



United Nations
Educational, Scientific and
Cultural Organization



Diversity of
Cultural Expressions

7 IGC

CE/13/7.IGC/INF.5
Paris, 21 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

External evaluation of the UNESCO/European Union (EU) Project
Expert Facility to Strengthen the System of Governance for Culture in
Developing Countries (2010-2013)

The external evaluation (April-September 2013) of the UNESCO/European Union (EU) “ Expert Facility to Strengthen the System of Governance for Culture in Developing Countries” (2010-2013) is included in the Annex of this document.

This is the first international project to make the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions (“2005 Convention”) operational at the country level. The general objective of the project is to strengthen the system of governance for culture in developing countries and to consolidate the role of culture as a sustainable vector for human development. In particular, this involves:

- contributing to the protection and promotion of the diversity of cultural expressions;
- promoting universal access to and participation in the creation and production of cultural expressions and enabling all to benefit from them; and
- achieving the full potential and contribution of cultural industries in terms of sustainable development and economic growth, through the creation, production, distribution and dissemination of cultural expressions.

The main activities of the project included:

- the creation of an expert facility (30 members) specialized in various areas of the 2005 Convention (public policies to support the cultural industries);
- the realization of 13 technical assistance missions in developing countries that are Parties to the Convention : Argentina (Buenos Aires), Barbados, Burkina Faso, Cambodia, Haiti, Honduras, Kenya, Malawi, Mauritius, Niger, Democratic Republic of the Congo, Seychelles, and Viet Nam;
- to share knowledge and good practices.

The project results are available in a report published in November 2013 entitled “Strengthening the Governance of Culture to Unlock Development Opportunities: Results of the UNESCO-EU Expert Facility Project.” This publication is available in French and English (with the Spanish version due to be released at the end of 2013). The electronic version can be accessed at the following address: <http://unesdoc.unesco.org/images/0022/002246/224634F.pdf>

ANNEX

External Evaluation UNESCO/UE Project

**Expert Facility to Strengthen the System of Governance for
Culture in Developing Countries (2010-2013)**

September 2013

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Summary

This report presents the final evaluation of the UNESCO/EU project launched in September 2010 for a period of 24 months. The project was extended for 15 months with supplementary funding for additional follow-up activities. The evaluation was carried out in order to judge the relevance, effectiveness, efficiency, and the long-term potential of the project's three components:

- ✚ creation of an international expert facility;
- ✚ carrying out technical assistance missions in developing countries;
- ✚ reinforcing the visibility of the UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions (2005), the UNESCO/EU partnership and of the project itself; as well as promoting the transfer of knowledge and sharing of best practices.

The evaluation is based on an in-depth review of documents, a survey given to the experts, a series of interviews, numerous exchanges with project managers, and a two-day workshop in which experts actively considered the project's outcomes and the prospects for its future.

The evaluation is intended to summarize information, with the aim of assessing the project's performance in order to report to the project donor and make recommendations for a possible second phase.

The most important feature of the project is its unique and innovative nature. Project managers were unable to draw inspiration from previous examples of similar projects. In addition, the Convention is a recent normative instrument that is complex and not yet well-known. The work accomplished through the project should be understood within this context.

The evaluation conclusions and recommendations have been made in order to identify the main features of the project, which can be summarized in four areas:

Strengths

- The expert facility and the technical assistance missions have been and remain relevant, useful initiatives that would be beneficial to pursue and to develop further.
- The entire project and the technical assistance missions were carried out in a broadly effective and efficient manner with respect to deadlines and budgets. No real flaws have been noted.
- The experts, as well as the beneficiaries, have expressed their satisfaction with the project and the missions.
- The project constitutes an original, successful example of the way in which UNESCO can contribute to the implementation of one of the Conventions for which it provides the secretariat.

Weaknesses

At the end of this first phase, the nature and functions of the expert facility should be clarified.

- The terms of reference pertaining to the expected participation of the experts, as well as the results-based management tools for the technical assistance missions (expected results, performance indicators and monitoring and evaluation mechanisms) should be better defined.
- Beneficiaries' level of involvement -the active mobilization of national teams with action aimed at promoting the participation of civil society - in the implementation of technical assistance missions and their follow-up (to ensure sustainable results) has varied from case to case. It would be advisable to introduce mechanisms guaranteeing the strong, continuous involvement of national teams from the initial phase (project selection), through the entire duration of technical assistance missions, to the phase following mission completion (follow-up reports several months after the end of the mission).

Opportunities

- The fact that a global programme to implement the Convention has been created for the first time and is able to address actual demand for supporting development and the cultural and creative industries offers a unique opportunity for UNESCO to promote its skills and serve its Member States.
- UNESCO is very well-positioned to ensure maximum complementarity between the three actions carried out within the scope of this project and the other aspects of the follow-up to the Convention and its implementation (notably, the International Fund for Cultural Diversity, IFCD).
- UNESCO also benefits from a very strong image amongst international experts in the field of cultural policies and cultural and creative industries. The Organization can clearly help to structure this field and further strengthen its position as the only player in this field at the international level.
- Like the European Union, UNESCO benefits from a network of field offices that could provide support for the project (particularly for improving the geographical diversity of the expert facility or creating regional expert facilities) and generate a wider impact (by ensuring, wherever possible, project follow-up and complementarity at the local level with other activities carried out in the beneficiary countries).

Risks

- The main risk is a potential drying up of project funding. A replacement needs to be found for the EU funding and it would be preferable for several sources to contribute. If a second project phase were developed, the Secretariat should ensure that this phase addresses the programme priorities of several donors.
- Due to its nature and current configuration, the project has been subject to the risk of beneficiaries profiting from a windfall effect. This risk can be managed by rigorously ensuring that technical assistance missions are based on preliminary studies (analysis of needs, feasibility, and the level of involvement of the beneficiaries and national teams) and that project development is both reinforced and formalized.
- There is a risk that the experts will only invest themselves in the work of the expert facility when they conduct technical assistance missions. To mitigate this risk, the experts - including, perhaps especially, those who do not participate in the technical assistance missions - should continue to be called upon (and remunerated) for other types of activity (training on the Convention, publications, project selection and project development).

Description of the UNESCO/EU Project

The UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions was adopted by UNESCO at its 33rd General Conference in October 2005 and came into force on 18 March 2007. It is a legally-binding instrument that ensures artists, cultural professionals and citizens worldwide can create, produce, distribute and have access to a diverse range of cultural activities, goods and services, including their own.

The implementation of this innovative and complex text presents a challenge that is particularly difficult for developing countries to address, and the UNESCO/EU project was created to assist them in this undertaking. The project targets developing countries that have ratified the Convention and are eligible for the EU thematic programme for human and social development.

The following text, taken from the first interim narrative report produced by the Secretariat at the end of 2011, provides a good description of the project and its objectives:

“The general objective of the project is to strengthen the system of governance for culture in developing countries and to consolidate the role of culture as a vector for sustainable human development in these countries. In particular, this involves:

- ✚ contributing to the protection and promotion of the diversity of cultural expressions;
- ✚ promoting universal access to and participation in the creation and production of cultural expressions and enabling all to benefit from them; and
- ✚ achieving the full potential and contribution of cultural industries in terms of sustainable development and economic growth, through the creation, production, distribution and dissemination of cultural expressions.

The specific objective of the project is to help improve the governance of the culture sectors in beneficiary countries at the national and local levels, in order to create a favourable legal, institutional and economic environment for the development of cultural industries. This objective will be reached thanks to targeted technical assistance in three areas:

- ✚ the implementation of an expert facility in the fields of governance and development in the cultural sectors in developing countries;
- ✚ technical assistance missions in response to the demands of beneficiaries;
- ✚ exchange of knowledge and best practices; visibility.

The project objectives complement the goals of the International Fund for Cultural Diversity (IFCD), set out in Article 18 of the Convention.

Special attention is paid to the involvement of civil society. Indeed, the Convention acknowledges the important role played by civil society as a key participant in the system of the governance for culture (Article 11 of the Convention).

The expected outcomes of the project are as follows:

- design, development and implementation of cultural policies and measures meeting the needs of beneficiary countries;
- support for the processes introduced by beneficiary countries that aim to develop cultural policies and measures in the developing countries that have ratified the Convention;
- reinforcement of the required expertise in terms of cultural policies at the national and local levels.

In addition, the experience acquired through the expert facility and technical assistance missions will enable lessons to be learned and best practices to be identified which are essential for the implementation of the Convention over the coming years.

The agreement between the EU and UNESCO was a joint agreement, through which the EU pledged €1 million to UNESCO for the implementation of the project. The initial duration of the agreement was 24 months beginning on 1 September 2010. The agreement was then extended through the end of February 2013 and then to 30 November 2013, accompanied by a supplementary payment of €200,000 by the EU for the last extension.

Project implementation has been piloted by a management team within UNESCO's Culture Sector, the Section of the Diversity of Cultural Expressions, Division for Cultural Expressions and Heritage; which provides secretariat services for the Convention. The team is composed of a staff project manager, a project coordinator and a technical officer in charge of the web and visibility; and is supported by the Section for Multilateral and Private Funding Sources and the Liaison Office in Brussels. A steering committee composed of an equal number of UNESCO and EU members has been set up to ensure project monitoring (in particular the selection of experts for the expert facility and requests for technical assistance).

CONCLUSIONS

1. The project remains relevant. An international expert facility is a useful resource for providing developing countries with improved knowledge of the Convention as well as technical assistance in the field of governance for culture. UNESCO has unique skills for managing this type of expert facility.
2. The project team has effectively built the expert facility, in line with the objectives.
3. The creation of an expert facility to reinforce the governance system for culture in developing countries appears to be a potentially sustainable initiative judging by the persistence of needs and the availability of experts. However, it will only be sustainable if funding is found to replace what existed in the first phase, in which case, the expert facility will require clarification as to its nature, size, missions and work methods.
4. The technical assistance activity appears relevant at the project level and, generally speaking, the approach taken for selecting projects and the list of accepted projects also seems relevant.
5. In terms of meeting objectives, deadlines and budgets, the project team has acted in an effective and efficient manner.
6. It is very difficult at this point to judge the sustainability of the outcomes obtained through the technical assistance missions, except for the four countries benefiting from specific consolidation actions. Taking into account the initial features of these missions, UNESCO's ability to develop follow-up and reinforcement mechanisms, not only for the countries that have most benefited from the first technical assistance missions, but also for others, will be critical to its ability to guarantee that these missions will have lasting effects and be able to generate a positive impact.
7. The effort to communicate about the Convention, the project and the involvement of the European Union has been consistent in the management of the project. The external communication and visibility efforts should culminate in a final publication in autumn 2013.

