

**MDG-F KNOWLEDGE MANAGEMENT PLANS
FINAL REPORT**

REPORT COVER PAGE

Date of Submission:

5 November 2013

Submitted by:

D. Dubois
C. Munier
Executive Office
UNESCO Culture Sector

Convener Agency:

UNESCO

MDG-F Thematic Window:

Culture and Development

Project Title:

Culture and Development Thematic Window – Knowledge Management to maximize impact:

Phase I: Establishing a Knowledge Management System on Culture and Development

Phase II: Effective Communication to Maximise Impact

Project No:

Project Duration:

Initial period: October 2010 – March 2013

Extension granted: June 2013

Project Budget (in US\$):

Phase I: 750,000 USD

Phase II: 136,960 USD

TOTAL: 886,960 USD

Abbreviations and Acronyms:

KM = Knowledge Management

JP = Joint Programme

Contents

I. PURPOSE - main goals and objectives of the plan

2. FINANCIAL RESOURCES

3. IMPLEMENTATION ARRANGEMENTS

- 3.1.1 Primary implementation arrangement used for the plan, including the human resources allocated (funded by the MDG-F and/or the convener agency)**
- 3.1.2 Partnerships and inter-agency collaborations**
- 3.1.3 Monitoring or evaluation mechanisms in place to assess progress towards results**

4. RESULTS

4.1 Overall assessment of the outcomes and outputs expected.

Outcome 1: Capturing and analyzing knowledge and data, including success stories and lessons learnt

Main output 1: A bottom-up owned approach by Joint Programme teams

Main output 2: MDG-F Culture and Development Questionnaire

Main output 3: Organization of 2 Knowledge Management regional workshops and 1 interregional workshop

Main output 4: Revamped Culture and Development Teamworks page

Outcome 2: Presenting the knowledge gathered and the main thematic findings of the KM culture and Development project

Main output 1: Publications on Knowledge Management for Culture and Development

Main output 2: 90-second video clips on the Joint Programmes implemented in Cambodia, Morocco and the occupied Palestinian Territory

Main output 3: A web search tool on the MDG-F for Culture and Development

Main output 4: A UNESCO dedicated website on the MDG-F for Culture and Development

Outcome 3: Communicating the knowledge gathered and the main thematic findings of the KM culture and Development project

Main output 1: Development of key messages

Main output 2: Elaboration of communication products

- 1) Boxed sets of the 6 Knowledge Management publications
- 2) Joint video message of the UNESCO Director-General (Irina Bokova) and the UNDP Administrator (Helen Clark)
- 3) Postcards
- 4) PowerPoint presentation
- 5) Booklet of high-level speeches delivered at the UN General Assembly
- 6) Beyond expectations: USB Keys

Main output 3: Communicating at country and global levels

- a. Launching the findings of the KM project and creating the momentum at country level

b. Contributing to the post-2015 debate through key events

- Hangzhou International Congress (China) - 15-17 May 2013:
- UN General Assembly Thematic Debate on “Culture and Development (UN Headquarters, New York) - 12 June 2013
- ECOSOC Annual Ministerial Review on “Science, technology and innovation, and the potential of culture, for promoting sustainable development and achieving the Millennium Development Goals” (Geneva) – 4-7 July 2013
- MDG-F Side Event “Fulfilling the promise of the Millennium Declaration” (UN Headquarters, New York) – 25 September 2013
- 37th session of UNESCO’s General Conference (UNESCO Headquarters, Paris) – November 2013
- World Culture in Development Forum (Bali, Indonesia) – 24-29 November 2013
- Third edition of the Creative Economy Report jointly published by UNESCO and UNDP – November 2013.
- Third Resolution of the UN General Assembly on Culture and Development – Autumn 2013

4.2 Implementation constraints

5. CONCLUSIONS AND LESSONS LEARNT

6. ANNEXES

1. PURPOSE - main goals and objectives of the plan

The MDG-F Culture and Development Knowledge Management (KM) Project was launched in 2010 in order to capture and capitalize on the plethora of information generated by the 18 Culture and Development Joint Programmes both in terms of content for the thematic itself as well as in terms of joint programming in the context of the **UN Reform**.

As presented in a dedicated publication on Knowledge Management for the thematic, the KM project focused, in a first phase, on four main Knowledge Management stages: (i) *collecting* knowledge through, among others, the workshops and the dedicated questionnaire developed specifically for the thematic window; (ii) *systematising* the knowledge gathered regionally and by Joint Programme, (iii) *translating* the knowledge into knowledge products in the form of the publications; and (iv) *disseminating* (electronically) the knowledge products generated to stakeholders concerned and to the wider public.

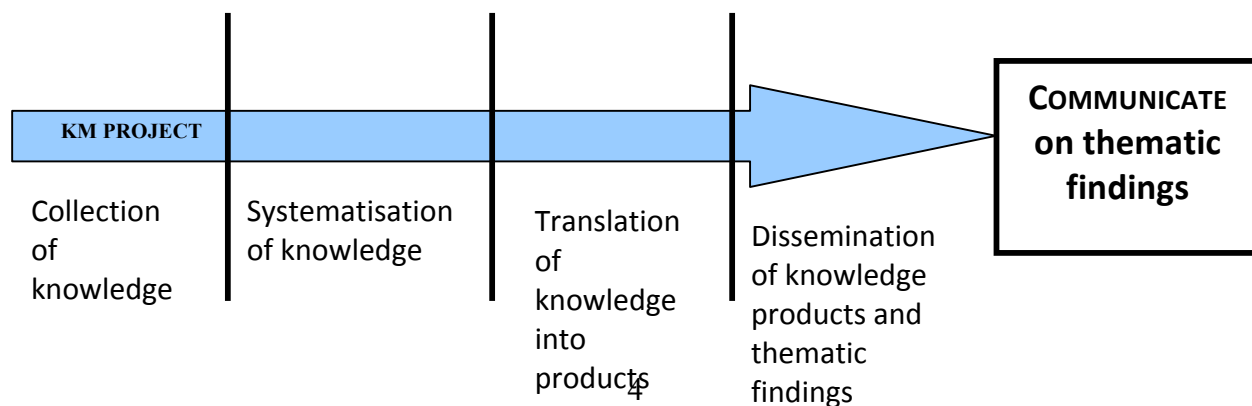
The project led by UNESCO has, in cooperation with the Joint Programme teams, the MDG-F Secretariat, and academics, captured valuable information **across the thematic window** in the following main areas:

- ✓ achievements and impact on the targeted MDGs
- ✓ national ownership and participatory processes
- ✓ success factors
- ✓ operational challenges

The information captured in these areas has been analysed and organized in five regional publications produced within the framework of the KM project.

