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United Nations
Educational, Scientific and
Cultural Organization

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

EXPERT FACILITY PROJECT TO STRENGTHEN THE SYSTEM OF GOVERNANCE FOR CULTURE IN DEVELOPING COUNTRIES

Workshop of the Pool of experts

**Have we succeeded in creating opportunities for a better governance of
culture for development?**

Spotlight on the implementation of the 2005 Convention

REPORT

Paris, France
23 and 24 May 2013

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Within the framework of efforts to implement the 2005 UNESCO Convention on the Protection and Promotion of the Diversity of Cultural expressions (the 2005 Convention), the "Expert Facility to Strengthen the System of Governance for Culture in Developing Countries" programme (2010-2013) was designed and implemented by UNESCO with the financial support of the European Union.

The programme is composed of four main activities:

- The establishment of a **Pool of 30 Experts in the field of cultural policy and governance** and a training workshop in March 2011,
- A **Call for applications** for technical assistance missions and **selection of 13 eligible developing countries** to receive technical assistance, throughout 2011,
- A series of **technical assistance missions in 13 developing countries** from December 2011 to December 2012,
- **Follow-up activities** to complement the work carried out during the missions, either remotely or with new missions in the field between March and November 2013.

The workshop of the Pool of experts acted as a preamble to the follow-up activities and aimed to enable the experts to share their experience of both the programme and of the missions with a view of drawing lessons on the implementation of the 2005 Convention in developing countries.

Of the 30 specialists in the Pool of Experts, 26 were able to attend the workshop, the other 4 unfortunately having other professional engagements. A representative of the European Union also participated in the first day of the workshop, while the programme's external evaluator was present for both days.

The objective of the workshop was to explore the question "**Have we succeeded in creating opportunities for a better governance of culture for development? Spotlight on the implementation of the 2005 Convention**". Through a series of plenary and working-group sessions, the experts critically assessed the implementation of the programme and of the missions with a view of generating teachings from their successes and deficiencies. They also worked together on shaping a methodological guide on technical assistance into a coherent tool for work in the field, while also discussing the future orientation that the programme could adopt.

The workshop was opened by **Ms Danielle Cliche**, Secretary of the 2005 Convention, who welcomed the participants and outlined the aims and expected outcomes of the meeting. She underlined that the meeting would help to shed light on how the 2005 Convention can be implemented in the field in order to generate participatory processes for policy making.

Mr Philippe Peyredieu du Charlat, representative of the European Commission, then thanked the experts for their participation and UNESCO for the organisation of the meeting. He highlighted that this programme demonstrates the European Commission's belief that supporting culture makes sense. He concluded on the need to ensure the sustainability of the programme as well as to demonstrate its relevance.

GENERAL DISCUSSION

Ms Guiomar Alonso Cano from the UNESCO Dakar office initiated a roundtable discussion with the experts to share their first impressions about the programme, its implementation and the possible future orientation that it could have. Each expert was invited to share their views, the highlights of which are as follows:

Challenges of working in the field:

- The political environment can be challenging, with problems ranging from competing authorities and lack of cooperation between ministries, to the limited value given to culture in governmental priorities
- There is a lack of information and data regarding the culture sector in many countries
- Many countries suffer from difficult economic situations, which imposes limitations on what can be invested in the culture sector

Strengths of the programme/methodology:

- The programme is necessary and relevant as it offers real opportunities for developing countries.
- There are great benefits of working in pairs, which enables the sharing of knowledge and experiences.

Main problems encountered:

- The beneficiaries often had unrealistic expectations regarding what the missions could achieve.
- More coordination with existing national, regional and international programmes is needed.

Recommendations:

- It is important to raise awareness of the 2005 Convention and introduce its main lines of action via legal, media and educational activities.
- The programme needs to become more flexible, in order to adapt to the distinct realities of the different beneficiaries.

Mr Jordi Baltà Portolés facilitated this session and underlined that it is important to address the questions that are in the background, to share experiences, to exchange views and more importantly to set the basis of what could be a second phase for the programme. There were two sets of key questions, the first focusing on what had worked, what had not worked and what could be done differently, while the second focused on identifying the added value of the programme. The main highlights of the session were as follows:

- The technical assistance methodology worked well, especially when it was clearly understood by the beneficiaries.
- The organisation of the missions from a logistical point of view was very successful, with one of the key strengths being that the experts made at least two separate visits.
- Difficulties often arose from lacking infrastructures as well as knowledge gaps, especially due to limited knowledge and understanding of the 2005 Convention, which needs to be improved.
- Enriching experiences came from building relationships with local stakeholders and from transferring methodology, notably in building trust and legitimacy.
- In some cases, the needs identified during the application process did not correspond to the reality in the field and thus experts had to remodel their mission on the spot.
- Some form of assistance needs to be given to potential beneficiaries while preparing their applications, to clarify, limit or strategically assess what is being asked for and to improve their relevance.
- The experts often had to try to bridge the communication gap between civil society and government, which hinders any work to strengthen the culture sector and the sustainability of technical assistance.
- Intersectoral partnerships need to be initiated to counter the limited value and resources allocated to the culture sector and its development, notably by engaging the education, trade and other related sectors.
- The promotion of diverse cultural expressions and that of culture as the fourth pillar of sustainable development need to be complimentary, with a balanced focus placed on each, as, for example, cultural industries are not always profitable.