RECOMMENDATIONS

1. If the project is pursued, the experience acquired during this first implementation phase should be exploited by the project team to more precisely define, in consultation with the experts and expected beneficiaries, the specific areas and types of intervention covered by the expert facility as well as the precise needs it can meet.
2. If the project is continued, the project team should, in coordination with the experts, ensure that the methodological guide is revised and consider more effective means for knowledge sharing and cooperation between experts.
3. UNESCO's Secretariat should reflect on the essence of the expert facility, which remains to some extent a cross between a simple directory of available experts and a real community of practice. If necessary, UNESCO should also reflect on the prerequisites for making the expert facility a more integrated community of practice and on the impact that this transformation would have on its management.
4. More resources (in terms of time, human resources and budget) should be allocated to formal project development work before launching missions in the field. For example, it would be advisable to authorize and financially incentivize the experts to focus on this project development work by allowing them the option of discontinuing their work if they consider, at the end of the development phase, that the tasks to be undertaken are unrealistic or the objectives far too ambitious.
5. The experts should be remunerated on the basis of the total number of working days, rather than on only the number of days spent in the beneficiary country. A certain quota of days should be planned for preparatory work (which takes place between the project development phase and the field mission), as well as for the drafting of reports.
6. It appears desirable to involve UNESCO field offices and partner representatives in the field more systematically in preparing and supporting technical assistance missions.
7. It would be advisable to define regular follow-up procedures within the framework of existing mechanisms for monitoring the implementation of the Convention. These procedures could be informed by the results of the consolidation actions undertaken in phase 1B of the project, currently being implemented in four countries. Similarly, should a second phase of the project be launched, it would be desirable to include the medium- and long-term follow-up to past and future actions in the definition of this phase.

Description of the evaluation

The EU/UNESCO Agreement (paragraph 1.4.2) stipulated that an external evaluation of the project, in particular of its effectiveness, sustainability and relevance, would be carried out and would form an integral part of the project.

The project management team drew up the terms of reference for the evaluation¹ and selected an external evaluator through a competitive process based on a call for proposals.

Nature of the evaluation

The external ex-post evaluation of the project was conducted in the spring and summer of 2013 after all of the technical assistance missions had been completed and before the project was granted the final extension that enabled four additional missions to be carried out in the field.

In principle there was no intention to renew, extend, or continue the project as such beyond November 2013 (this remains a possibility, especially in light of the project results confirmed in the evaluation), therefore, **this evaluation is above all a summary** with the primary objective of fostering accountability and an evaluation of the project's performance (not merely a collection of facts), its capacity to achieve the intended results, and its unintentional and intentional side-effects both positive and negative in the short and long term.

However, the evaluation was also supposed to **offer guidance** that would prove useful for drawing up and carrying out a second phase of the project. Although secondary, this objective is reflected in the approach and methodology proposed in this document and is the reason why the evaluation report contains **recommendations**.

The evaluation therefore is intended to corroborate, rectify and supplement the results that had already been reported by UNESCO and identifying best practices, difficulties encountered, solutions found and lessons learned during implementation, in order to positively influence the organization and management of a potential second phase of the project.

Aim of the evaluation

The primary goal of the evaluation is to appraise the success of the project with regard to its **three components**:

- establishing an expert facility in the fields of governance and development of the cultural sectors in developing countries;
- carrying out technical assistance missions in response to requests from beneficiaries;

¹ The terms of reference for the evaluation are presented in Annex 1 of this report.

- sharing knowledge, identifying best practices and implementing activities to increase the visibility of the UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions.

Through systematic analysis of these three components, the evaluation also sought to measure the effects of the project in **specific thematic areas**, including among others:

- results of the implementation of technical assistance missions concerning particular target populations (such as women, persons belonging to minorities, indigenous peoples and young people);
- specific expertise provided by UNESCO (in terms of its contribution to the project budget and the involvement of its staff);
- complementarity between the project and other regional and international initiatives (in particular, those led by UNESCO and the European Union).

The evaluation therefore offers an **assessment** of the following:

- complementarity between this project and other activities/programmes run by the UNESCO Secretariat;
- integration of this project (and its role as a pilot or start-up project) among the implementation mechanisms of the Convention on the diversity of cultural expressions, notably the International Fund for Cultural Diversity;
- relevance of planning a second phase of the project, with identification of possible goals and implementation procedures.

Evaluation criteria

The evaluation focused on the relevance, effectiveness, efficiency and sustainability of the results.

Relevance: “The extent to which the objectives of the development intervention are consistent with beneficiaries’ requirements, country needs, global priorities and partners’ and donor’s policies.”²

For the specific project under consideration, it was necessary to determine whether it contributed to the more general objectives of EU/UNESCO cooperation with regard to implementing the Convention, namely strengthening the system of governance for culture in developing countries and reinforcing the role of culture as a vehicle for sustainable human development in these countries, and in particular to:

- contribute to the protection and promotion of the diversity of cultural expressions;
- foster universal access to, participation in and the enjoyment of the creation and production of cultural expressions;

² Definitions of evaluation criteria may vary depending on the source. Given that the project is funded by the European Union, it seemed appropriate to use the definitions provided by this institution. They are available on the following website: http://ec.europa.eu/europeaid/evaluation/methodology/methods/mth_ccr_en.htm

- realize the full potential and contribution of cultural industries to sustainable development and economic growth through the creation, production, distribution and dissemination of cultural expressions.

It is generally accepted that the relevance of a project largely depends on the quality of the preparatory work carried out before its implementation; especially needs assessments, feasibility studies, the definition of project goals and the identification of allocated resources. This, in addition to the quality of monitoring during project implementation ensures that the project remained relevant throughout its duration. Questions concerning project relevance in the evaluation were formulated with these considerations in mind.

It was nevertheless important to take into account the particularly innovative nature of the project: since it was one of the first initiatives seeking to translate the objectives of the Convention into concrete measures, the goals of the beneficiaries were not necessarily as clear as they would be in areas where action has already been taken. The same goes for the needs assessments and feasibility studies.

Another aspect that was taken into consideration when assessing project relevance was the involvement of beneficiaries and national teams in setting goals for and overseeing project activities. This is crucial because they are the best-placed to ensure that a development intervention really responds to their precise needs.

Effectiveness: “The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.”

In its narrowest sense, as expressed by this definition, effectiveness and its evaluation depends largely on the existence and quality - some evaluation specialists use the term “evaluability” - of the goals and performance indicators set out at the start of the project.

If the term is interpreted in a broader sense, programme effectiveness can be assessed even in the absence of precise, quantified objectives. This also enables the evaluation of effectiveness to take into account any positive effects on beneficiaries not featured among the initial goals.

Whichever interpretation is chosen, when measuring effectiveness and developing evaluation questions it is always useful to include not only the results of activities but also the quality of the project documents, result matrices, and the overall quality of project management among other indicators. For this specific project, it was therefore important to analyse the effectiveness of the project managers at UNESCO in addition to that of the experts.

Efficiency: “A measure of how economically resources (funds, expertise, time, etc.) are converted to results.”

Given that this project was innovative, even unique, in that it was the first to attempt to respond to the requests of beneficiary countries on a global scale under the Convention; it was impossible to measure efficiency in a standard way. Since there was no basis for comparison, particularly where costs were concerned, efficiency was evaluated with reference to internal aspects of the project, such as adherence to requested and allocated

budgets, observance of time frames and work plans, and quality of allocation of available expertise.

Sustainability: “The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resiliency of the net benefit flows to long-term risks.”

It is particularly difficult, if not practically impossible, to evaluate the sustainability of the results immediately after project implementation. At best, it may be possible to ensure that the results achieved at this stage have the potential to become sustainable, provided that the necessary resources are available and no major contextual change occurs that jeopardises their survival. Results are deemed to have more potential for sustainability if they are reproducible, objectified (a publication is more lasting than a speech), institutionalized (institutions are meant to survive longer than individual actions) and if the beneficiaries remain highly involved in the realization and continuation of the project.

Evaluation grid

Following the initial phase of basic knowledge gathering through a reading of the main project documents, a list of evaluation questions was drawn up and entered into an evaluation grid, which is presented in Annex 2. This grid was used as the starting point for establishing the methodology and carrying out the analysis. However, it is important to note that the set of questions naturally underwent changes during the evaluation process and certain questions were added, while others were altered or removed.

The evaluation grid also serves as a guide for the presentation of evaluation results in this report: for each of the main project activities (establishing an expert facility; technical assistance missions in response to beneficiaries’ requests; sharing knowledge and increasing the visibility of the Convention), the three evaluation criteria (relevance, effectiveness/efficiency, sustainability) were reviewed.

Conclusions and recommendations are provided for each of the main project activities.

Methodology

In order to answer the evaluation questions, procedures were based primarily on a thorough analysis of the project documents and interviews with both those responsible for project implementation and with its primary beneficiaries (experts who received training and members of national teams in the developing countries which received technical assistance from experts).³

³ The survey that was sent to the experts and a table summarizing their responses are presented in Annex 3.

The main documents consulted are as follows:

General project documents:

- The UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions
- Joint Agreement between the European Union and UNESCO
- Interim narrative reports submitted by UNESCO to the EU (2011 and 2013)
- Programmes, working documents and reports from the training workshop held in Rabat in 2011 and from the expert facility workshop held in Paris in 2013
- Description of the 2013 follow-up project submitted by UNESCO to the EU in 2013
- All other documents uploaded on the project website: <http://www.unesco.org/new/en/culture/themes/cultural-diversity/diversity-of-cultural-expressions/programmes/technical-assistance/missions/>
- The EU programme “Investing in people”: http://ec.europa.eu/europeaid/how/finance/dci/investing_en.htm
- Communication from the European Commission on a European agenda for culture in a globalizing world, COM(2007) 242 [http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2007:0242:FIN:EN:PDF]
- Conclusions of the Council and of the Representatives of the Governments of the Member States, meeting within the Council, on the Work Plan for Culture 2011-2014, (2010/C 325/01)
- Communication from the European Commission, on Promoting cultural and creative sectors for growth and jobs in the European Union, COM(2012) 537

Activity: establishing an expert facility

- Documents used to create the pool of experts (calls for expressions of interest)
- Documents for the training of experts (such as the methodological guide for technical assistance missions, produced in February 2012)
- Documents posted by experts on the shared website (Wikispace)

Activity: technical assistance missions in response to beneficiaries' requests

- Documents informing beneficiary countries of the project's existence
- Documents on the selection of beneficiary countries and assistance for the development of specific projects (applications for the provision of technical assistance)
- Documents on the selection of experts by beneficiary countries (request evaluation forms, selection letters, letters of agreement between UNESCO and representatives of the selected countries)
- Experts' reports (diagnostic reviews and preliminary and final reports) for all projects
- Beneficiaries' reports

Activity: sharing knowledge and increasing the visibility of the Convention

- Documents providing beneficiary countries with information on the Convention
- Content published on the project website: www.unesco.org/culture/en/culturegov

A survey was sent by email to all members of the expert facility.