In a second phase of the project, for maximum advocacy and visibility, communication has been carried out on the thematic findings of the MDG-F culture and development experience, for both the **Joint Programme stakeholders** (national counterparts, RCOs, etc.) and the **wider development community**, notably in terms of **informing future development programming**. As the MDG-F Joint Programmes were entering their final implementation phase, it was indeed important to provide as much **visibility** as possible to the achievements of the Joint Programmes and to take stock of the experience of this innovative thematic window, as well as the main thematic findings, in view of contributing to the **post-2015 international development agenda**. The objectives of this second phase were the following:

- ✓ Maximise impact, visibility and sustainability of the MDG-F Culture and Development joint programmes and the knowledge they have generated
- ✓ Further inform and widely disseminate the experience, the impact, the processes, success factors and achievements to the wider community and among (i) UN and Member States and (ii) UN Agencies on the role of culture for sustainable development
- ✓ Contribute to the post-2015 MDG agenda with operational material stemming from the MDG-F Culture and Development Joint Programmes



Phase I: Establishing a Knowledge Management System on Culture and Development (October 2012 – January 2013)

UNESCO, as the Convenor of the MDG-F Thematic Window, in partnership with the MDG-F Secretariat and the Joint Programmes (JPs) of the Culture and Development Thematic Window, aimed to contribute towards putting in place a knowledge management system (KMS) that involved enhancing the knowledge generated during the implementation of projects and programmes through a systematic, coherent and predefined approach. This included the collection, recording, treatment, sharing and dissemination of information, experience and knowledge. Based on this premise, UNESCO's ultimate objective through the MDG-F Knowledge Management project is that the information identified, gathered and systematised, serves as a resource for development practitioners and contributes towards optimising the pertinence, efficiency and impact of future actions and co-operation programmes in the field of Culture and Development. The Knowledge Management (KM) plan has been built around three main pillars which allow for the sharing and exchanging of success stories, lessons learnt, and impact of the Joint Programmes, and the effective collection, recording, treating and dissemination of the knowledge generated by the 18 Joint Programmes on Culture and Development:

- ✓ MDG-F Knowledge Management Culture and Development Questionnaire
- ✓ Regional and Interregional KM Workshops
- ✓ Electronic platform *Teamworks*

Complementary to the above-mentioned three-tiered pillar, UNESCO's strategy followed a two-folded methodology:

- ✓ *A participative approach*: from the initial stages of the project, missions and consultations were held with a view to obtain a mapping of available information and a needs assessment.
- ✓ *A tailored implementation*: while the project set out to provide a Knowledge Management (KM) system across all 18 programmes, at the same time it sought to tailor as much as possible the implementation of the KM project in order for it to go hand in glove with the various implementation phases of the Joint Programmes themselves.

Phase II: Effective Communication to Maximise Impact (January 2013– June 2013)

To complement the dissemination of knowledge products and thematic findings as planned in the first phase of the Knowledge Management project, the MDG-F Secretariat requested UNESCO to provide a fully-fledged communication strategy in order to most efficiently communicate on the thematic findings of the MDG-F Culture and Development thematic window. Such strategy was elaborated and submitted to the MDG-F Secretariat who decided to grant additional funding for its implementation, which notably included:

- ✓ The printing, wide dissemination and communication on existing e-versions of Knowledge Management products
- ✓ The elaboration of key messages and additional communication products
- ✓ Strong advocacy at the country and global levels

This communication strategy was important in terms of the work undertaken, capitalizing on this experience, and in terms of looking ahead, informing the post-2015 debate.

2. FINANCIAL RESOURCES

See financial report attached.

UNESCO budget: some 70,000 USD + staff time

It should be noted that financial support has also been provided from a bilateral UNESCO-Spain cooperation project entitled "Culture and Development".

3. IMPLEMENTATION ARRANGEMENTS

3.1 Primary implementation arrangement used for the plan, including the human resources allocated (funded by the MDG-F and/or the convener agency)

Given the importance attached to the project by the Convenor, the Knowledge Management project has been implemented from the Executive Office of UNESCO's Assistant Director-General for Culture, Mr. Francesco Bandarin. Under the direct supervision of the Chief of the Executive Office and within the Team in charge of the UN Reform and Common Country Programming exercises, a focal point for the implementation of the Knowledge Management (KM) Project for the MDG-F Culture and Development Thematic Window was hired for phase I of the project. In addition, two permanent UNESCO staff of the Team allocated part of their time to the KM Project.

3.2 Partnerships and inter-agency collaborations

- 1) MDG-F Secretariat: UNESCO has been working closely with the MDG-F Secretariat both institutionally and in terms of concrete products produced within the project, which notably include five regional publications to present the 18 Joint Programmes, their impact, success stories and operational challenges. UNESCO and the MDG-F Secretariat continued to work together, especially with regard to the diffusion and communication of the Knowledge Management products and through the implementation of the culture and development thematic window, notably in view of the post-2015 agenda.
- 2) Inter-agency: (i) The entire Joint Programme teams, including the UN Agencies and national partners, were involved both in the collection of data and knowledge through the MDG-F questionnaire, as well as in the validation and completion of the texts of the regional publications. This was done mainly through the Joint Programme coordinators. (ii) Thanks to the coordination of the MDG-F Secretariat, contacts were established with other KM focal points across UN Agencies, through the monthly KM Focal Points meetings. (iii) UNESCO has been in continuous exchange with UN Women, notably for the Gender as a Cross Cutting issue (iv) UNESCO's Director General and UNDP's Administrator have co-signed a foreword to introduce the five regional publications, as well as a joint video message inspired from the MDG-F culture and development thematic window, to advocate for the inclusion of culture in the development agenda in the framework of the post-2015 debate.
- 3) AECID, Madrid: In addition to the Spanish Cooperation's participation and substantial input on the regional and interregional workshops of year 1, UNESCO has continuously engaged the Department of Cooperation and Cultural Promotion, Madrid, in the Knowledge Management initiative, building on its expertise regarding Culture and Development, notably with regard to updates on the Knowledge Management publications.
- 4) Academia: UNESCO continued its cooperation in Year 2 with academics from the UNESCO Chair on Cultural Policies and Cooperation of the University of Girona, Spain, and with the Silvia Santagata Research Centre, Italy. This was centred on the analysis of the questionnaires for use in the regional publications, as well as with regard to the contribution of culture to the MDGs.