WORKING GROUPS: MAKING THE MISSIONS COUNT

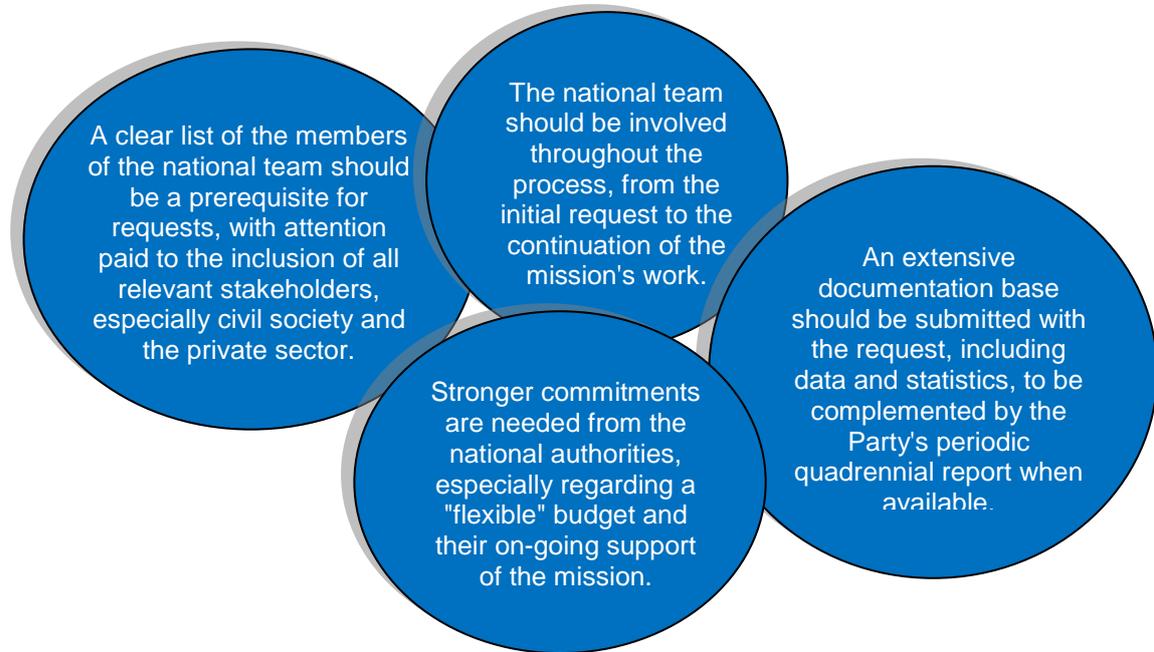
The experts were then divided into groups, who in turn examined three different themes:

- A. The beneficiaries' applications
- B. The local context
- C. Cooperation between diverse actors

An expert with related expertise and experience facilitated each theme, with the support of a UNESCO staff member, who also acted as the rapporteur for the discussions. The general objective of these working groups was to critically examine key dimensions of the technical assistance missions with a view of improving their execution, relevance and durability.

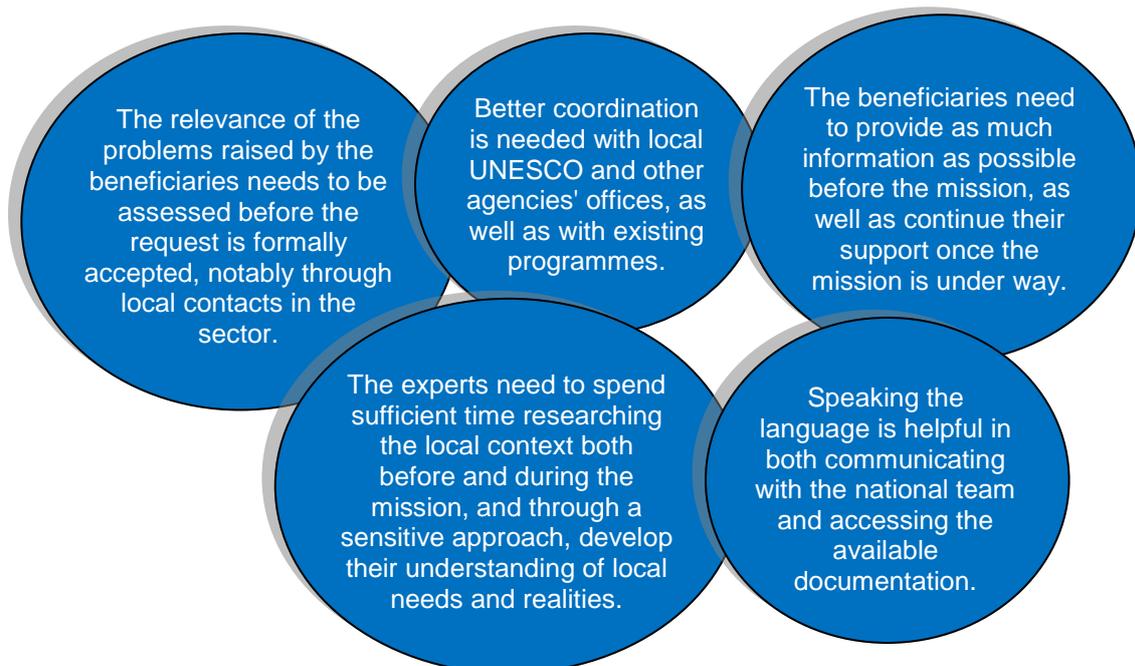
Theme A: The beneficiaries' applications