Semi-structured interviews were carried out with:

- the project manager and coordinator at UNESCO, who were responsible for the daily management of the project (several interviews in-person at UNESCO and informal discussions);
- the website manager (by telephone);
- the project manager at the EU;
- project managers in three beneficiary countries (by telephone): Argentina, Mauritius and Viet Nam.⁴

Informal but thorough discussions were held with the experts alongside the workshop on 23 and 24 May 2013 at UNESCO, which the evaluator attended in its entirety.

Although the documents mentioned above were consulted for all technical assistance missions, there was a focus on five countries in particular: Argentina (where the body supervising the project is not attached to a ministry but to a local authority, the city of Buenos Aires), Honduras (in order to study a second country from the Latin American region), Mauritius (where differences between experts' reports and beneficiaries' reports suggest that results were less than optimal), the Democratic Republic of the Congo (a very important country in the context of Africa) and Viet Nam (which stood out as one of the project's major successes and was selected for on-site monitoring as part of the "1B" phase of the project, for which UNESCO has received further funding from the European Union).

⁴ Two other beneficiary countries were initially selected (Democratic Republic of the Congo and Honduras), but the national managers were unable to provide timely responses to our questions.

Activity: implementing the expert facility

It is worth noting, by way of introduction, the specific features of the work involved in managing the implementation of an international normative instrument, and evaluating such work.

On one hand, the work of steering the drafting of an international convention demands certain skills, mainly legal, that are not necessarily the same as those required for supporting implementation, which more classically involves capacity-building and project management (expertise in the area, as well as fundraising, coordination of external speakers, respect for deadlines and budgets, follow-up and evaluation).

On the other hand, although serving Member States, UNESCO may be held directly responsible or accountable for the phases involving the preparation or drafting of the text (and possibly even its adoption) but the Organization is not in a position to directly influence ratification by the States' Parties or the measures taken at the national level towards implementation, where UNESCO's role as a leader is transformed into one of support.

Finally, while UNESCO, and the Culture Sector in particular, can draw on vast experience in these areas, the fact that each convention has specific features means that the action carried out for the implementation of one convention cannot be directly replicated for the implementation of another.

All this explains why it is far from easy to define, manage and then evaluate action to support the implementation of an international convention, particularly since normative work differs from capacity-building work, because the implementation of a convention mainly falls under the competence of the Parties and because it is difficult to follow precedents.

Relevance

All the specialists are of the opinion that UNESCO's 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions is complex and still quite poorly known, in addition to being a relatively recent standard-setting instrument (coming into force in 2007); international expertise in this field is rare and the programme is unable to capitalize on any similar pre-existing activities.

When evaluating the project, its innovative nature must be kept in mind. Supporting the implementation of the Convention implies raising awareness of it before facilitating the implementation of some of its measures for reinforcing the system of governance for culture in eligible developing countries (Parties to the Convention).

There is no doubt of the project's programmatic relevance. The Convention was developed under the auspices of UNESCO and the Organization's Secretariat offers strong skills in this field. The project is also in line with the programmatic priorities of the Culture Sector.

The European Union would certainly not have been able to find a better partner than UNESCO to give substance to the implementation of the Convention.

The fact remains that a programme's relevance is classically judged in terms of the fit between the programme and the expectations or needs of its targets or beneficiaries. To ensure that a programme is relevant, it is advisable to base its definition, scope, means of intervention and objectives on a study, preferably participative, of the beneficiaries' needs; otherwise, the programme runs the risk of serving the priorities and objectives of the donor or implementing party above all others.

There are areas of intervention where the needs are clearly identified (for example by statistical data) and translated (by mobilized stakeholders) into a request for intervention that is well-defined, structured, precise and often made over several years or even decades - as in the case of policies against hunger, or health policies. In the case of the UNESCO/EU project, however, we are dealing with support for the implementation of a recent convention. While in this case we can legitimately argue that the needs were evident, given the relative lack of expertise of developing countries, and that they were well-known by UNESCO specialists; the fact remains that there was no formal study of these needs and no systematic feasibility study in the initial project definition phase.

The project as a whole (including its three components: the expert facility, technical assistance and awareness-building) made resources available to beneficiaries selected through an open call for candidates. This type of intervention based on an informal evaluation of demand is exposed to certain specific risks, such as the potential of beneficiaries being tempted by the windfall effect and seeking to benefit from resources (in this case, intellectual) that they have no pressing or precise need for but always see as welcome. This has a negative impact on not only the relevance of the intervention, but also its effectiveness and especially its efficiency.

The UNESCO/EU project has not escaped this inherent risk (as we will discuss below). Nonetheless, it has helped to identify real demand, to clarify the nature of needs and how to meet them, and to test different methods of implementing technical assistance. Clearly, it was not intended to meet every need, but at least to identify them and understand their precise nature. Since the needs remain but are now better understood, it is legitimate to conclude that a project of this nature should continue to exist upon completion of the evaluated project and that it should be defined to capitalize on the acquired knowledge. A new project phase could benefit from the knowledge acquired during this first phase as well as from other tools introduced by UNESCO in order to more formally comprehend the nature and extent of the needs identified (for example through the use of the Culture for Development Indicator Suite).

Additionally, even if it was more implicit,, the project also aimed to identify the expert resources available internationally, as well as to reinforce and organize this expertise.

It should be noted that the Secretariat informed us that it was recently approached by some countries (for example, the Dominican Republic and Paraguay), not for direct technical assistance from UNESCO, but for recommendations of experts for nationally

funded projects. This may be a sign that supply helps to generate demand or at least to improve its quality.

Conclusion 1: The project remains relevant. An international expert facility is a useful resource for providing developing countries with improved knowledge of the Convention as well as technical assistance in the field of governance for culture. UNESCO has unique skills for managing this type of expert facility.

Recommendation 1: If the project is pursued, the experience acquired during this first implementation phase should be exploited by the project team to more precisely define, in consultation with the experts and expected beneficiaries, the specific areas and types of intervention covered by the expert facility as well as the precise needs it can meet.

Regarding the relevance, not of the project itself but of the way in which it has been defined, implemented and managed, the chosen approach has been classic and pragmatic: the project Secretariat launched an international call for experts via the project website, which was widely broadcast through the “UNESCO networks”.⁵ The Secretariat also endeavoured to publicize this call through its own network of experts.

In the survey sent to the experts, they were asked how they had learned of the project's existence and what their expectations were when they applied to become members of the expert facility. It appears that the professional networks of international consultants or universities, along with the experts' personal networks, were the main channels leading them to apply. What they expected from the project were opportunities to pursue their work through the technical assistance missions, exchange with their peers and learn more about the Convention. Many experts note the attraction that the UNESCO name held for them; that is to say, being able to work under the auspices of an international organization that has a global mandate and enjoys a very positive image in the field of culture.

Effectiveness/efficiency

The objective of building a facility of 30 experts has been achieved. Meanwhile, the deadlines and budgets planned for this specific activity have been respected. The expert facility was created in February 2011. In this respect, the project has been managed efficiently.

⁵ According to the interim narrative report of December 2011 (p.6), the call was launched and broadcast “to the 53 UNESCO field offices, the Permanent Delegations to UNESCO, the National Commissions for UNESCO and the national contact points of the Parties to the Convention, inviting them to share the information with their respective networks. The communiqué was also released for circulation within specialist networks and regional networks (notably Arterial Network, Culture et Développement, IFFACA, Connect CP, ODAI, etc.) The call for candidates was also made on the EC website.”

The process for identifying and selecting experts is described in detail in the interim narrative report of December 2011 and has not been repeated here. To recall, 610 applications were received, only 504 of which were complete. The project management team set up a rigorous procedure to evaluate the applications and recommended 42 to the steering committee, which finally selected 30, in line with the initial objective. This procedure was managed directly by the project management team, and was based solely on the well-founded skills of its members.

A comparison of the calls for applications and of the profiles of the chosen experts (available on the project website) did not reveal any blatant inconsistencies. We can therefore conclude that the composition of the facility covers the bulk of the identified needs (keeping in mind, as was mentioned earlier, that these were identified in advance and without any contributions from the target beneficiaries). Furthermore, the analysis of the reports by experts and beneficiaries has not revealed any patent cases of a lack of the expertise required for a technical assistance project in the expert facility. Nonetheless, certain experts have not hidden the fact that their knowledge of the Convention was incomplete at the time of their selection for the expert facility, and that it could still be improved.

Finally, the experts selected to conduct technical assistance missions have effectively shown themselves to be willing and available.

We can therefore conclude that the expert facility covers all the fields of the application of the project (legal specialists, cultural policy specialists, cultural industry specialists, experience of the different regions of the beneficiaries and so forth). This is no small achievement if we take into account the aforementioned innovative nature of the project, as well as the relatively limited size of the cultural expertise market worldwide.

The expert facility is composed in equal parts of experts from the South and the North, with a large proportion of women (15/30). It is not surprising that experts from Europe represent a third of the facility compared to other regions. Similarly, it is worth noting the under-representation of experts from Arab and Asian states. There is no doubt that it would be desirable to carry out specific activities aimed at training Convention experts in these two regions. The international development community unanimously considers that it is crucial to reinforce and promote the international experience and expertise of specialists from developing countries; yet this dimension is not included as such in the project definition.

An activity report on Cambodia mentions some problems in terms of language skills, with experts not always mastering the local languages (or the beneficiaries not always being able to communicate effectively in French, English or Spanish). While this situation presented difficulties for the technical assistance mission in this precise case (interpreters were necessary, which sometimes slowed down the mission), during the meeting of 23-24 May 2013, we were able to see that language skills also pose problems for the smooth running of the group of experts; some of whom (Spanish-speaking) demonstrated a limited ability to communicate effectively in French or English, which are the only two working languages of UNESCO and a good command of which was a prerequisite for being a member of the expert facility (as shown on the application form).

Conclusion 2: The project team has effectively built the expert facility, in line with the objectives.

In addition to identifying them, the project team trained the experts and provided tools enabling them to fulfil the technical assistance missions. The training primarily took place during a workshop in Rabat on 21 and 22 March 2011.⁶ As for the resources made available to the experts, we should note the important role played by publications such as the *Methodological Guide - Technical Assistance Missions* produced in February 2012, and the *Policy Guide to Develop Cultural and Creative Industries* (originally published in Spanish in 2012 as *Políticas para la creatividad - Guía para el desarrollo de las industrias culturales y creativas*; and adapted in French as *Politiques pour la créativité - Guide pour le développement des industries culturelles et creative*).

We asked the experts about these two aspects in the survey. Only those who conducted technical assistance missions were asked about the quality of the methodological and technical support provided by the project team, especially the workshop in Rabat and the methodological guide. Eleven responses were received, resulting in an average score of 3.5 out of 5 (1 = very poor, 2 = poor, 3 = average, 4 = good and 5 = very good).

This result should be considered in light of the other opinions of the overall quality of support provided by the project team (without referring specifically to the methodological tools), obtained either through open-ended questions in the survey or mentioned by the experts in reports or discussions. All of these opinions highlight the excellent quality of the work accomplished by the project team, their availability and ability to solve problems, and the quality of their management.