- 5) Communication company: in view of the implementation of phase II of the project, UNESCO has worked closely with a specialised communication company named Design Factory based in Ireland. This was key in order to obtain professional communication material.

3.3 Monitoring or evaluation mechanisms in place to assess progress towards results

The workshops were the main spaces in which the Joint Programme teams could evaluate and provide feedback on the unfolding of the KM workshops themselves, as well as on the overall KM strategy adopted by UNESCO. Indeed, at the end of each workshop, anonymous evaluation forms were distributed to all participants, allowing them to both evaluate the usefulness of the workshop and its sessions, as well as comment and/or propose areas of improvement.

The Joint Programme teams also had the space to evaluate and provide feedback on the MDG-F Culture and Development Questionnaire, including any changes that they considered pertinent to their Joint Programmes and/or context, as well as on *Teamworks*, its functionalities, and future use throughout the KM project and beyond.

An internal monthly monitoring table on the implementation status of the project and its main KM products for year two was followed. Indeed, the main KM products in Year 2, which built on the work undertaken during Year 1, were the five regional publications. After having gathered the information, data and knowledge, through the MDG-F questionnaire, the regional/interregional workshops, and any other material available to the Convenor, and having analysed it with the UNESCO Chair on Cultural Policies and Cooperation of the University of Girona, Spain, and the Silvia Santagata Research Centre, Italy, the publications were written, validated and diffused. Monitoring the feedback of the 18 Joint Programme teams and the MDG-F Secretariat on narrative, quantitative and visual information, has been key to ensure success based on their knowledge of the Joint Programmes.

4. RESULTS

4.1 Overall assessment of the outcomes and outputs expected.

All expected outcomes and products foreseen were achieved. This entailed:

- 1) Capturing and analysing knowledge and data, including success stories and lessons learnt
- 2) Presenting the knowledge gathered and the main thematic findings of the KM culture and Development project
- 3) Communicating the knowledge gathered and the main thematic findings of the KM culture and Development project

Outcome 1: Capturing and analysing knowledge and data, including success stories and lessons learnt

Capturing the information, knowledge and data generated by the 18 Joint Programmes was the basis of the KM project. The main source of our information was the MDG-F Culture and Development questionnaire which was conceived in Year 1, and which was sent to the Joint Programme teams to complete. The following phases were followed:

1. Sending the questionnaire to the Joint Programme teams via the Joint Programme Coordinator
2. Analytical phase (in close collaboration with UNESCO Chair on Cultural Policies and Cooperation of the University of Girona, Spain, and with the Silvia Santagata Research Centre, Italy)

3. Drafting phase of key findings (by UNESCO Headquarters)
4. Sharing and Validation phase (by the Joint Programmes + MDG-F Secretariat)
5. Finalisation of text and design phases for diffusion

The Joint Programme teams have shared, exchanged and communicated some of their experience and knowledge through the questionnaire, but also through the workshops. Teamworks was also used by some Joint Programme teams.

Main output 1: A bottom-up owned approach by Joint Programme teams

Given that the KM project for Culture and Development was launched at a stage in which the implementation of certain Joint Programmes was rather advanced, three exploratory needs assessment missions to those more advanced projects in Asia, Central America, and South East Europe respectively, were undertaken at the very onset of the KM initiative. The aim of these missions was multi-layered given that, in addition to informing both UN partner agencies and national counterparts of the nature and objectives of the KM project, they also sought to jointly determine/define the Knowledge Management needs in terms of how the KM can be of use both to the UN partners and to national counterparts. Conscious of the fact that the KM initiative would be undertaken across all 18 Joint Programmes across the Thematic Window rather than for each Joint Programme individually, the missions sought to identify the different types of information/knowledge available and this information/knowledge could be used across all Joint Programmes in the Thematic Window. In particular, this was an initial step towards building an inventory of what has been done and what remains to be done, in particular through documentation (videos, photos, material), but also in terms of gathering tangible information on success stories and their link with MDGs, as well as important lessons learnt both for the thematic “Culture and Development” and for the UN Reform. The input of field colleagues implementing the Joint Programmes was a crucial ingredient in finalising the subsequent line of action traced for the overall KM project.

Main output 2: MDG-F Culture and Development Questionnaire

A questionnaire specifically tailored to the KM needs of the MDG-F Culture and Development Thematic Window was elaborated in order to capture and codify key knowledge and information in a systematised manner across all 18 Joint Programmes. In order to undertake this knowledge codification, while remaining simple, the questionnaire was structured along four parts: (i) the overall objectives of the Joint Programme including its target beneficiaries; (ii) the Joint Programme’s results and impact; (iii) main success stories and (iv) main lessons learnt. In view of the subsequent analysis undertaken, UNESCO worked alongside academics from the UNESCO Chair on Cultural Policies and Cooperation of the University of Girona, Spain, and with the Silvia Santagata Research Centre, Italy when drawing the questionnaire.

Conscious of the need for a KM project to accompany the Joint Programmes in their implementation phase, a **tailored ‘wave’ approach** was adhered to. Firstly, the MDG-F Knowledge Management Culture and Development Questionnaire was sent to the Joint Programmes in ‘waves.’ In line with the desired participatory approach at the cornerstone of UNESCO’s KM strategy, the first version of the questionnaire was sent to the Joint Programmes which were at the final stage of their implementation and whose activities were foreseen to finish first. These were the three Joint Programmes on Culture and Development implemented in South East Europe, namely Albania, Bosnia and Herzegovina and Turkey. The Joint Programme teams were requested to provide feedback on the questionnaire while, at the same time, completing it before the closure of their respective Joint Programme. The questionnaire was amended to reflect the European Joint Programme teams’ recommendations before it was sent to the Joint Programme teams in Latin America for both completion and feedback. The third and final

version of the questionnaire was then sent to the Joint Programmes implemented in Africa, the Arab States and Asia.