Facilitated by **Ms Milena Dragičević-Šešić**, this group focused on the divergences observed between the realities on the ground and the technical assistance requests. It identified what solutions exist to improve the initial requests with a view of increasing their relevance while guaranteeing that beneficiaries meet their commitments.



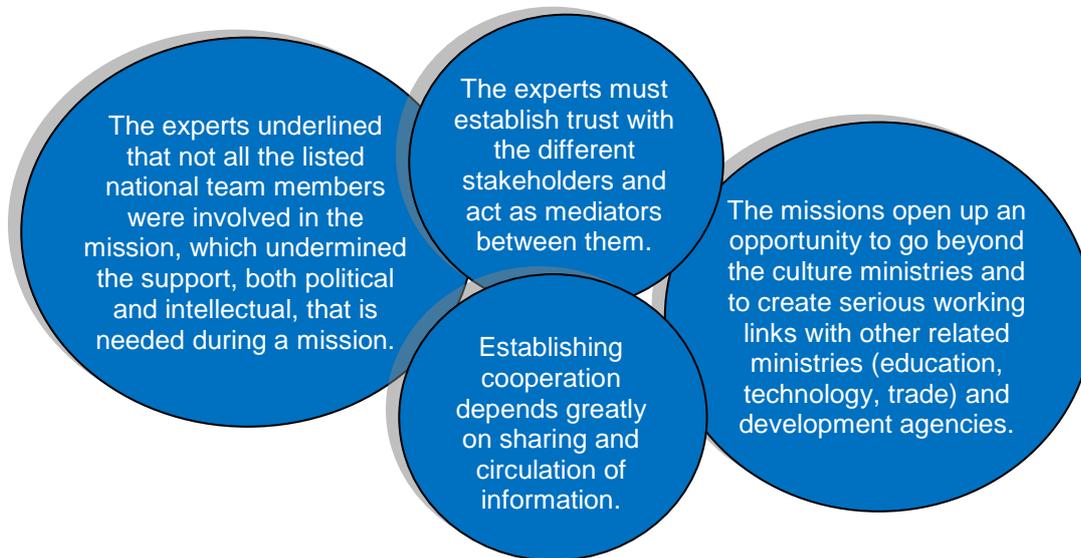
Theme B: The local context

Facilitated by **Ms Lucina Jimenez**, this group centred its attention on the difficulties of adapting to the local context and to measures that can help prepare the experts for these specific working environments.



Theme C: Cooperation between diverse actors

Ms Carly Frey facilitated this session focusing on the different forms of cooperation that take place during a technical assistance mission. The involvement of all stakeholders was notably examined as well as the framework in which this cooperation takes place.



TOWARDS A NEW PROGRAMME

As a preamble to the session, **Ms Danielle Cliche** clarified that the European Commission had agreed to extend its funding to allow for follow-up missions to take place in Burkina Faso, Cambodia, Niger and Viet Nam, while the other beneficiaries would benefit from remote follow-up activities. To this **Mr Philippe Peyredieu du Charlat** added that it was important that the workshop produce recommendations both regarding the diversity of cultural expressions but also regarding the sustainability of the Expert Facility.

Ms Guiomar Alonso Cano then concluded the day's work with a collective discussion on the main strengths and weaknesses of the programme so far, before asking the experts what they thought the programme should focus on in the future. Suggestions included:

- The Pool of experts needs to be reinforced as a group so that it can become an important resource for more Parties and can help to build their capacities to implement the 2005 Convention.
- More needs to be done to develop national and local capacities, notably of the younger generation, so that they find their own interpretations of the 2005 Convention to correspond to their local needs.
- The programme needs to become more flexible, so that it can adopt different approaches depending on varying contexts.
- Core concepts such as "cultural industries" and "creative industries" need to be clarified. This could take place within a wider discussion regarding the changes in the world that affect the 2005 Convention, especially with the widespread adoption of technology for cultural consumption.
- More support to the current beneficiaries is needed to implement, monitor and evaluate the missions' work and would help to properly evaluate the programme's successes.