The quality and utility of the methodological guide were also discussed by all of the experts during the workshop held in Paris on 23 and 24 May 2013. What emerged from the survey responses was mixed reviews of the Rabat workshop from the experts, many of whom regretted the overly-long presentations by the facilitator to the detriment of exchanges between the experts themselves. Furthermore, while the importance of the methodological guide was not contested, the hybrid nature of the document sometimes made it somewhat difficult to use; as it was both a source of information on the Convention and cultural policies as well as a guide to conducting technical assistance missions. Following the workshop in Paris, a working group was set up among the experts to revise the document (as well as to draw lessons from the technical assistance missions). An analysis of the experts' reports after different missions shows that despite the fields of intervention being very different, the methods adopted are often quite similar and consistent with the general orientation of the project. Nevertheless, it would be useful for the purposes of learning through experience, accumulating knowledge and institutionalizing the expert facility- to reflect on the relevance of formalizing and, to a certain extent, standardizing the tools and modes of technical assistance.

Another tool was made available to experts in the form of a digital collaborative workspace (on Wikispaces) and managed by one of the members of the project team involved in our survey. We also asked the experts through the survey about their use of the wiki. Responses indicated that this tool was rarely used as an interactive space for

⁶ The report on the workshop is included in annex 6C of the 2011 interim narrative report.

exchanging expertise and experience, essentially due to the experts' lack of familiarity with exploiting this type of tool. Despite the efforts of the communications officer to inform all of the experts about the available online content, to contact them by email when new elements were posted in the shared space, and to invite them to enrich the workspace content, we can infer that in the absence of material incentives the exchanges between experts have remained fairly limited.

Recommendation 2: If the project is continued, the project team should, in coordination with the experts, ensure that the methodological guide is revised and consider more effective means for knowledge sharing and cooperation between experts.

Sustainability

The availability of funding is clearly the main condition for the sustainability of the expert facility. The project team and the experts themselves should review the available options to ensure the renewal of funding.⁷

Within the framework of this evaluation, the question of sustainability was addressed through several specific questions. In particular, the experts were asked whether they remained interested in the project and available for possible technical assistance missions. Judging by their comments during the Paris workshop and in response to the surveys, the reply is a resounding "yes." None of the experts who participated in missions say they would refuse to repeat the experience. Furthermore, those who were not contacted for missions sometimes even express a certain amount of disappointment - even though they were informed at the start that not everyone would take part in the missions - in any event, they remain available and willing. This shows that the commitment of the experts in the expert facility is certainly sustainable.

We also asked the experts who participated in technical assistance missions if they had remained in contact with the national team members and beneficiaries after the mission. 9 out of 11 responses to this question were positive. It should be noted, however, that this contact has mostly been maintained on an informal or personal basis and free of charge. We shall return to this point in the evaluation of the technical assistance activity.

Finally, the experts' output could be published online (in a form yet to be determined) and the experts could accompany project initiators in requests for funding through the International Fund for Cultural Diversity (IFCD) and any Parties that so wish could assist in the preparation of quadrennial periodic reports. A better integration of the expert facility with these two other mechanisms would reinforce its sustainability and help to widen and deepen the quality of the available expertise. Integration does not necessarily mean a

⁷ During exchanges with the representative of the European Union, the latter clearly indicated that the EU's programme priorities for the coming years would not enable the project funding to be renewed with its current title and focus. While this is certainly an obstacle to the sustainability of the project, it also provides an opportunity to define more precisely the expert facility's fields of intervention (i.e. the particular areas of the Convention that can receive support from the expert facility) over the coming years. More generally, we note that it would be preferable for the project not to depend on a single donor for its funds.

merger: there may be a programme benefit in maintaining a specific expert facility for the Convention itself. It is the responsibility of the Secretariat, as well as the bodies that steer the Convention and the Fund, to define the best means for ensuring cross-fertilization rather than duplication.

More generally, the entire project management and the exchanges that took place in Paris convey uncertainty over the nature of the expert facility and, more specifically, hesitation between two options: the expert facility as simply a directory of experts who may be mobilized upon request by UNESCO and at the discretion of the Secretariat; or as a real community of practice existing as a specific entity and working beyond the particular requests of the Secretariat. While the experts say that they wish to move towards this second option, it is uncertain whether they are ready to dedicate the necessary time and effort. The work that is actually carried out after autumn 2013 by the working groups set up following the Paris workshop will be a good indicator of the level of mobilization and involvement among the experts. On the UNESCO side, if the facility in its current form were to develop into a more integrated community of practice, the work of the experts would need to be organized differently, notably to facilitate the joint initiatives of the experts and to allocate the necessary resources (in terms of human support and remuneration) required for the transition.

Recommendation 3: UNESCO's Secretariat should reflect on the essence of the expert facility, which remains to some extent a cross between a simple directory of available experts and a real community of practice. If necessary, UNESCO should also reflect on the prerequisites for making the expert facility a more integrated community of practice and on the impact that this transformation would have on its management.

This recommendation merely indicates a point of departure for reflection and action, that is nevertheless essential since this type of reflection provides answers to many questions that are critical to the sustainability of the expert facility. Among these questions, some that seem to be of particular importance are:

- ❖ Should the number of experts remain limited to 30?
- ❖ If it were necessary to nominate other experts, should the experts themselves be involved in selecting new members?
- ❖ Would it be wise to implement peer assessment mechanisms within the expert facility for the selection of requests for technical assistance, the short listing of experts offered to beneficiaries, and even the revision of expert reports?
- ❖ How should a global expert facility with regional expert facilities be organized?
- ❖ Which incentives are likely to ensure the on-going involvement of experts who have not participated in technical assistance missions?

Conclusion 3: The creation of an expert facility to reinforce the system of governance for culture in developing countries appears to be a potentially sustainable initiative judging by the persistence of needs and the availability of experts. However, it will only be sustainable if funding is found to replace what existed in the first phase, in which case, the expert facility will require clarification as to its nature, size, missions and work methods.

Activity: technical assistance missions

Relevance

This activity constitutes the bulk of services provided by the expert facility and its primary purpose. As was previously mentioned, there is no doubt about its relevance at the project level. Since the Convention is a recent, complex text, its translation into national cultural policies is far from easy, particularly for developing countries that have limited technical and human resources. The need for technical assistance is clear and there is no comparable initiative at the international level, even if bilateral cooperative action can sometimes address closely-related themes.

The question of relevance is therefore more pertinent at the mission level than at the overall project level. Thus it is a question of determining if the programme was able to generate requests for assistance consistent with project priorities and to provide the appropriate expertise in response.

The procedures for making calls for applications and selecting requests for technical assistance are described in detail in the interim narrative report and were accompanied by an information brochure explaining calls for applications and the project. In sum, at the end of three calls for applications in 2011, 13 beneficiary countries were selected out of 76 requests for the technical assistance missions, which were carried out in 2012.

Regarding the management of calls for applications, here again it is worth noting the specific difficulties encountered as a result of the innovative nature of the project; in particular, the difficulty in receiving a sufficient number of good-quality applications. The project team, in coordination with the steering committee, took a constructive approach, launching several calls for applications and indicating ways for the national candidate teams to improve their applications, whenever possible. One important factor was the inclusion of government and civil society representatives in the composition of national teams. As in the case for the selection of experts, it was the project team that conducted the primary evaluation of applications before sending them to the steering committee for selection. Given the expertise of the project team and the lack of conflicts of interest, this process was quite reasonable and legitimate. Very precise evaluation grids were introduced with strict marking scales. The projects were evaluated by three UNESCO specialists who systematically explained their points-based evaluation of projects and often indicated ways to improve project quality. On the basis of these evaluations, whenever applicable, the steering committee invited candidate countries to submit revised versions of their applications. The revised versions were then evaluated using the same methods and criteria. After reading all of the selected applications, as well as some of the candidate evaluation grids, we have concluded that the second evaluation was carried out in as rigorous a manner as the first, noting progress and any remaining shortcomings.

Another possible approach would have been to involve the experts in the selection of candidates, but we understand that this would have complicated the process (notably by introducing the risk of conflicts of interest - even if this risk can be limited fairly easily by certain mechanisms) and that no resources were anticipated to pay for this type of work by

the experts. This is, however, an option that should not be ignored for a later phase of the project.

All in all, the selection procedure was carried out rigorously and with complete transparency vis-à-vis the project steering committee.

Following the selection of beneficiary countries, the project team proposed lists of the names of facility experts to the beneficiaries (four names in general, except in the case of Cambodia, for which only two experts seemed able to address the needs expressed). The beneficiary countries also received the suggested experts' CVs and were asked to choose one or two who would provide them with technical assistance. It is important to keep in mind that the selection of experts by the beneficiaries themselves is presented as a key element in the project documents. While this may have been the process in formal terms, in practice the project team drew up an initial shortlist of experts in order to increase the likelihood of the missions' success. While this is quite reasonable given the relatively small size of the expert facility (only 30 members) compared with the geographical and thematic diversity of the needs expressed, the fact remains that the beneficiaries speak of "UNESCO experts" more often in their reports than the experts they chose themselves. Moreover, it was only after their selection by the beneficiary countries that the experts learned that they were recommended and selected at all; that is to say after the project definition process had already been finalized.

Here we touch on one of the main difficulties encountered by the project: the quality of the preparation by the beneficiaries and national teams, which has often been considered insufficient by both members of the project team and the experts themselves in terms of the quality of the applications received (and accepted) and the lack of availability, cohesion and mobilization of the national team. Despite the efforts of the project team, it appears that the projects submitted to the selected experts were not all completely finalized or realistic. This point has been raised several times in the experts' reports and was reiterated during the Paris meeting. This indicates insufficient work in the area of project development; that is to say in the planning of projects after selection and before implementation.

In this sense, the experts found themselves with "done deals": projects assigned to them that offered very little room for negotiating the work to be carried out and the objectives to be reached (given that they joined the process at a later stage). In response to the fourth survey question asking the experts involved in technical assistance missions to rate the quality of the projects submitted to them, only three out of 12 respondents indicate "good" or "very good" quality.

In their comments to these responses, and in their reports, the experts very often describe the requests made to them as imprecise or far too ambitious, which led to problems during the mission, reductions in the initial scope of the project (which were accepted more or less gracefully by the beneficiaries) or even, in one case, dissatisfaction on the part of the beneficiary. It is therefore surprising that certain projects with extremely ambitious objectives were accepted without change. For example, in the case of the Democratic Republic of the Congo one of the initial expected outcomes cited in the application was the development of an official document outlining a national cultural policy for

implementing the Convention. This document was supposed to include particular legal and institutional measures aimed at reinforcing cultural industries, especially in the music sector. The document was also supposed to indicate how to develop cultural subsectors such as cinema, music and artistic training. While the scope of the work to be carried out was reduced and the subsectors were no longer mentioned in subsequent documents and reports, the experts nonetheless clearly explain in the preliminary report that a law should not be expected to fulfil all expectations, and they suggested a framework for a cultural policy declaration.