For Knowledge Management, obtaining such data through a harmonised questionnaire offered the following **advantages**:

- ✓ Allowed for the raising of awareness among the Joint Programme teams in terms of knowledge generated or to be generated throughout programme implementation;
- ✓ Was often a teambuilding exercise for the Joint Programme teams as they were asked to fill one questionnaire per Joint Programme, thereby having to undertake consultations and reach consensus among the Joint Programme team;
- ✓ Allowed the Joint Programmes to highlight aspects of their work which may be either intangible or even initially unforeseen in the project document.
- ✓ Allowed for the collection, recording, treatment and sharing of same types of information for all projects through a systematic and coherent tool;
- ✓ Allowed for the creation of a database which holds the same information for all projects and give access to such information to all Joint Programme teams;
- ✓ Allowed for cross cutting analyses across all projects to deal with the knowledge generated by the Joint Programmes.

Moreover, this questionnaire elaborated specifically for the Culture and Development Thematic Window was used by the Joint Programme teams for their own internal purposes/exploring of their activities during the remaining implementation period and may be used by future programmes/projects in order to enhance knowledge management throughout their implementation and at the same time avoid a cumbersome exercise.

Main output 3: Organization of 2 Knowledge Management regional workshops and 1 interregional workshop

A series of Knowledge Management workshops with representatives of the Joint Programmes - namely national counterpart, the Joint Programme Coordinator, and the Lead Agency, as well as the participation of the MDG-F Secretariat, were organised in order to:

- ❖ **Introduce people working on MDG-F Culture and Development in different contexts:** introduction of colleagues and of their respective Joint Programmes in order to foster a community of practice and a network among the Joint Programme teams;
- ❖ **Exchange and further build knowledge:** share knowledge and experience among Joint Programme teams in order to build a corpus of knowledge; provide the space for in-depth discussions around issues directly related to Culture and Development through the sharing and exchanging of concrete examples of specific thematics; strengthen the capacity of participants on specific focus areas within the Culture and Development Thematic Window.
- ❖ **Present and contribute to the systematisation of the data gathered through the KM project:** explanation of the questionnaire, presentation of the electronic platform *Teamworks*.

Overall, the workshops were tailored to meet specific needs of the Joint Programmes, namely implementation stage and language concerns, and were seen as complementary to the abovementioned questionnaire. Indeed, the questionnaire and the workshops followed the same 'wave' approach and were inherently intertwined and mutually reinforcing. The questionnaire filling served to prepare the Joint Programme teams for the workshop and, similarly, the workshop helped in the completion for the questionnaire by the Joint Programme teams.

The first workshop brought together the three countries of **South East Europe** in which an MDG-F Culture and Development Joint Programme was being implemented. Apart from sharing the same region, these Joint Programmes were also at a similar, very advanced stage of implementation. It should indeed be noted that, at the time, the concerned Joint Programmes were programmed to end in June 2011 (Albania and Turkey) and December 2011 (Bosnia and Herzegovina).

The second Knowledge Management workshop, which built on the experience of the first, grouped together the five relevant countries of **Latin America** with MDG-F Culture and Development Joint Programmes (Costa Rica, Ecuador, Honduras, Nicaragua, Uruguay). Apart from sharing a region and a language, the added value of this workshop was that certain Joint Programmes were rather advanced, while others found themselves in the middle of their implementation. Bringing together Joint Programmes of the same region which are at different implementation stages is particularly fruitful as it allowed for an interesting exchange and flow of information and experiences during the workshop.

Finally, a third interregional workshop was organised grouping together the ten MDG-F Culture and Development Joint Programmes implemented in **Africa** (Ethiopia, Mozambique, Namibia, Senegal), the **Arab States** (Egypt, Mauritania, Morocco, oPt) and **Asia** (Cambodia, China). The workshop was carried out in both English and French in order to cater to the linguistic variety of these countries and was also tailored to cater to the geographic diversity, the various implementation stages of the Joint Programmes, and spectrum of activities undertaken in wide-ranging sectors of culture. Bringing together such diverse regional and programming Joint Programmes was an extremely enriching experience and a definite value added to the KM aspect of building on People and Processes.

During the workshops, **various KM techniques** were used and adapted according to the needs of the context of each workshop in order to facilitate the work undertaken and to provide participants with the tools to better interact, share, exchange and learn. It should be noted that the added value of the Knowledge Management techniques which were used, notably the *Knowledge Café* and the *River Diagram*, and the *Inspiring Object*, not only allowed for a participative and interactive method of discussing important areas of programming intervention within the thematic window, but they also permitted participants to take 'time out' and reflect on the knowledge and know-how that was accumulated during the implementation of the Joint Programmes. Providing the space for self-assessment and self-reflection allowed participants to hear, learn and oftentimes reassess their own perception of degree and depth of knowledge in a given thematic area, often in relation to their peers.

The workshops were rich with a plethora of information on the Joint Programmes, the challenges they face, their lessons learnt, their success stories, and their impact. They included qualitative information and specificities of each region, of the Delivering as One implementation modality, and of the nature of the impact of the Joint Programmes, which can be difficult to measure in a quantitative manner. All this experience was written up in **workshop reports** (in English, and where necessary, also in French and Spanish), which were compiled, per workshop, and distributed to all participants, as well as being upload on *Teamworks*.

Main output 4: Revamped Culture and Development Teamworks page

At the onset of *Teamwork's* Go live, UNESCO sought to redesign the Culture and Development Teamworks page in order to attribute to the page its own identity, within the framework of the technical possibilities offered by the platform, and respond to some of the needs that had been put forward by the Joint Programme teams. The Teamworks page was presented to the Joint Programme teams for their validation during the regional and interregional workshops which were organised from March to June 2011.