Mr Francesco Bandarin, UNESCO Assistant Director-General for Culture, outlined UNESCO's future orientation for the culture sector, which has been rearticulated on two axes, one of which is dedicated to creativity. He then praised the European Union's support in both implementing the Convention and encouraging its ratification.

Concerning the Hangzhou Congress¹, he emphasised that it was part of a larger strategy to increase support for culture as a dimension of the international agenda, which includes a series of events over the last years that lead up to the United Nations General Assembly in October. It is important to note that the Group of 77 and China (134 states) support the inclusion of culture into development processes, which is encouraging for the final goal of this strategy, to ensure that culture is included in the post-2015 development agenda.

Mr Bandarin then answered questions from the experts, which notably focused on framing innovation in the context of creativity, so that the 2005 Convention can play an important role on this front. Other suggestions included the group writing a book on the Convention and the creation of a foundation to support the diversity of cultural expressions. To a question on the private sector, Mr Bandarin answered that UNESCO was currently bridging the divide with the sector, notably with the signing of five contracts at the Hangzhou Congress.

THE FUTURE OF THE POOL OF EXPERTS

Facilitated by Ms Christine Merkel, this session focused on establishing a broad outline for the future of the programme and in particular for the role of the Pool of Experts. The discussions centred on the assessment of the implementation of the technical assistance missions, before focusing on the different ways in which the Pool could be developed in order to ensure its relevance and sustainability. Highlights of the discussions included:

- Holding more meetings and organising more exchange activities in order to engage in peer learning exercises and develop the different areas of expertise of the Pool, notably using the experts' Wiki.
- To reinforce the Pool with local experts, notably with young specialists, who could be mentored by the Pool and who could then reinforce the implementation of the 2005 Convention in their own countries.
- The Pool should develop connections with the different levels of beneficiaries (national, local and municipal), as well as with other communities of expertise (think tanks, academia, coalitions).
- Include as an initial step for any future mission a training element focusing on developing a local understanding of the 2005 Convention, to ensure the sustainability of the mission.
- The Pool should become part of a wider capacity-building exercise aimed at the Parties to the 2005 Convention, notably building on the periodic reporting exercise.
- Greater efforts need to be undertaken to find alternative sources of funding and to match them with activities undertaken by other organisations and agencies.

¹ The Hangzhou Congress "Culture: Key to Sustainable Development" was held in Hangzhou (China) from 15 May to 17 May 2013 and notably produced the "The Hangzhou Declaration: Heralding the next era of human development", available at: <http://unesdoc.unesco.org/images/0022/002212/221238m.pdf>

REVISING THE METHODOLOGICAL GUIDE

As a preamble to the session, **Ms Danielle Cliche** briefly summarised the main ideas of the first day's working groups that were relevant to the revision of the Methodological Guide. She then indicated that, following its experience of the 13 technical assistance missions and other work in the field, the group needed to clearly identify the strengths and shortfalls of the Guide and to make clear proposals on ways of increasing its relevance to the realities of assisting developing countries. These proposals included:

- The programme's novel approach to accompany beneficiaries needs further clarification, as many beneficiaries did not understand the level of involvement that was required of them throughout the missions, as partners rather than as recipients of expertise.
- The role, membership and responsibilities of the national team need to be more clearly established both in the guide and in the application process, to include all relevant stakeholders and to ensure ownership of the work undertaken during the mission and its long-term sustainability.
- A greater level of knowledge sharing and transfer of expertise with local specialists is needed.
- The duration of the missions needs to be longer and more flexible in order to ensure that results can be thoroughly evaluated and that follow-up activities can take place when necessary.
- Better and more visible links between this technical assistance and the Parties' periodic reporting exercise would be beneficial to both.
- The methodology needs to include elements referring to strategic alignments and potential partners.