In many instances, the project team obtained a welcome reduction to their initial expectations; as in the case of Niger, for example, where the action aimed at raising the awareness among the banking sector of funding for cultural industries and entrepreneurs was taken off the project because it was already being financed by a project led by the International Organisation of La Francophonie.

However, the expectations formulated have often proven to be disproportionate to what can realistically be expected of an ad hoc technical assistance mission. This is of note in the case of Burkina Faso, where it has been difficult to imagine that foreign consultants could draft a national strategy when they have only managed to facilitate its development.

Several factors have led to shortcomings in the development of projects. On the one hand, as mentioned earlier, the steering committee in most cases asked candidate countries with appropriate applications to make improvements before the final selection. These exchanges, along with the work of refining the requests and expectations, could be considered sufficient, or at least as completed at the point of the project's final selection. This, in turn, could be interpreted as an approval of the project in the form in which it was selected, thus rendering a subsequent "project development phase" unnecessary.

On the other hand, given that UNESCO has only been able to provide experts and not conditional funding, the project team's incentives and means of action vis-à-vis the beneficiaries have been extremely limited once an agreement letter was signed and the experts were identified, which has sometimes resulted in a lack of involvement from the national teams.

Finally, the experts only began to receive payment once they were on site in the beneficiary countries. This did not encourage them to be very actively involved in the project preparation phase and therefore in its development. Their first mission in the field most often served as exploratory work to enable them to make a diagnosis. While this was preceded by exchanges between the experts and the beneficiaries, the preparatory work was truly sufficient to define (i.e. identifying and limiting) the scope of possibilities. In other words, the diagnostic mission has been an opportunity for *in situ* project development work, much of which would have certainly benefitted from being carried out earlier.

Returning to the question of the relevance of the topics addressed by the missions; as was already mentioned, given the wide range of themes that could be involved in a request for technical assistance, it is not surprising that there was evidence of the temptation of the windfall effect. That being said, on the plus side, we can acknowledge that all of the

selected requests did fall within the project scope and in this respect were relevant. We also note that the projects were carried out in various regions (five in Latin America and the Caribbean, six in Africa and two in Asia), despite the lack of projects in Arab states.

On the other hand, while the initial project documents underlined the particular importance accorded to the rights of certain target populations (women, persons belonging to minorities and indigenous groups, and young people), the impact on these target populations is not sufficiently clear in the reports drafted by beneficiaries and experts, which generally concentrate on the overall project impact, with few exceptions (Malawi and Honduras for women, and Buenos Aires and Burkina Faso for young people). It is difficult, however, to determine if these populations have simply been less relevant targets, given the reality of the cultural and creative policies in the field, or if the project team could or should have placed more emphasis on the importance of targeting these populations specifically, making this a decisive criterion for project selection.

The unit in charge of project implementation decided to build two-person expert teams, often suggesting experts from regions outside the beneficiary country. These two choices seem to have paid off: in question 8 of the survey, experts were asked about their methods for cooperation - how they agreed on the distribution of work - and about their perception of the quality of their teamwork. We noted few signs of experts experiencing difficulty working together; on the contrary, both the experts' and beneficiaries' reports widely underscore the benefits of having two-person expert teams. Similarly, the experts' skill is nearly always highlighted and praised in the beneficiaries' reports.

More generally, the tables included in paragraph 3.5 of the project applications specifying the expected results and performance indicators are of varying quality, but overall are quite poor and even inadequate: the information presented is rarely accompanied by data or realistic deadlines. We also note that these initial tables (and their amended versions) were generally not referred to in the final reports, showing that not only were they no longer (or had never been) considered useful and necessary tools for steering and monitoring the project, but also that the implementation of the missions took place through ad hoc and fairly informal arrangements between the experts and the beneficiaries, limiting the comparison of completed activities with initial expectations, even when considered compulsory for accountability.

Conclusion 4: The technical assistance activity appears relevant at the project level and, generally speaking, the approach taken for selecting projects and the list of accepted projects also seems relevant.

Recommendation 4: More resources (in terms of time, human resources and budget) should be allocated to formal project development work before launching missions in the field. For example, it would be advisable to authorize and financially incentivize the experts to focus on this project development work by allowing them the option of discontinuing their work if they consider, at the end of the development phase, that the tasks to be undertaken are unrealistic or the objectives far too ambitious.

Effectiveness/efficiency

The first question to ask regarding effectiveness and efficiency at the project level is whether the objectives were reached in terms of the initially defined deadlines and budgets. The answer is very positive: the objectives have indeed been reached and even exceeded, since instead of the 12 missions initially planned, 13 were carried out in a timely manner, with the extra mission made possible thanks to savings (since the first 12 missions did not use all of the available days of expertise and mission costs). As previously mentioned, given the innovative nature of the project and its relative complexity, this result demonstrates quite a remarkable performance in terms of the budgetary, administrative and logistical aspects of project management. This is to the credit of the project team, as well as to the involvement of the experts who have demonstrated their availability and commitment.

Conclusion 5: In terms of meeting objectives, deadlines and budgets, the project team has acted in an effective and efficient manner.

The experts were remunerated on an equal basis, with a uniform daily rate (towards the lower end of the range of rates paid internationally for senior experts) and with their missions (travel and per diem) being funded in accordance with standard UNESCO practice. Certain experts mention in their reports that they had to shoulder some professional costs (such as interpreting), but that this did not compromise the results of their missions.

We should return here to the fact that the experts were remunerated solely on the basis of the number of days spent in the beneficiary countries, not for work carried out at their normal place of residence. This restriction had a negative impact on the project development phase, as was previously mentioned, as well as on the other components of mission preparation (documentary work to acquire knowledge on: the Convention itself and its specific aspects relating to the mission; the beneficiary country and especially its political and institutional features; the situation of its creative and cultural industries, civil society and cultural policies; and the composition of the beneficiary team). This preparatory work was carried out “free of charge” by the experts and has often proven unsatisfactory.

The experts thought that they would receive comprehensive information from the beneficiary countries themselves or from UNESCO (either the project team or the field offices), which was not always the case. In most cases, UNESCO sent documents to experts; in some other cases, the beneficiary countries (for example, Viet Nam, Niger and Burkina Faso) forwarded the documents themselves. However, in their reports, many experts indicate that these reference documents were unsatisfactory and that they arrived in the field poorly prepared as a result. It should be noted, however, that in certain cases this type of documentation was simply on-existent.

Similarly, the drafting of reports took place in the field (even though a day of work costs the “client” more during the mission than when the expert is at home, due to the per diem expense) or after the expert returned home, which resulted in the experts feeling as though they were not being paid for that part of their work. In their reports, many experts

concluded that this form of remuneration leads to losses in effectiveness and efficiency, which seems hard to dispute.

Recommendation 5: The experts should be remunerated on the basis of the total number of working days, rather than on only the number of days spent in the beneficiary country. A certain quota of days should be planned for preparatory work (which takes place between the project development phase and the field mission), as well as for the drafting of reports.

Through the survey (especially question 7) and a review of the reports, we have examined the contribution of the UNESCO field offices as well as the possible synergies between the missions carried out for this project and for other technical assistance action carried out by UNESCO previously, within bilateral cooperation, or in conjunction with other international organizations. Out of the 12 responses to question 7, 8 experts said that they received support from UNESCO offices (and any comments made are positive), compared to 4 who said the opposite. This result is difficult to interpret.

While the field offices were systematically kept informed by the project coordination team, they were not all mobilized to provide effective support. While this is certainly regrettable, these offices might not all have had the necessary resources (especially human resources). Similarly, the cooperation provided seems to have varied depending on the project. However, as expected, our empirical work reveals that the missions benefited when other action took place in closely related fields (notably because the beneficiaries have demonstrated a firm commitment to the issues of diversity and cultural expressions and the development of creative industries).

Recommendation 6: It appears desirable to involve UNESCO field offices and partner representatives in the field more systematically in preparing and supporting technical assistance missions.

Another measure of effectiveness and efficiency can be drawn from the satisfaction expressed by beneficiaries. Judging by the reports submitted by the beneficiaries to the project team, the level of satisfaction is very high. This result, however, should be considered in light of the brevity of many of the reports and their style, which was oriented towards diplomatic courtesy.

We were sometimes surprised by the positive reports from beneficiaries when the experts' reports mentioned real difficulties in implementing a project, resulting in only the partial achievement of initially expected outcomes (this is the case, for example, of the Mauritius project where the official report does not mention any particular difficulties despite the experts' more critical reports on the quality of their output; which was, in their view, impacted by the ministry's overly narrow and classic vision of what the creative industries are and could be.⁸

⁸ Various exchanges on these divergences have taken place between the ministry and the UNESCO project team, but they do not seem to have definitively cleared up the misunderstandings.

Conversely, in the case of Cambodia, the beneficiaries clearly state that the expected outcomes were only partially reached because the texts produced by the experts were not immediately operational and their report could not be included in a new text on cultural policy without modification. Moreover, this is not the only case where the beneficiary seems to have expected to receive a “turnkey” solution- when technical assistance is in fact a process for reinforcing skills that only comes to full fruition in the medium term and on the condition that beneficiaries understand the diagnoses and recommendations and take ownership of them to achieve their national objectives. Here again, we can mention the Mauritius project, where the experts were left with the perception that their view of capacity building was much wider than the view held by the beneficiaries and that their skills were underexploited.

Such false expectations on the part of the beneficiaries can be explained by a lack of experience, since culture professionals may be less familiar with the practices of international technical assistance than their peers in other sectors.

Nevertheless, all the missions were completed and, as far as we can tell, they have helped to build local capacities, whether among the public agents who requested the technical assistance or the civil society representatives who met or were trained by the experts.

Finally, while for certain projects the ministry was the direct beneficiary, for others it was a public agency reporting to the ministry and in some cases, local authorities. Owing to the small number of the total actions carried out, it is impossible to conclude whether one type of beneficiary has been more “effective” than others.

Sustainability

As mentioned in the preliminary report, it is far too soon/early to judge the overall impact of the technical assistance missions or even their medium-term results.⁹ Similarly, it is difficult to judge the sustainability of the results. Even if, as mentioned, most of the experts who conducted technical assistance missions have stayed in contact with the beneficiaries, they have communicated little information on the developments that would have followed the end of their intervention. This situation is quite regrettable, especially since, as we noted, the technical assistance missions have mostly been designed as training or capacity-building actions that only generate an impact after several years. The missions have essentially involved producing technical documents, facilitating exchanges between the various components of civil society and public authorities, and training. These products are difficult to “objectify” (in that they are quite intangible) which poses a risk to their long-term impact, which is extremely dependent on the perceptions of the beneficiaries. It

Our interview with the project manager in Mauritius confirms a less positive appreciation of the results than appears in the written report.