The current Culture and Development page has undergone remodelling and restructuring in order to have its own identity and provide a user-friendly access to its users. The current architecture comprises the following spaces:

- Welcome (link to guidelines)
- In the Spotlight followed by Previously in the Spotlight
- People (3 groups)
- Discussions (for your feedback)
- Announcements and updates
- New in C&D Joint Programmes Spaces
- Most viewed content
- Bookmarks
- List of Projects (link to Joint Programmes Space)
- Events & calendar
- Documents (latest)
- Multi-media gallery
- Tag cloud
- Workshops
- RSS feeds from external sources
- Specific content blocks (e.g. country experiences, guidance notes, what you need to know, terms of reference, cultural domains, good practices, Joint Programmes objectives, combination of categories)

Outcome 2: Presenting the knowledge gathered and the main thematic findings of the Knowledge Management project on Culture and Development

In order to make the knowledge generated accessible to a wide public, the following tools were developed to present the key findings:

- 1) Publications
- 2) Video clips
- 3) Web search tool
- 4) Dedicated website

Main output 1: Publications on Knowledge Management for Culture and Development

The key findings produced under Result 1 were presented in the form of 6 publications. UNESCO has, in partnership with MDG-F Secretariat, obtained senior level institutional support both within UNESCO and within UNDP through the **joint foreword of UNESCO's Director General and UNDP's Administrator**, which allowed giving a high profile to the publications.

A general publication focuses on Knowledge Management for the Thematic Window on Culture and Development. It looks at understanding Knowledge Management (KM), its importance for culture and development, as well as providing a toolkit for engaging in Knowledge Management in the thematic area. In particular, tracing the various KM milestone steps, the publication moves from introducing and explaining the notions of collecting, to connecting people and sharing knowledge, to translating and disseminating knowledge and knowledge products. It also provides the methodology used in the KM project, namely the questionnaire specifically designed for the thematic window in Year 1, and provides indications on the reasoning behind each section of the questionnaire. In this manner, it is hoped that future KM initiatives can be inspired from this type of questionnaire, and use it in their work.

Finally, the publication also provides a general mapping of the activities of the 18 Joint Programmes, including a general mapping of their main target beneficiaries, examples of types of action they have undertaken, the targeted MDGs, and the participating UN Agencies.

This publication will be useful for future KM endeavours in this area.

Five regional publications (Asia, Arab States, Africa, Latin America and South East Europe) have been elaborated to present and captured the knowledge generated in the following main areas:

- ✓ achievements and impact on the targeted MDGs
- ✓ national ownership and participatory processes
- ✓ success factors
- ✓ operational challenges

Moreover, with **over 10 million overall beneficiaries**, these regional publications provide invaluable information on both number and types of beneficiaries, including from a gender perspective.

The information, data, and knowledge gathered through the MDG-F Culture and Development Questionnaire, the MDG-F workshops, monitoring and evaluation reports and general MDG-F Joint Programmes reports made available to the project, were all used to gather the information contained in these publications. The main aim was to diffuse the main regional and Joint Programmes thematic findings captured through the KM Project in an analytical and easily approachable manner for the public.

Regional publications were favoured to showcase and underline both the **thematic areas of work prioritized** and the **regional specificities** which surfaced, all of which are crucial parameters to consider in future development work. For instance, in **South East Europe**, the Joint Programmes focused mainly on cultural heritage and intercultural dialogue to strengthen social cohesion, whereas the Joint Programmes in **Latin America** focused greatly on indigenous peoples and peoples of African descent, reducing inequalities and strengthening cultural industries as a motor of development. Similarly, the Joint Programmes implemented in **Asia** focused largely on the safeguarding of intangible heritage as key for fostering social and cultural development, and on building and strengthening their creative industries sector as a motor for socio-economic development. The Joint Programmes implemented in the **Arab States** focused particularly on cultural heritage as an enabler of access to income through cultural industries and cultural tourism, while also focusing on enhancing access to political cultural participation, especially for women. Finally, the Joint Programmes implemented in **Africa** also focused greatly on eco-friendly cultural tourism and cultural industries as a motor for socio-economic development.

To maximize audience access, these publications exist in **English** and **French**, and also in **Spanish** for Latin America and in **Arabic** for the Arab States, and are available as follows:

- ✓ Knowledge Management regional publication for the MDG-F Joint Programmes on Culture and Development: **South East Europe**
(<http://www.unesco.org/culture/mdgf/pdf/knowledge-management/>)
- ✓ Knowledge Management regional publication for the MDG-F Joint Programmes on Culture and Development: **Latin America**
(<http://www.unesco.org/culture/mdgf/pdf/Latin-America/en/>)
- ✓ Knowledge Management regional publication for the MDG-F Joint Programmes on Culture and Development: **Asia**
(<http://www.unesco.org/culture/mdgf/pdf/asia/en/>)

- ✓ Knowledge Management regional publication for the MDG-F Joint Programmes on Culture and Development: **Arab States**
(<http://www.unesco.org/culture/mdgf/pdf/arab-states/en/>)
- ✓ Knowledge Management regional publication for the MDG-F Joint Programmes on Culture and Development: **Africa**
(<http://www.unesco.org/culture/mdgf/pdf/africa/en/>)
- ✓ Knowledge Management and Culture and Development within the framework of the MDG-F (<http://www.unesco.org/culture/mdgf/pdf/knowledge-management/>)

Main output 2: 90-second video clips on the Joint Programmes implemented in Cambodia, Morocco and the occupied Palestinian Territory

Three videos based on the 'inspiring object' presented during the El Jadida interregional Knowledge Management workshop for Africa, the Arab States and Asia (23-25 June 2011) were produced to present the essence of the Joint Programmes and their respective objectives in an innovative manner. Culture and Development Joint Programmes selected:

- ✓ Cambodia
- ✓ Morocco
- ✓ occupied Palestine territory (oPt)

These videos were diffused on the Internet (UNESCO and MDG-F Secretariat websites). Moreover, the three videos had been selected to be diffused on the occasion of the Soirée of Celebration of the 10th Anniversary of the Universal Declaration on Cultural Diversity organized by UNESCO in Paris (2 November 2011) which gathered a wide audience of some 200 participants.