WORKING GROUPS - DEFINING THE FUTURE OF THE PROGRAMME

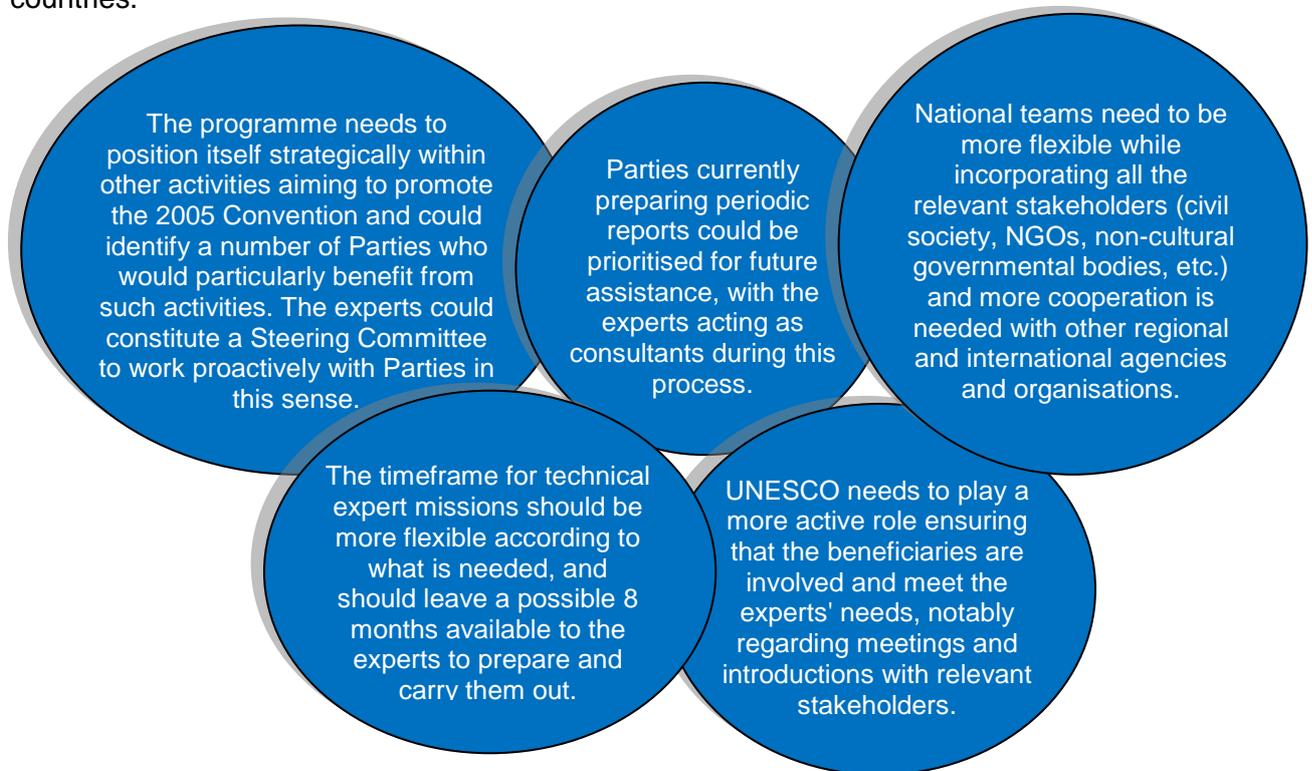
The experts were again divided into groups, who in turn examined three different themes:

- A. Phase II
- B. Practical framework of the programme
- C. General tools and frameworks

Again the facilitator/rapporteur teams for each theme were composed of an expert and a UNESCO representative. The general objective of these working groups was to critically examine what needs to be done in order to improve the current programme with a view of ensuring its sustainability.

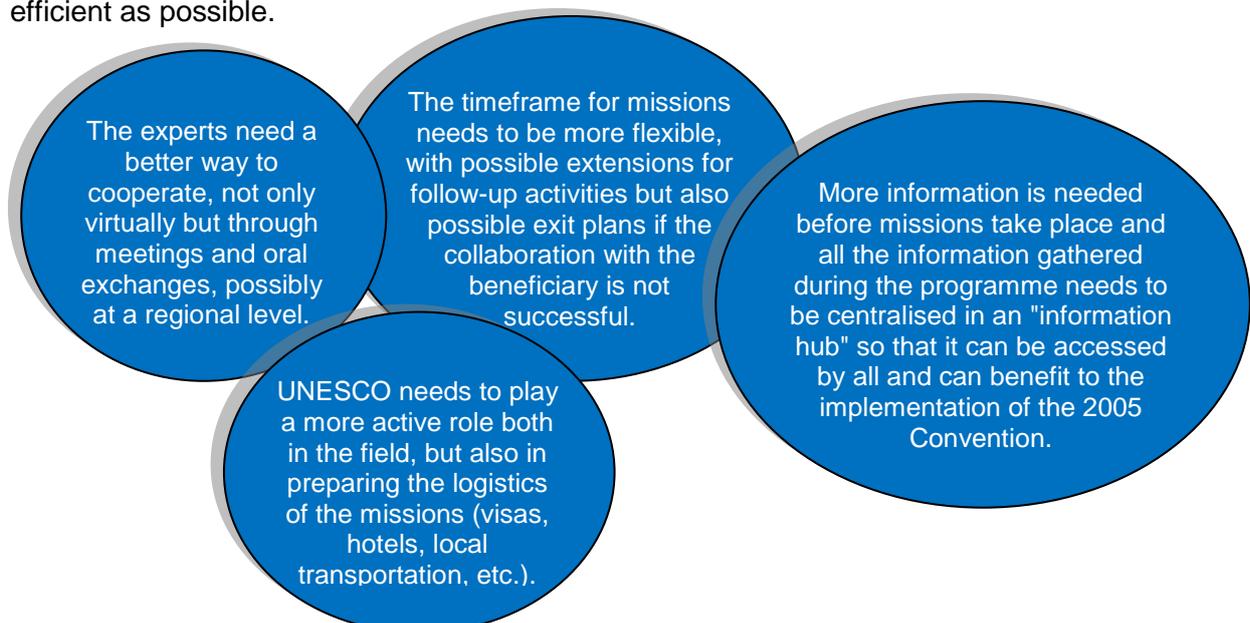
Theme A: Phase II

Facilitated by **Mr Tom Fleming**, this session aimed to establish a blueprint for a possible second phase of the programme that would participate in building the capacities of the Parties to the 2005 Convention while responding to the needs and priorities of developing countries.