⁹ Without going into detail, it is useful to make a conceptual distinction between an activity’s medium- and long-term results and its impact. The results derive directly from the activity’s implementation and may therefore be attributed directly to those who implement it. On the other hand, the impact requires a deep and sustainable (re)appropriation of the results by the beneficiaries that depends on the local circumstances. The impact may therefore be non-existent or major, positive or negative, but it is only partially attributable to the people implementing the initial project.

is therefore highly likely that the sustainability and impact of the outcomes will significantly vary between countries.

Here we touch on a slightly paradoxical aspect of this project, which aims to both set up a sustainable expert facility and to carry out ad hoc technical assistance missions. It would certainly be desirable to put follow-up mechanisms in place to monitor the medium- and long-term outcomes and especially to ensure that both the experts and UNESCO are kept informed of the developments following their interventions. This seems to be happening, at least partially, in terms of the reports by the Parties to the Convention. If this is indeed the case, the approach should be made systematic. UNESCO's field offices could certainly be mobilized to ensure that the follow-up of missions is carried out.

We should point out, however, the monitoring efforts carried out in 2013, thanks to an additional €200,000 budget allocated to the project by the European Union.

On one hand, the team responsible for the project remains in regular contact with the beneficiaries and seeks information from them concerning follow-up actions to the technical assistance missions. This approach is described as "remote monitoring" and concerns the 13 countries that received technical assistance during the first phase of the project.

On the other, it has been possible to launch a so-called "continuity" phase, which consists of actions to consolidate the missions in four beneficiary countries (Burkina Faso, Cambodia, Niger and Viet Nam) selected because they presented, "favourable conditions for consolidated monitoring; namely:

- ❖ tangible results observed at the end of the technical assistance mission,
- ❖ a high degree of government approval of the outcomes,
- ❖ the commitment of the public institution to ensure sustainability,
- ❖ the countries' real needs for capacity building in the field of cultural industries,
- ❖ the strong involvement of the national team in the implementation of technical assistance,
- ❖ sound cooperation in the field with stakeholders,
- ❖ strong involvement from colleagues at UNESCO field offices (Dakar, Hanoi and Phnom Penh),
- ❖ the potential role of European Union delegations (for example, Niamey, Ouagadougou, and Phnom Penh)."¹⁰

At the time of the writing this evaluation report, these monitoring actions appear to be producing good results, which is both encouraging and hardly surprising, given that they concern - quite legitimately -missions that have already succeeded.

¹⁰ Source: Description of the 2013 monitoring project submitted by UNESCO to the EU.

Conclusion 6: It is very difficult at this point to judge the sustainability of the outcomes obtained through the technical assistance missions, except for the four countries benefiting from specific consolidation actions. Taking into account the initial features of these missions, UNESCO's ability to develop follow-up and reinforcement mechanisms, not only for the countries that have most benefited from the first technical assistance missions, but also for others, will be critical to its ability to guarantee that these missions will have lasting effects and be able to generate a positive impact.

Recommendation 7: It would be advisable to define regular follow-up procedures within the framework of existing mechanisms for monitoring the implementation of the Convention. These procedures could be informed by the results of the consolidation actions undertaken in phase 1B of the project, currently being implemented in four countries. Similarly, should a second phase of the project be launched, it would be desirable to include the medium- and long-term follow-up to past and future actions in the definition of this phase.

Activity: sharing knowledge and enhancing visibility of the Convention

Relevance

It is striking to note that in the Agreement signed by UNESCO and the European Union, communication and visibility are mentioned as integral dimensions of the project and not only as appendices, which is often the case in development projects.

This is understandable if we bear in mind the fact that one of the objectives of the project was to raise awareness about the Convention. In this respect, it was therefore appropriate to focus on communication and visibility. We have already mentioned that the experts themselves admitted to having a desire to learn more about the Convention and the project documents confirm that some beneficiaries in public institutions, as well as in civil society, had an incomplete knowledge of the text. Thus, there is a real need for the awareness raising objective and the establishment of a group of experts to carry out technical assistance missions can help respond to that need. Nevertheless, this could only be a secondary objective of the project, in the sense that if we wished to carry out action focused on enhancing the visibility of the Convention, the creation of an expert facility would not be the preferred tool.

In the definition phase of the project, activities concerning communication and enhancing the visibility of the Convention and the project were not really subject to the setting of precise objectives to be met or the specific action to be carried out. Nevertheless, Annex 11 of the first narrative report presents a communication and visibility plan, dated November 2010 (four of the five objectives concern the project and the other specifically relates to the Convention).

The plan identifies four target audiences: institutional players, other stakeholders in the countries concerned, international experts, and a more general audience including the States that are Parties to the Convention. It also lists key messages and means of communication: (i) Internet; (ii) press releases, newsletters and event calendars; (iii) promotional material; and (iv) publications relating to the project and its results.

The project team has been active in implementing the plan. Notable achievements include:

- ❖ the implementation of a dedicated website rich in content;
- ❖ mention of the project in UNESCO's 2010, 2011 and 2012 annual reports;
- ❖ references to the project - often cited as an example - in several UNESCO institutional documents (reports to the Executive Board and the General Conference, addresses by the Director-General and the Assistant Director-General for Culture);
- ❖ four newsletters widely disseminated to the internal and external partners of the project;

- ❖ an information meeting held at UNESCO Headquarters for the Parties to the Convention in December 2012 to present the project's initial results to several guest experts;
- ❖ a summary report on all the results of the project and the experience acquired which should be published in the autumn of 2013.¹¹

It should also be noted that this visibility and communication component appears in almost all technical assistance missions. In many cases, experts met the press and communicated about the project beyond the immediate target audiences of their missions during their stays in beneficiary countries.

Effectiveness/efficiency, sustainability

It is difficult, however, to measure the effectiveness and efficiency of this component of the project and impossible to measure its sustainability. Ideally, the effectiveness of a communication (or knowledge-sharing) activity should be judged "on reception", that is, from the viewpoint of the expected receiver of the message, which is not possible here. We must therefore rely on very limited assessment criteria.

That being said, in the absence of ready access to the receiver of the message, we can look at the transmitter of the message and see that the project team was actively working on the communication dimension. It has paid particular attention to ensuring that the European Union logo was systematically placed at the head of all project documents, next to the UNESCO logo, and that the funding role of the European Union was mentioned in all documents and agreements.

A part-time contractual staff member was recruited to work specifically on the communication dimension (communication with an external audience, as well as with the experts) and an informative and regularly updated website was developed. The website is a rich source of information; however, for understandable reasons of confidentiality, the experts' reports are not included on the site. The final project publication, expected in the autumn of 2013, should provide a comprehensive overview of the activities carried out and play a major role in the external communication of the project - provided that it is of high quality, translated into several languages (it is due to be produced in French and English, as well as in Spanish if financial resources are sufficient), and widely disseminated by UNESCO.

Technical assistance missions included virtually all of the specific activities aimed at raising awareness about the Convention and the project itself. Although these activities varied widely in nature and scale from one mission to another, the project website¹² lists 45 publications or references mentioning the project in 9 countries where technical assistance missions have taken place and in 11 different documents published by

¹¹ Communication and visibility activities are detailed in Chapter VIII of the second interim narrative report dated June 2013.

¹² <http://www.unesco.org/new/en/culture/themes/cultural-diversity/diversity-of-cultural-expressions/programmes/technical-assistance/in-the-press/>

international bodies such as, for example, the International Federation of Coalitions for Cultural Diversity (IFCCD) and in the press.

We have also noted, both in replies to the survey and during the meeting in Paris in May 2013, that experts cite their increased knowledge of the Convention gained through their participation in this project as a source of satisfaction. They also frequently mentioned their continued expectations of what they could learn from each other should the group of experts manage to become a true community of practice.

Conclusion 7: The effort to communicate about the Convention, the project and the involvement of the European Union has been consistent in the management of the project. The external communication and visibility efforts should culminate in a final publication in autumn 2013.

ANNEXES

Annex I

Terms of reference for the evaluation



with funding of the
European Union



Organisation
des Nations Unies
pour l'éducation,
la science et la culture

Convention on the Protection
and Promotion of the
Diversity of Cultural
Expressions

February 2013

UNESCO/EU PROJECT - Expert Facility to Strengthen the System of Governance for Culture in Developing Countries

*Implementation of the UNESCO Convention on the Protection and Promotion of the
Diversity of Cultural Expressions (2005)*

TERMS OF REFERENCE FOR THE EVALUATION OF THE PROJECT

UNESCO is seeking a consultant for the evaluation of a project concerning the strengthening of the system of governance for culture in developing countries in the field of public policy and development programmes. The aim of this project is to implement the UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions.

The consultant will be responsible for assessing the execution and outcomes of the project following the three main activities carried out on the basis of various reports, interviews with project stakeholders, including experts from the expert facility, beneficiaries of technical assistance missions and the programme specialists involved, as well as documents and resources produced during the project.

1. Background

The Convention and the UNESCO/EU project

The Convention, which was adopted by UNESCO in 2005 and entered into force in 2007, is a legally binding instrument ensuring that artists, culture professionals and citizens throughout the world are able to create, produce, disseminate and gain access to a wide range of cultural activities, goods and services, including their own. In the context of implementing the Convention, the European Union granted UNESCO funding of €1 million

to run a project entitled “Expert Facility to Strengthen the System of Governance for Culture in Developing Countries” (2010-2013), [DCI-HUM/2010/244-569 / Amendment No.1 (July 2012)].

The beneficiaries of this project are developing countries that have ratified the Convention and are eligible for the EU thematic programme “Investing in people”. This programme broadly aims to promote development, poverty reduction and social cohesion. The general themes of the programme’s cultural component are access to local culture and the protection and promotion of cultural diversity. The aims of this thematic programme can be considered in the context of the Convention.

Objectives of the UNESCO/EU project

The general objective of the project is to strengthen the system of governance for culture in developing countries and reinforce the role of culture as a vehicle for sustainable human development in these countries. In particular, it aims to:

- contribute to the protection and promotion of the diversity of cultural expressions
- foster universal access, participation in and enjoyment of the creation and production of cultural expressions;
- realize the full potential and contribution of cultural industries to sustainable development and economic growth through the creation, production, distribution and dissemination of cultural expressions.

The specific objective of the project is to improve cultural sector governance in beneficiary countries at the national and local levels, in order to create an enabling regulatory, institutional and economic environment for the development of the cultural industries. This goal is pursued through targeted technical assistance, which takes three main forms:

- establishment of an expert facility in the fields of cultural sector governance and development;
- technical assistance missions in response to requests from beneficiaries;
- sharing of knowledge and best practices, and visibility.

The project objectives are complementary to those of the International Fund for Cultural Diversity (IFCD), which was established under Article 18 of the Convention, and to the activities of the UNESCO Secretariat relating to the implementation of the Convention. There is a particular focus on the involvement of civil society, for the Convention acknowledges the fundamental role of civil society as a key participant in the system of cultural governance (Article 11 of the Convention).