Main output 3: A Web search tool on MDG-F Culture and Development

This online search tool was developed and put online allowing for the searching of selected information which may be relevant to the wider public and international development community (ex: number of beneficiaries, cultural domains addressed, impact on the MDGs, etc.), gathered from the Joint Programmes via the Culture and Development Questionnaire, and link it online with Teamworks and MDG-F website. The search tool is available at: <http://www.unesco.org/new/en/culture/achieving-the-millennium-development-goals/search-tool/>

Main output 4: UNESCO dedicated MDG-F website

The gathering, analysing, organising, translating and disseminating of the knowledge generated through the Knowledge Management project, in the form of visual representations, success stories, lessons learnt, and impact, was also organised on the UNESCO website for greater visibility and dissemination to the wider public. The dedicated MDG-F Culture and Development webpages – available in English, French and Spanish - provide analytic information on the 18 Joint Programmes, including key resource material on culture and development, detailed presentation of each Joint Programme (including, wherever possible, figures), and a cultural reading and impact of the Joint Programmes on each MDG.

In order to widely diffuse the material gathered, to the wider community at large, the UNESCO dedicated MDG-F website was revamped completely, to include the following main points:

- An interactive map with key facts and figures on each Joint Programme
- The sharing of the template of the MDG-F Culture and development Knowledge Management questionnaire in English, French and Spanish
- The Knowledge Management Publication
- The five regional publications

- Frequently Asked Questions on the MDG-F and the Culture and Development thematic window
- Summary of the key dates of importance to the Culture and Development thematic
- Links towards partners (MDG-F, AECID, University of Girona, Silvia Santagata Research Centre)
- Links towards One UN websites
- MDG-F Joint Programme videos
- The 3 workshop concept notes and reports
 - a) KM workshop for the Culture and Development Joint Programmes implemented in South East Europe (only in ENGLISH)
 - b) KM workshop for the Culture and Development Joint Programmes implemented in Latin America (only in Spanish)
 - c) KM workshop for the Culture and Development Joint Programmes implemented in Africa, in the Arab States and in Asia (in ENGLISH and FRENCH)

Link to website: <http://www.unesco.org/new/mdgf>

Outcome 3: Communicating the knowledge gathered and the main thematic findings of the KM culture and Development project

On the basis of the knowledge generated and presented through the KM project as explained under Result 1 and 2, a communication strategy was put in place in order to most efficiently communicate on the thematic findings of the MDG-F Culture and Development thematic window.

This communication strategy was important in terms of the work undertaken, capitalizing on this experience, and in terms of looking ahead, informing the post-2015 debate. In this context, and continuing the partnership with the MDG-F Secretariat, the following three actions have been identified and implemented:

- 1) Development of key messages
- 2) Elaboration of communication products
- 3) Communicating at country and global levels

Main output 1: Development of key messages

The aim was to distil the thematic findings of the KM project - in particular, from the regional publications – into a limited number key policy messages which are easily and effectively communicated to a wide audience for communication and advocacy purposes. This would be of particular use both in the field and at the global level.

The key messages elaborated on the basis of the results of the KM project have contributed to reinforce the advocacy on culture as an enabler and driver of sustainable development by providing evidence-based information on the role of culture in attaining the MDGs, notably in the fields of legal and policy frameworks, capacity-building, employment generation, gender, youth and children.

The key messages have been presented in the form of communication products as described below.

Main output 2: Elaboration of communication products

As a means of illustrating the impact of culture for development, and advocate based on the key messages stemming from the MDG-F experience, the following set of visual tools for wide use and diffusion have been produced in a coherent design as a communication package:

1) **Boxed sets of the 6 Knowledge Management publications**

A specific design for the 5 regional publications and the KM publication had been foreseen in view of printing which highlight the knowledge management nature of the content of the publications (for example the success stories have been included as a detachable booklet at the end of the publication which could be used separately).

Moreover, the 6 publications have been gathered in a dedicated boxed set to showcase the worldwide scope of the Thematic Window. In this spirit, hard copies of the boxed sets have been printed together with separate individual copies of each publication for dispatch and use in the respective regions and countries.

Number of printed copies of the boxed sets including the 6 publications:

English: 1,945

French: 1,050

Number of additional printed copies of individual publications:

Asia – English: 200; French: 100

Africa – English: 300; French: 200

America Latina – Spanish: 1400

Arab States – English: 120; French: 120; Arabic: 1250

South East Europe – English: 100

Main targeted audience:

- General public
- UN Member States
- National and local partners
- UN partners
- Resident Coordinators' Offices

2) **Joint video message of the UNESCO Director-General (Irina Bokova) and the UNDP Administrator (Helen Clark)**

A Joint video message of the UNESCO Director-General Irina Bokova and the UNDP Administrator Helen Clark, was filmed in July 2012, with the cooperation of the MDG-F Secretariat and UNDP. Inspired from the MDG-F experience, this joint video message is intended to advocate for the importance of fully integrating culture in the post-2015 development agenda.

The video has been put online and diffused on many occasions both at global level (for example during the 191st session of UNESCO's Executive Board) and country level (for example in the framework of UNCT meetings).

This video represents the high-level institutional support provided to the MDG-F experience on culture and development in the spirit of the Delivering as One. It is an important message for promoting culture and development within the UN system and also vis-à-vis Member States who can see the engagement of several UN agencies at the highest level.

Main targeted audience:

- UN partners
- Resident Coordinators' Offices
- UN Member States
- National and local partners

3) Postcards

The key messages identified have been translated into comm-friendly easily accessible messaging. To disseminate this messaging to a wide audience, a set of nine illustrative postcards have been elaborated in English, French and Spanish. The postcards have been sent out worldwide and disseminated in the framework of global events (see below main output 3).

Number of printed copies: English: 3,920
French: 2,160
Spanish: 2,310

Main targeted audience: General public
UN Member States
National and local partners
UN partners
Resident Coordinators' Offices

4) PowerPoint presentation

On the basis of the key messages, a PowerPoint presentation has been prepared in English, French and Spanish containing the global key messages and allowing for a regional/national contextualization. This presentation is to be used by concerned stakeholders in order to diffuse the same line of messaging on culture and development based on the evidence brought by the MDG-F.