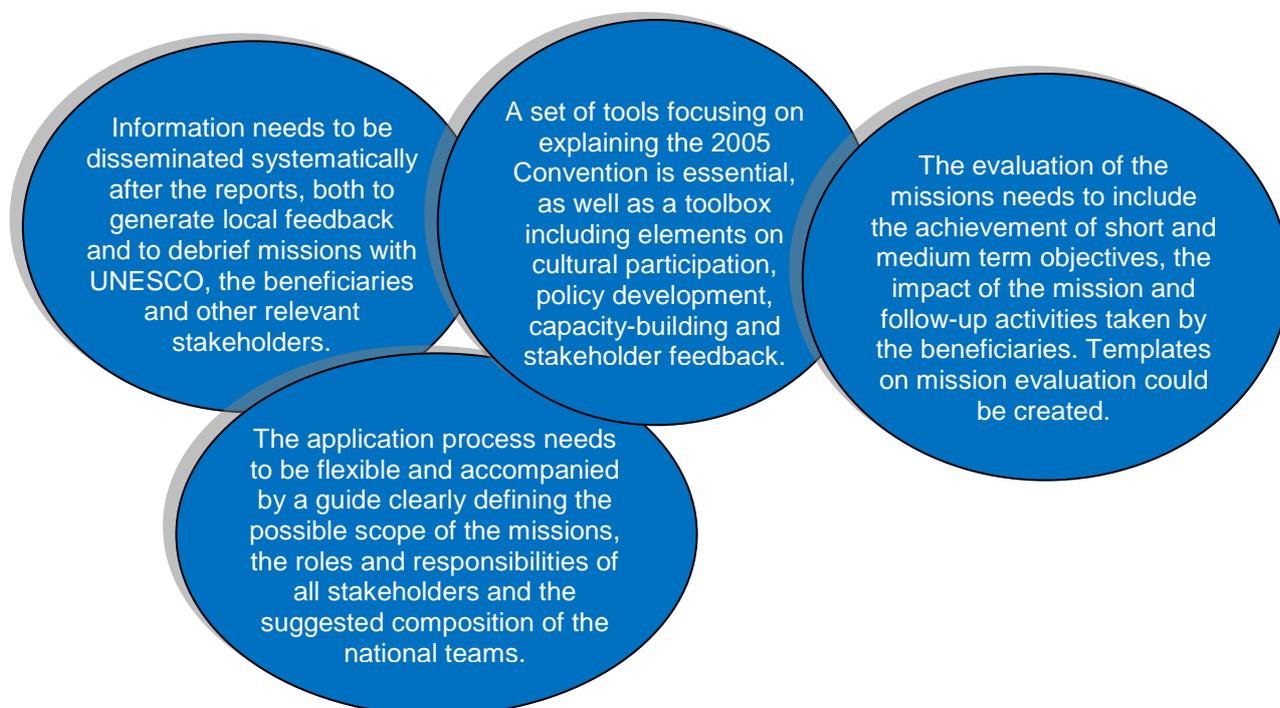
Theme B: Practical framework of the programme

Facilitated by **Ms Laurence Mayer-Robitaille**, the programme's coordinator, this session focused on strengthening the programme's practical framework so that the experts can carry out their work in the best conditions possible, while making the missions as relevant and efficient as possible.



Theme C: General tools and frameworks

This session was facilitated by **Ms Basma El Husseiny** and focused on the tools and means that need to be put in place in order to establish a methodological framework that is adapted to the technical assistance missions, aiming to improve their preparation and to draw as many teachings as possible from the missions.



CLOSING SESSION

During this session, **Ms Guiomar Alonso Cano** defined a series of action points for the months to follow, based on all the inputs, comments and suggestions made during the two days. In order to explore the many different areas that remained to be examined in greater detail, the experts decided to form small remote working groups on the following areas:

- **Sharing Information** on the mission, country and region (documents, contacts, partners, etc.).
- **Revising the Methodological Guide** to clarify what accompanying beneficiaries entails.
- Exploring different **fundraising** opportunities, mechanisms, potential partners and donors.
- Defining a **new project document** framework and the orientations and target audiences for Phase II.
- Studying and discussing the **new challenges** for the 2005 Convention in 2013.
- Exploring the role, practices and recipients of **mentoring and coaching** and expanding the Pool.
- **Raising awareness** of the 2005 Convention through diversified messages, tools and the media.