The expected outcomes of the project are as follows:

- design, development and implementation of cultural policies and measures fulfilling the needs of beneficiary countries;

- support for processes launched by beneficiary countries in order to establish cultural policies and measures in developing countries that are Parties to the Convention;
- strengthening of required expertise with regard to cultural policies at the national and local level.

Project duration: from 1 September 2010 to 28 February 2013

Activities

(a) Creation of an expert facility

- International call for experts and selection: in response to a call for experts launched in December 2010, 610 applications were received. In early 2011, the Steering Committee selected 30 experts to participate in the expert facility, which was set up in February 2011.
- Training of the members of the expert facility: a training workshop was held in Rabat, Morocco, in March 2011.

(b) Technical assistance missions

- Calls for technical assistance mission applications and selection

Three calls for applications were launched in 2011. Twelve technical assistance missions were carried out (December 2011-December 2012) and an additional mission was executed in developing countries that are Parties to the 2005 Convention: Argentina (Buenos Aires), Barbados, Burkina Faso, Cambodia, Haiti, Honduras, Kenya, Malawi, Mauritius, Niger, Democratic Republic of the Congo, Seychelles and Viet Nam.

- Implementation of missions

The missions were carried out between December 2011 and December 2012 for the 13 beneficiary countries selected.

(c) Sharing of knowledge and best practices, and visibility

Since the start of the project, all information on the project has been published on the project website, which is regularly updated and can be accessed via the website on the Convention: www.unesco.org/culture/fr/culturegov.

Knowledge and best practices are shared using this website and other communication opportunities, such as the creation of a final publication (in progress) and participation in conferences.

A communication plan was drawn up in November 2010 with the aim of increasing project visibility. Many communication and information activities were carried out, including: a brochure for the call for beneficiaries, numerous speeches by the Director-General of UNESCO, the Assistant Director-General for Culture and the Secretary of the Convention mentioning the project, newsletters and very regular updates to the project website.

2. Goals and expected results of the evaluation

The final external evaluation of the whole project focuses in particular on its relevance, effectiveness and efficiency (ability to fulfil the objectives within the set time frame and budget), and sustainability.

Evaluation questions must be drawn up and addressed, on a range of specific topics, including, among others:

- reliability of the expert facility and broadening of the experts' skills with regard to the 2005 Convention and the facility's possible future;
- intervention methodology (call for applications for technical assistance, systematization of approaches adopted for technical assistance missions);
- results of the implementation of technical assistance missions, including those concerning particular target populations (such as women, persons belonging to minorities and indigenous peoples);
- transition from immediate outcomes of the project (generated by experts) to various types of impact, via the ownership of immediate outcomes by local beneficiaries, or the triggering of processes or outcomes which were not planned but contribute nonetheless to improving the system of cultural governance in the countries concerned;
- specific expertise provided by UNESCO (in terms of its contribution to the project budget and the involvement of its staff);
- integration of this project (and its role as a pilot or start-up project) among the implementation mechanisms of the Convention on the diversity of cultural expressions, notably the International Fund for Cultural Diversity and other activities/programmes run by the UNESCO Secretariat;
- complementarity between this project and other regional and international initiatives (in particular, those led by UNESCO and the European Union);
- possibility of planning a second phase of the project, with identification of potential goals and implementation procedures.

The evaluation will aim not only to corroborate, complete or rectify the results that have already been presented in the official reports, but also to assess project performance and identify the difficulties encountered, their causes, the strategies used to overcome them, the validity of the corrective measures adopted and, lastly, the lessons to be learned from the implementation of the project, as well as recommendations to ensure that its impact is sustained in the long term.

3. Proposed methodology

On the basis of these terms of reference, the evaluator shall develop an overall approach and methodology consisting of collecting and analysing primary qualitative data (in particular, documents produced by the UNESCO Secretariat, reports by experts who led the technical assistance missions and reports by beneficiaries of technical assistance) in order to compare this data with a set of indicators that he or she has established.

Evaluation methods may include:

- analysis and review of all project documents provided by UNESCO;
- analysis of the content and use of the project website;
- interviews (mainly by telephone) with project managers at UNESCO, members of the Steering Committee from the European Commission, UNESCO field staff, members of the expert facility and a selection of beneficiaries;
- questionnaires and surveys.

4. Profile required

- Minimum of seven to ten years' experience in project evaluation in an international context, preferably in the field of culture and development and international cooperation.
- Knowledge of funding, steering, monitoring, evaluation and reporting mechanisms in international organizations.
- Ability to analyse public policy and capacity-building activities.
- Excellent knowledge of French and very good knowledge of English.

An evaluation contract of approximately 30 working days is offered.

5. Work to be carried out

The evaluator shall submit to UNESCO the following documents:

- initial report of 10-15 pages in French, proposing evaluation questions, a detailed methodology, a work plan, the list of documents to examine and types of people to contact;
- draft final report in French;
- final evaluation report of 20-30 pages (not including annexes) in French, structured as follows:
 - executive summary (maximum four pages);
 - description of the UNESCO/EU project;
 - aim of the evaluation;
 - methodology of the evaluation;
 - results;
 - conclusions;
 - lessons learnt;
 - recommendations;

- annexes (including list of interviews, data collection instruments, key documents consulted, terms of reference, etc.).

6. Timetable

To be confirmed.

Annex II Evaluation grid

| Evaluation grid | |
|---|--|
| Activity: establishing an expert facility | |
| Relevance | |
| Evaluation question | Data sources |
| How were the expertise requirements for the project identified?(needs studies and feasibility studies) | Project documents |
| What procedures were established for inviting experts who might be interested by the project to apply? | Documents, interviews with project managers (UNESCO) |
| What procedures were established for verifying experts' skills and qualifications? | |
| Does the expert facility cover all of the fields of application of the project/the Convention (legal experts, cultural policy specialists, cultural industry specialists, experience of the various regions where beneficiary countries are located, etc.)? | Project documents |
| Besides the pool of experts, does the expert facility offer other resources (documents online, etc.)? | |
| Effectiveness/Efficiency | |
| Evaluation question | Data sources |
| Does the number of selected experts correspond to the initial objectives? | Project documents |
| Were the deadlines for creating the expert facility respected? | |

| | |
|--|---|
| Was the expert facility created and were the experts trained within the initial time frame and budget? | |
| Were the selected experts trained effectively before they carried out their missions? | Documents, expert surveys and interviews |
| Were the members of the expert facility capable of responding to all of the technical assistance requests that were received? | Documents, interviews with project managers (UNESCO) |
| Was it possible to mobilize the experts within the set time frame to carry out the planned missions? | |
| Sustainability | |
| Evaluation question | Data sources |
| Following the project, are the experts still involved, either personally or through UNESCO, in the activities to which they contributed? | Interviews with project managers (UNESCO) and experts, expert surveys |
| Are the experts still available to be mobilized for other interventions? | |
| Can the project's expert facility be incorporated into the data bank provided for by Article 19(3) of the Convention? | |
| Is the project's expert facility complementary to the International Fund for Cultural Diversity (IFCD)? | |
| Activity: technical assistance missions in response to requests by beneficiaries | |
| Relevance | |
| Evaluation question | Data sources |
| What procedures were established to invite requests for technical assistance? | Documents, interviews with project managers (UNESCO) |

| | |
|---|--|
| What procedures were established to improve the quality of draft requests for technical assistance? | |
| What procedures were established for the selection of draft requests for technical assistance? | |
| Were the assistance requests that were received and selected sufficient in number and of a good quality? | |
| What procedures were set up to enable beneficiaries to select experts? | Documents, interviews with project managers (UNESCO), beneficiary surveys and interviews |
| Did the technical assistance missions concern a range of issues covering all of the project's areas of intervention? If not, why? | Documents, interviews with project managers (UNESCO) |
| Did the technical assistance missions cover all of the project's target populations (women, persons belonging to minorities, and indigenous peoples)? | |
| Effectiveness/Efficiency | |
| Evaluation question | Data sources |
| Was the intended number of missions carried out, within the set time frame and allocated budget? | Documents, interviews with project managers (UNESCO), expert and beneficiary surveys and interviews |
| Were the beneficiaries satisfied with the quality of the expertise provided? | Beneficiary surveys and interviews, reports by beneficiaries |
| Did the missions fulfil, or even surpass, the initial objectives? If not, what were the sources of the difficulties encountered? Were these difficulties overcome? How? Why? Did the missions produce any unexpected positive or negative effects? | Documents (reports by experts and beneficiaries), interviews with project managers (UNESCO), expert and beneficiary surveys and interviews |

| | |
|---|--|
| Did the missions help to enhance expertise and build local capacities? | |
| Were the missions carried out alongside complementary national or international initiatives? | |
| Sustainability | |
| Evaluation question | Data sources |
| Have the actions and policies supported by the assistance missions been pursued and developed in the beneficiary countries? | Interviews with project managers (UNESCO), expert and beneficiary surveys and interviews |
| Have the beneficiaries taken ownership of the technical resources resulting from the assistance missions? | |
| Are the beneficiaries now capable of managing without such assistance? | Reports by experts and beneficiaries, expert and beneficiary surveys |
| Activity: sharing knowledge and increasing the visibility of the Convention | |
| Relevance | |
| Evaluation question | Data sources |
| What procedures were established to promote knowledge sharing and visibility? | Website, interviews with the website manager and project manager |
| Were these activities specifically designed to target a clearly defined audience? | |
| Effectiveness/Efficiency | |
| Evaluation question | Data sources |
| Were the knowledge-sharing and visibility activities (in particular, the website) carried out within the initial time frame and allocated budget? | Documents (report), interviews with the website manager and project manager (UNESCO) |

| | |
|---|--|
| Were the target audiences of the knowledge-sharing and visibility activities reached? | |
| Have they made good use of the knowledge acquired during the project? | Expert and beneficiary surveys and interviews |
| Sustainability | |
| Evaluation question | Data sources |
| Were mechanisms established to ensure widespread dissemination of the knowledge acquired (i.e. beyond project stakeholders)? | Documents, interviews with the website manager and project manager (UNESCO) |
| What use was made of the acquired and disseminated knowledge by the various target audiences? | Documents, interviews with the website manager and project manager (UNESCO), expert and beneficiary surveys and interviews |
| On the basis of the technical assistance and knowledge-sharing activities carried out, is it feasible to consider extending this type of activity to other countries? | |
| Cross-cutting topic: project management | |
| Was the project implemented on the basis of quality documents, as regards planning (needs studies, feasibility studies) and results-based management? | Project documents, interviews with project managers (UNESCO) |
| Were monitoring and reporting mechanisms established and used? | |
| Was the donor given regular updates on the project situation? | Project documents, interviews with project managers (UNESCO), interview with representatives of the donor (EU) |
| Did the governance mechanisms in place enable good project management? In particular, did they enable adaptations to be made when or if necessary? | Project documents, interviews with project managers (UNESCO) |

Annexe III
Electronic survey sent to all the experts of the facility

Evaluation du Projet UNESCO/UE

« Banque d'expertise pour renforcer le système de gouvernance de la culture dans les pays en développement » (2010-2013)

Expert Facility to Strengthen the Governance of Culture in Developing Countries

Questionnaire aux experts

Experts survey

Questionnaire à retourner au plus tard le 18 juin à:

Please return this survey no later than the 18 June to:

fl.loiseau@gmail.com

Merci d'indiquer vos NOM et PRENOM (NB: dans le rapport d'évaluation, les données seront présentées de manière agrégée et les citations éventuelles ne seront pas attribuées)-
Please, indicate your first and family names (NB in the evaluation report, data will be presented in a aggregate manner and quotations will not be attributed to identified persons).