Main targeted audience: UN partners
Resident Coordinators' Offices
UN Member States
National and local partners

5) Booklet of high-level speeches delivered at the UN General Assembly

A booklet gathering the speeches of the high level interventions made on the occasion of the UN General Assembly Thematic Debate on Culture and Development (12 June 2013 – see below main output 3) has been produced. This booklet shows that the MDG-F experience has been reported on and promoted at the highest level (including in the speeches of the UN Secretary-General, the UNDP Administrator, the UNESCO Director-General and a number of Ministers of culture), thus demonstrating the contribution of the MDG-F Thematic Window on Culture and Development to high-level commitment on this issue.

Number of printed copies: 1,300
Main targeted audience: UN Member States
National and local partners
UN partners

6) Beyond expectations: USB Keys

In order to easily and widely disseminate the electronic version of the knowledge material, a USB Key on Culture and Development was produced. On the interactive page of the USB key, the following elements can be found: the Knowledge Management publications in all languages, key documents on Culture and Development, the Joint Video Message of the UNESCO and UNDP Heads.

Number of keys produced: 2,500 keys
Main targeted audience: General public
UN Member States

National and local partners
UN partners
Resident Coordinators' Offices

Main output 3: Communicating at country and global levels

In order to further communicate the main KM thematic finding, the set of communication tools produced has been widely disseminated at country and global levels through the following channels and methods:

a. Launching the findings of the KM project and creating the momentum at country level

On the basis of the communication material produced and in order to create the momentum worldwide, **events** have been organized at country level in coordination with the UN RC Office and with the participation of national partners (at ministerial level in most cases) and UN partners as well as civil society and beneficiaries. These events served as a 'launch' of the findings of the KM project, thereby offering **maximum visibility to the results of the Joint Programmes and showing their contribution to the global advocacy on culture and development**. Such events were organized in 6 countries of implementation of the MDG-F Joint Programme, as follows: Bosnia and Herzegovina, Costa Rica, China, Morocco, Senegal, Uruguay.

Moreover, an official launch was also organized with Member States at UNESCO Headquarters in Paris in the framework of the **191st session of UNESCO's Executive Board** by the Chair of UNESCO's Executive Board on 25 April 2013. On this occasion, the Assistant Director-General for Culture, Convenor of the Culture and Development Thematic Window, made a presentation on "Culture and Development at country level: The MDG-F and UNDAF experience" to UNESCO's Executive Board.

b. Contributing to the post 2015 debate through key events

The key thematic findings have been communicated in key global events and milestones planned in 2013 for culture and development by the dissemination and presentation of the material produced as follows:

- **Hangzhou International Congress (China) - 15-17 May 2013:**
This Congress, organized by UNESCO, has gathered some 500 experts and adopted the Hangzhou Declaration which recommends some action lines to include culture as part of the post-2015 UN development agenda, to be based on heritage, diversity, creativity and the transmission of knowledge. During this event, a presentation of the thematic findings was carried out by UNESCO together with the MDG-F Secretariat on the basis of the KM communication material which was shared with all participants.

- **UN General Assembly Thematic Debate on "Culture and Development (UN Headquarters, New York) - 12 June 2013**
This UN debate was organized by the President of the UN General Assembly, in partnership with UNESCO. It brought together some 250 participants and was opened by UN Secretary-General Ban Ki-moon, together with the President of the UN General Assembly, with the participation of UNESCO Director-General, UNDP Administrator, the President of the AoC, and 14 government ministers, among which Ms Itziar Taboada, General Director of Cultural and Scientific Cooperation, Agency for International Development Cooperation, Ministry of Foreign Affairs and Cooperation of Spain. Most speakers referred to the MDG-F experience and results in culture

and development, including the UN Secretary-General, UNDP Administrator, UNESCO Director-General and Spain, as well as Member States interventions (such as Costa Rica, Egypt and Turkey). During the debate the G-77 plus China, the EU and the CELAC (Community of Latin American and Caribbean States) called for culture to be explicitly recognized as an enabler of sustainable development in the post-2015 global development agenda. All speeches have been reproduced in a dedicated booklet available at: <http://unesdoc.unesco.org/images/0022/002238/223827m.pdf>

- **ECOSOC Annual Ministerial Review on “Science, technology and innovation, and the potential of culture, for promoting sustainable development and achieving the Millennium Development Goals”** (Geneva) – 4-7 July 2013
On this occasion, UNESCO’s Director-General held a Ministerial Breakfast. The communication material was disseminated and promoted during the breakfast and the ECOSOC session.
- **MDG-F Side Event Fulfilling the promise of the Millennium Declaration: Passing the baton** (UN Headquarters, New York) – 25 September 2013
At the invitation of the MDG-F Secretariat and Spain, UNESCO Director-General, Irina Bokova, moderated the MDG-F side-event organized in the framework of the opening of the 68th session of the UN General Assembly. The President of the Government of Spain participated in the side event together with some key Ministers and high-level representatives. On this occasion, the Culture and Development key thematic findings were promoted.
- **37th session of UNESCO’s General Conference** (UNESCO Headquarters, Paris) – November 2013
The MDG-F experience and results will be promoted on this occasion, and more particularly within the framework of the Culture Commission.
- **World Culture in Development Forum** (Bali, Indonesia) – 25-27 November 2013
This World Forum organized by Indonesia, in cooperation with UNESCO, will provide another opportunity to promote the MDG-F experience, through the dissemination of the KM products.
- **Third edition of the Creative Economy Report** jointly published by UNESCO and UNDP - November 2013.
This report represents an opportunity to highlight the contribution of culture to the attainment of MDGs and more broadly to sustainable development. The novelty of this Report is its focus on cultural and creative industries at the local level in developing countries. A section of the report has been dedicated to the MDG-F thematic findings of the Culture and Development window have
- **Third Resolution of the UN General Assembly on Culture and Development**– Autumn 2013
The MDG-F key thematic findings have been included in **the UN Secretary-General Report** (http://www.un.org/en/ga/search/view_doc.asp?symbol=A/68/266), led by UNESCO, which aims at informing Member States who will discuss and adopt a third resolution on Culture and Development at the 68th session of the UN General Assembly. Moreover, the KM products were shared with Member States on the occasion of the **presentation of the Report to the Second Committee** on 22 October 2013.