Ms Danielle Cliche thanked everyone for their participation, hard work and commitment to the programme and the 2005 Convention. She noted that the group had gone a long way since its first meeting in Rabat in 2011. She then shared that the 2005 Convention's Secretariat was constantly being called upon to make the Convention real on the ground and that this meeting had greatly contributed to this work. She then thanked Ms Laurence Mayer-Robitaille, coordinator of the programme, and the whole team working on it.



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WORKSHOP OF THE POOL OF EXPERTS

*"Expert Facility to Strengthen the System of Governance for Culture in Developing Countries"
programme (2010-2013),
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**Have we succeeded in creating opportunities for a better governance of
culture for development?**

Spotlight on the implementation of the 2005 Convention

PROGRAMME

**UNESCO Headquarters, Room VI
23-24 May 2013**

Thursday 23 May

10.00 - 10.20: Opening session (*D. Cliche & European Commission representatives*)

- Objectives and organisation of the workshop
- The programme and its results over the last 3 years
- What next

10.20 - 11.30: General discussion (*G. Alonso Cano*)

- What has been achieved
- Views and experiences
- Key ideas and messages

This general discussion will enable each expert of the Expert Facility to share their general experience and ideas on the technical assistance programme.

11.30 - 11.45: Coffee break

11.45 - 13.00: Lessons learnt (*J. Baltà Portolés*)

- Programme and mission implementation: lessons, challenges and surprises
- Ensuring mission follow-up and durability, and measuring its impact
- Group information and practice sharing: what worked and possible improvements
- Did the missions create opportunities for a better governance of culture for development?

Through a series of exchanges, this plenary session will examine what lessons have been learnt with a view of taking the Expert Facility programme further. The experts will share their experiences from both the technical assistance missions and their own work with a view of identifying the successes, challenges and impact of the missions, as well as the ways in which information and best practice sharing can be improved. Finally, the results of the missions will be cross-examined with their expected objectives.

13.00 - 14.15: Lunch break

14.15 - 16.30: Working groups - Making the missions count

The experts are divided into 3 groups, which will rotate between the different themes (A, B and C) at the times indicated below:

	Room	14.15	15.00	15.45
Group 1	VI	A	C	B
Group 2	373	B	A	C
Group 3	381	C	B	A

Theme A: The beneficiaries' applications (*M. Dragičević-Šešić & D. Bax*)

- Critical assessment of the applications and of the occasional need to modify them
- Did the mission's criteria comply with the programme's objectives?
- Maintaining the relevance of the mission in a changing local context
- Modifying the beneficiary application process to include all stakeholders from the start
- Ensuring the national team is diverse and that there is a local budget for the mission

Through different realisations and based on the realities in the field, the experts and the beneficiaries noted a divergence between the real needs on the ground and the technical assistance requests. Some requests consequently had to be reformulated, either at the beginning or even during the mission. This session will focus on this reality and on the consequent challenges, notably by addressing: what solutions exist to improve the initial requests with a view of increasing their relevance and of reducing time spent reformulating them; how the missions adapted to the real needs in the field; and how to guarantee that the beneficiaries meet their commitments.

Theme B: The local context (L. Jimenez & G. Radice)

- Preparing the experts for the context in which they will work
- Preliminary documents: what and from whom?
- Tools to prepare for local contexts
- Influence of policy on the experts' work in the field
- Does technical assistance meet the real needs of local recipients?

Some experts pointed out the difficulties that they experienced when carrying out missions in the field, both at their arrival in the country or during their visits. This highlights a need to adapt to the local context, notably enabled by comprehensive pre-mission preparations. This session will aim to identify adapted solutions and tools to prepare the experts, as well as is possible, to the specific working environments of each mission, to ensure that the experts' work adapts to these environments and that the missions adapt coherently to the realities in the field.

Theme C: Cooperation between diverse actors (C. Frey & R. Yoshida)

- Dialogue between the different members of the national team
- Working with other governmental agencies and ministries
- Coordinating with different agencies and organisations already in the field
- The role and involvement of civil society, institutions and communities

This session will focus on the various forms of cooperation that take place during a technical assistance mission. It will notably be important to reflect on whether and to what extent all stakeholders are integrated into the process, as well as to discuss the framework in which this cooperation takes place, in order to make them as beneficial as possible to the technical assistance mission.

16.30 - 16.45: Coffee break

16.45 - 18.00: Towards a new programme (G. Alonso Cano & M. Caucino Medici)

- Main elements for the design of the future programme
- Key issues and challenges to be addressed
- Strengths and weaknesses of what has been done so far

During this plenary session, all the experts will contribute to identifying the strengths and weaknesses of the project so far. Thus, the future of the programme will be conceived on the basis of what the programme has achieved and on everyone's experiences.