1. Comment avez-vous appris l'existence de la banque d'expertise ? [How did you learn about the expert facility ?](#)
2. Quelles étaient vos attentes au moment où vous avez posé votre candidature pour figurer dans la banque d'expertise ? [What were your expectations when you applied to become part of the expert facility ?](#)

3. Avez-vous pris part à une (plusieurs) mission(s) d'assistance technique ? [Did you participate in one \(several\) technical assistance mission\(s\) ?](#)

OUI YES

NON--> Merci de passer directement à la question 10

NO → [Please proceed directly to question 10](#)

4. Comment qualifieriez-vous la qualité du projet d'assistance technique lorsqu'il vous a été soumis ? [How would you assess the quality of the technical assistance project when it was submitted to you?](#)

i. Très insuffisante - [Very poor](#)

ii. Insuffisante - [Poor](#)

iii. Convenable - [Average](#)

iv. Bonne - [Good](#)

v. Très bonne - [Very good](#)

Merci de détailler brièvement votre jugement en indiquant les points forts et les faiblesses du projet d'assistance technique tel qu'il vous a été présenté initialement. [Please, elaborate briefly on the strengths and weaknesses of the technical assistance project as it was submitted to you.](#)

5. Comment qualifieriez-vous la qualité du soutien technique/méthodologique (e.g. : atelier de formation à Rabat, guide méthodologique) que vous a fourni l'UNESCO ? [How would you assess the quality of the technical/methodological support provided to you by UNESCO \(e.g. through the Rabat training session or the methodological guide\)?](#)

i. Très insuffisante - [Very poor](#)

ii. Insuffisante - [Poor](#)

iii. Convenable - [Average](#)

iv. Bonne - [Good](#)

v. Très bonne - [Very good](#)

Merci de détailler brièvement votre jugement. [Please, elaborate briefly on this assessment.](#)

6. Merci de bien vouloir décrire rapidement le travail que vous avez effectué en vue d'établir le rapport de diagnostic préliminaire (en quoi a consisté ce travail, quelle a été la qualité de vos échanges avec l'UNESCO et avec l'équipe de projet dans le pays bénéficiaire, etc...).

Please describe briefly the work you did in advance of writing the preliminary diagnostic report (the kind of work you did, the quality of your exchanges with UNESCO and with the in-country project team, etc...).

7. Une fois sur le terrain, avez-vous collaboré avec le personnel de l'UNESCO dans la région /bureau? *Once in the field, did you collaborate with local UNESCO staff?*

OUI - YES

NON - NO

Dans tous les cas, merci de décrire rapidement avec qui vous avez collaboré (bureau de l'UNESCO dans le pays, dans la région, au siège, agents d'autres agences de coopération, etc...) et en quoi a consisté cette collaboration et d'exprimer ce qui vous a semblé satisfaisant et ce qui aurait pu être amélioré.

In all cases, please describe briefly with whom you did collaborate (UNESCO country or regional office, UNESCO HQ, staff of other development agencies, etc...), and explain what worked satisfactorily and what could have been improved.

8. Etiez-vous le seul expert international de la banque d'experts à fournir cette assistance technique, ou faisiez-vous partie d'une équipe d'experts ?

Were you the only international expert from the expert facility or were you part of a team of experts ?

SEUL - YOU ONLY

EQUIPE D'EXPERTS - PART OF A TEAM

Si vous faisiez partie d'une équipe, merci de décrire rapidement les modalités de coopération avec l'autre (les autres) expert(s): comment vous êtes-vous réparti le travail et les responsabilités, comment avez-vous communiqué avec l'autres (les autres) expert(s), etc... ?.

If you were part of a team, please describe briefly the collaboration arrangements with the other expert(s): how did you agree on the distribution of work, how did you communicate with the other expert(s), etc...?

9. Après la remise de votre rapport final, avez-vous continué de travailler avec les bénéficiaires de votre intervention ? *After the release of the final report, did you continue working with the beneficiaries of your intervention?*

OUI - YES

NON - NO

Si « oui », merci de décrire rapidement en quoi a consisté cette collaboration et d'exprimer ce qui vous a semblé satisfaisant et ce qui aurait pu être amélioré.

If « yes », please describe briefly the matter of this continued cooperation and explain what went satisfactorily and what could have been improved.

10. Comment qualifieriez-vous la qualité de la transparence dans vos échanges avec l'UNESCO (partage d'information, franchise dans les échanges, disponibilité des informations sur les -autres- missions d'assistance techniques, etc...)?

How would you assess the level of transparency in your exchanges with UNESCO (information sharing, frankness in the exchanges, availability of information on -other-technical assistance missions, etc...)?

- i. Très insuffisante - *Very poor*
- ii. Insuffisante - *Poor*

- iii. Convenable - Average
- iv. Bonne - Good
- v. Très bonne - Very good

Merci de détailler brièvement votre jugement. Please, elaborate briefly on this assessment.

11. En dehors de votre participation à des missions d'assistance technique, quelle a été votre implication dans le développement de la banque d'expertise (par exemple : le développement d'outils méthodologiques, l'échange de savoir via le site wiki, etc...) ?

In addition to / Outside your participation to technical assistance missions, what was your implication in the development of the expert facility (e.g. development of methodological tools, knowledge sharing via the wiki , etc...?)

12. Que vous a apporté le fait de faire partie de la banque d'experts ? What did you gain from being part of the expert facility?

13. Merci d'indiquer tout ce qui vous semblerait à même d'améliorer la performance (pertinence, efficacité, pérennité, etc...) de la banque d'experts, en plus de ce qui a été dit lors de l'atelier des 23-24 mai.

Please mention any point that you think may improve the performance (relevance, effectiveness, sustainability) of the expert facility in addition to what has been mentioned during the 23-24 May workshop.

Merci pour vos réponses !

Si vous avez besoin de précisions à propos de ce questionnaire, ou pour toute autre question relative à l'évaluation de ce projet, n'hésitez pas à contacter Florent Loiseau à l'adresse suivante fl.loiseau@gmail.com

Thank you for your answers!

Should you have any question about this survey, or on any other aspect of the evaluation of this project, feel free to contact FlorentLoiseau via email: fl.loiseau@gmail.com

Annexe IV

Overview of the responses to the electronic survey

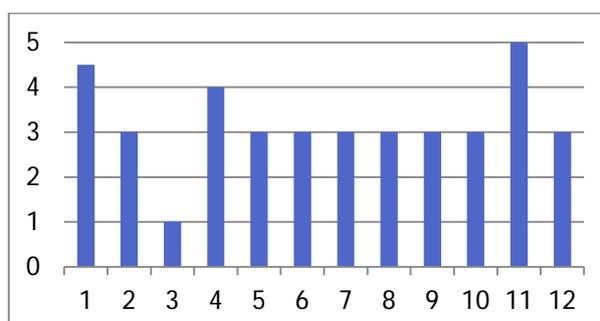
The survey was sent to all the experts, and 21 replies were received, of which 12 were from experts who had participated in at least one technical assistance mission and nine from those who had not participated in any.

The replies to open questions were used in the analysis presented in the report and are not repeated here.

Questions 4, 5 and 10 required answers on a five-point scale, where one corresponded to a very poor performance, three to an average performance and five to a very good performance.

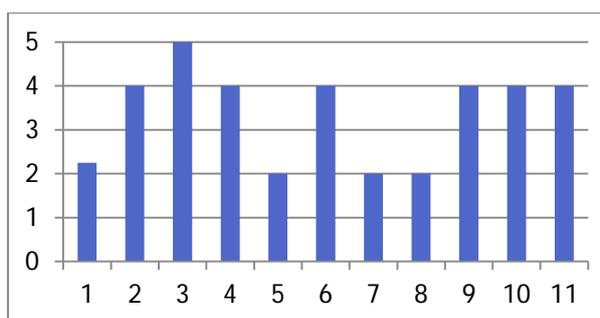
Question 4: How would you rate the quality of the technical assistance project when it was submitted to you?¹³

Number of replies: 12
Average score: 3.21



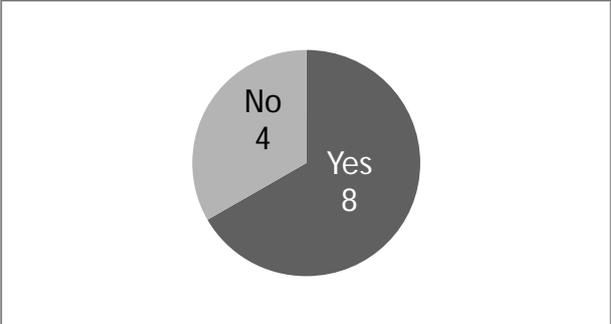
Question 5: How would you rate the quality of the technical/methodological support provided to you by UNESCO (e.g. through the Rabat training workshop or the methodological guide)?

Number of replies: 11
Average score: 3.39

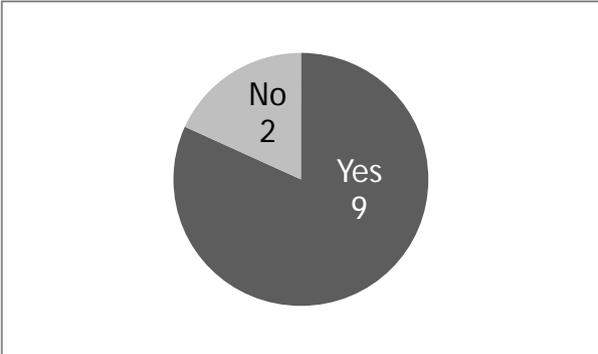


¹³ Questions 4, 5, 7 and 9 were only addressed to experts who had participated in at least one technical assistance mission.

Question 7: Once in the field, did you collaborate with local UNESCO staff?



Question 9: After submitting your final report, have you continued working with the beneficiaries of your action?



Question 10: How would you rate the level of transparency in your exchanges with UNESCO (information sharing, frankness in the exchanges, availability of information on the -other- technical assistance missions, etc.)?

Number of replies: 21.
Average score: 4,05

