorities.

27. This programme can therefore become part of a more global, systematic and long-term strategic investment in capacity development, aligned in time with UNESCO's new Programme and Budget cycle (2014-2017) and Medium Term strategy (2014-2021). Where appropriate, all efforts will be made to cooperate and create synergies with other cultural Convention capacity-building activities, in particular in the area of policy development.

28. The effective implementation of the global capacity-building strategy and programme is possible only through the full participation of all Convention stakeholders and the coordination of financial resources from several sources, in particular through extra-budgetary support in the form of, for example:

- appropriations to the Regular Programme (37 C/5 Major Programme IV, MLA 2, Expected Result 7: National capacities strengthened and utilised for the development of policies and measures to promote the diversity of cultural expressions through the effective implementation of the Convention);
- Funds-in-Trust arrangements to fund specific projects and programmes negotiated between the donor country and the Secretariat
- loaned personnel/Secondments
- in kind contributions.

29. Preliminary ground work has started. Partnerships with stakeholders all over the world were established. Procedures for technical assistance have been put in place. An Expert Facility was formed at the international level and specialists from across Africa are undergoing training. All these and other partners, including Convention contact points, NGOs and national coalitions for cultural diversity, UNESCO Chairs and research networks, etc., will be further mobilized as capacity-building service providers.

30. It is now of the highest priority for the implementation of the Convention to receive primary support worldwide for the in-country capacity development activities demanded by stakeholders and adopted by the Convention's governing bodies.

**Annex: Key activities and estimated budget requirements (2014-2015)**

Areas of action	Activity	Progress benchmarks	Timeframe	Required resources (USD)
<b>Expert facility</b>				
	Identification with Field Offices and Points of Contact of international experts for the scaling up of Expert facility;	15 new Experts identified: Expert Facility enlarged (especially from underrepresented region: Arab, Asia-Pacific, Africa) and diversified (bridge the expertise gaps)	January - February 2014	
	Organization of one workshop for Expert Facility	1 workshop organized for Expert Facility	April 2014	50 000
<b>Content development</b>				
	consolidation/development and adaptation of tools and materials on 6 identified “areas of assistance”	Materials and tools for the six thematic “areas of assistance” consolidated/developed and adapted in modules, translation and publication (including on periodic reporting, as reported in CE/13/7.IGC/5 and CE/13/7.IGC/13)	2014-2015	600 000
<b>Training and technical assistance</b>				
<i>Regional workshops</i>	Organization of 6 comprehensive regional trainings	Six regional workshops held in the following regions: Africa (2), Arab States, Asia Pacific (2), Latin America and Caribbean (including on periodic reporting, with 3 regional trainings –Asia Pacific, Africa, Arab regions- held in 2014, as reported in CE/13/7.IGC/5 and CE/13/7.IGC/13)	2014-2015	300 000
<i>National workshops</i>	organization of 12 short-term national workshops on specific requested “areas of assistance”	12 national capacity-building workshops organized	2015	240 000
<i>Technical assistance</i>	organization of 20 long-term on-demand technical assistance missions	Technical assistance missions conducted by Expert Facility experts in 20 beneficiary countries	2014-2015	600 000
<b>Sharing knowledge</b>				
	Building a knowledge management system	Dynamic database driven (information, statistics, good practices) Knowledge Management System in place	2014-2015	300 000
	<b>PROJECT COSTS</b>			2, 093,000*
	<b>TOTAL COSTS including 13% overheads</b>			<b>2, 365,000</b>

\* The staff time costs would be covered from the Regular Budget.