18.00: End of the day

Friday 24 May

10.00 - 10.30: Update from Hangzhou by *Francesco Bandarin, Assistant Director-General for Culture*

- Outline of the main results of the Congress
- Discussion with the experts

10.30 - 11.45: The future of the Pool of experts (*C. Merkel*)

- Broad outline of the future programme
- Assisting beneficiaries after the missions: implementation, funding, local changes
- Role and intervention framework for the Pool beyond the programme
- Expanding the Pool: identifying and/or training new experts

Guided by the work of the previous plenary, this session will design the general outline for the programme's future. It will notably focus on the means and methods that need to be implemented in order to ensure the follow up and the durability of the technical assistance missions. Finally, it will be essential for the group to discuss the future of the Pool of Experts, the role that it will be given and in which ways it can be developed in order to ensure its relevance and sustainability. This discussion will notably focus on the possible roles that the experts of the Pool could have in building the capacities of the Parties to the 2005 UNESCO Convention.

11.45 - 12.00: *Coffee break*

12.00 - 13.15: Revising the methodological guide (*H. Schargorodsky*)

- What does it mean to "accompany" beneficiaries, as a method of action?
- Finding the balance between economic and social development on the short, medium and long term
- The place of local economic development within the framework of technical assistance missions

The aim of this session is to discuss the methodological guide initiated in Rabat, on the basis of the lessons learnt and of the experience of the missions undertaken in 2011 and 2012, so that it is fully relevant to the beneficiaries' needs. This session will be complemented by the working session on Theme C: General tools and frameworks.

13.15 - 14.15: *Lunch break*

14.15 - 16.30: Working groups - Defining the future of the programme

The experts are divided into 3 groups, which will rotate between the different themes (A, B and C) at the times indicated below:

	Room	14.15	15.00	15.45
Group 1	VI	A	C	B
Group 2	373	B	A	C
Group 3	381	C	B	A

Theme A: Phase II (T. Fleming & F. Gomez-Duran)

- How to approach Phase II?
- Which actors should Phase II be aimed at?
- Which agencies could be involved?
- What timeframe?

The aim of this session is to conceive the details of the possible second phase of the programme, with a view of building on the work that has already been undertaken, and in order to develop a capacity-building programme for the Parties to the 2005 UNESCO Convention. The discussion will examine all the elements necessary to design a new proposal that responds to the needs of developing countries and that fits into the current culture and development agenda. The session will notably discuss the different ways to include other agencies and organisations in setting up the programme, both from an implementation perspective as well as from a financial one.

Theme B: Practical framework of the programme (L. Mayer-Robitaille & B. Boucher)

- What coordination mechanisms could be created within the Pool of experts?
- Improving the mission calendar
- What UNESCO structure and what guidelines for the missions
- Improving information exchanges and creating a "hub of knowledge"
- Other administrative matters

The aim of this session is to improve the programme's practical framework so that it enables the experts to carry out their work in the best conditions possible, while making the missions as relevant and efficient as possible. This exchange will notably try to identify tools, mechanisms and means to better structure the programme and its administrative management, before, during and after the missions.

Theme C: General tools and frameworks (B. El Hussein & F. Loiseau)

- What key tools need to be developed or integrated in the methodology?
- Should there be a common framework for all the missions?
- Creating an evaluation methodology

Completing the plenary session on revising the methodological guide, this discussion will focus on the tools and means that need to be put in place in order to establish a methodological framework that is adapted to the technical assistance missions, aiming to improve their preparation and to draw as many teachings as possible from the missions.

16.30 - 16.45: Coffee break

16.45 - 17.45: Closing session (G. Alonso Cano)

- Outline of main workshop outcomes
- Proposal for the future of the programme
- Discussion on possible funding opportunities

This plenary session will conclude the expert workshop by presenting the different results of the two days of reflexion, including a future vision for the programme. The discussion will also examine different funding possibilities to ensure the programme's sustainability.

17.45 - 18.00: Final remarks (D. Cliche)

18.00: End of the workshop



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Convention sur la protection et
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WORKSHOP OF THE POOL OF EXPERTS

*"Expert Facility to Strengthen the System of Governance for Culture in Developing Countries"
programme (2010-2013), funded by the European Union and implemented by UNESCO*

ATELIER DE LA BANQUE D'EXPERTISE

*Programme « Banque d'expertise pour renforcer le système de gouvernance de la culture dans les
pays en développement » (2010-2013), financé par l'Union européenne et mis en œuvre par l'UNESCO*

**HAVE WE SUCCEEDED IN CREATING OPPORTUNITIES FOR A BETTER
GOVERNANCE OF CULTURE FOR DEVELOPMENT?**

SPOTLIGHT ON THE IMPLEMENTATION OF THE 2005 CONVENTION

**AVONS-NOUS REUSSI A CRÉER DES OPPORTUNITÉS POUR UNE MEILLEURE
GOUVERNANCE DE LA CULTURE POUR LE DÉVELOPPEMENT ?**

**LA MISE EN ŒUVRE DE LA CONVENTION DE 2005 SOUS LE FEU DES
PROJECTEURS**

23-24 May / mai 2013

UNESCO Headquarters / Siège de l'UNESCO
Room / Salle VI

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