4.2 Implementation constraints

1. Aligning the Knowledge Management initiative with the implementation stage of the Joint Programmes: the Knowledge Management project for the Culture and Development Thematic was launched in October 2010, notably often two years after the beginning of the implementation of most Joint Programmes in the field. This implied that for certain Joint Programmes there would have to be a retrospective recuperation of knowledge and data which would have to be addressed rapidly. This urgency influenced the overall strategy and approach which was taken. Naturally, it influenced the timing and types of workshops that were organised – especially for the Joint Programmes implemented in South East Europe.

2. *Teamworks*: the later than planned go-live of *Teamworks* (end of November 2010 for the Thematic pages and April 2011 for the Joint Programmes Spaces) was a challenge as it halted the momentum, following UNESCO's presentation of the tool to the Joint Programmes at the launch of the KM project. Moreover, the various technical difficulties, delays in launching the French and Spanish versions, and the fact that it is not always easy, for individuals who do not have too much time to dedicate to learning a new electronic tool, to learn how to navigate through *Teamworks*, have meant that participation in *Teamworks* is not as active as it would have been hoped for. In order to encourage participation and appropriation of *Teamworks* by the Joint Programme teams, UNESCO has revamped the Culture and Development page, and will continue to do so in order to enhance its attractiveness and identity. Moreover, a brainstorming is foreseen on thematic discussions and other initiatives which can be launched from *Teamworks* in order to entice a larger participation from the Joint Programmes teams.

Interconnected with the above, is that following the explorative needs assessment missions undertaken at the onset of the KM Project, several Joint Programme teams had noted that it would be useful for all *Teamworks* users to have a series of predefined categories whose ticking would be obligatory to all users at the moment they upload documents in the C&D thematic window. These predefined categories would, for instance, include categories such as whether the document being uploaded has been validated by local communities, whether it is an interagency document, as well as a series of other categories. This is quite different to 'tagging' where each person chooses what tags to assign to the document s/he uploads, since it is rather about having a common set of standardised criteria for all. Such set of standardised criteria would then allow the reader of a given document to know what *kind* of document they are reading, thereby providing a sort of filter at the time of choosing what document would be most relevant/useful to read. After several consultations of the matter with the MDG-F Secretariat, it has not been feasible to create this obligatory 'fiche' of predefined categories allowing for a quick X-ray of the type of document being uploaded on *Teamworks*. We are still in the process of reflecting how this need could be met.

No major implementation constraints were identified in year 2, as we benefitted from the full cooperation of both the Joint Programme teams and the MDG-F Secretariat in the capturing, analysing and finalising of the information and knowledge generated by the Joint Programmes.

5. CONCLUSION AND LESSONS LEARNT

The knowledge management exercises at the level of the Thematic Windows have proved essential in **collecting and translating the country-level data in a systematized manner in order to highlight and give visibility to the overall impact of the joint programmes at the global level, while feeding global consultations or processes with concrete grassroots evidence.** In the case of the Knowledge Management project on Culture and Development, the country-level data could thus feed the current debates on the elaboration of the Post-2015 agenda and the MDG review process, through international conferences and meetings (including at the United Nations General Assembly), thus giving visibility to the MDG-F as a whole.

For this reason, knowledge management initiatives not only cover two pillars, respectively on knowledge networks and knowledge repositories, but also a third pillar, namely **strategic knowledge.** Indeed, Knowledge Management is essential in order to capitalize on the experience of development programmes with the view to inform future programming and policies. In this context, Knowledge Management involves action on several fronts to: (i) identify and collect information; (ii) codify and store information; (iii) share information by connecting people; and (iv) create and disseminate knowledge which may then be transferred for use in different environments.

While building on raw data but also on people's insights and experiences, Knowledge Management seeks to deal with both explicit and tacit knowledge. **Knowledge Management is thus complementary to other disciplines such as Monitoring and Evaluation, and Communication and Advocacy.** While monitoring and evaluation focus on comparing programme results with pre-set targets, Knowledge Management is also concerned with intangible results that are harder to measure and seeks to document and showcase unforeseen results as well as that often denote extraordinary success. Moreover, in its quest to build a solid body of knowledge, Knowledge Management seeks to capture the **process** through which results are obtained. Similarly, communication and advocacy seek primarily to focus on the result and normally aim to select and convey one clear message to a wider public. The three tools (monitoring and evaluation, communication and advocacy, and knowledge management) can be genuinely complementary useful tools for building ownership, ensuring sustainability and maximizing the impact of a development project.

In the case of the Knowledge Management project on Culture and Development, the knowledge management strategy was built on a bottom-up participatory approach. From the initial project stages, Joint Programme teams were consulted in order to map available information and assess needs. This has allowed **full ownership by concerned Joint Programmes' stakeholders** of both the process and the results and products of the Knowledge Management project. In addition, the reflection process was enriched by linking academic debates to the work conducted under the Joint Programmes and collaborating with academic experts in the economics of culture and in social and cultural policies. This approach was essential in order to link and place the Joint Programmes data in an overall framework which could be useful for future programming and hence to ensure the **sustainability of the Knowledge Management outcomes.**

Partnerships and inter-agency cooperation were also very important in the process. UNESCO has worked in particular very closely with the MDG-F Secretariat and UNDP. It has allowed for instance to obtain senior level institutional support and adherence to the thematic area both within UNESCO and with UNDP. This is exemplified both through the joint foreword and the joint video message of UNESCO's Director General and UNDP's Administrator. This is crucial in terms of the **institutional sustainability** of the data and knowledge which has been gathered through the KM project, and of course the work and impact that the 18 Joint Programmes have had on the field. It was also crucial in

terms of diffusing this knowledge to a wide public, across agencies, and among various stakeholders, both for the development community in general, and for the elaboration of the post-2015 development agenda.

6. ANNEXES

- Final financial report
- Key thematic findings of the Knowledge Management project
- Knowledge Management products:
 - Boxed sets of the 6 Knowledge Management publications – including 5 regional publications in English and French, the LAC publication in Spanish and the Arab States publication in Arabic.
 - Joint video message of Helen Clark, UNDP Administrator, and Irina Bokova, UNESCO Director-General
 - Postcards
 - PowerPoint presentation
 - Booklet of high-level speeches delivered at the UN General Assembly Thematic Debate on Culture and Development (12 June 2013, UN Headquarters, New York)
 - USB keys