

## Article 15 of the Convention on the Protection and Promotion of the Diversity of Cultural Expressions

### **Operational Guidelines for Partnerships**

**Approved by the Conference of Parties at its second session (June 2009)**

#### **Chapter xxx: Modalities for partnerships**

1. The Convention's most explicit provision with regard to partnerships is Article 15 (Collaborative arrangements). Reference to partnerships is made, explicitly or implicitly, in other provisions of the Convention, more particularly in Article 12 (Promotion of international cooperation).
2. Article 15 – Collaborative arrangements

*Parties shall encourage the development of partnerships, between and within the public and private sectors and non-profit organizations, in order to cooperate with developing countries in the enhancement of their capacities in the protection and promotion of the diversity of cultural expressions. These innovative partnerships shall, according to the practical needs of developing countries, emphasize the further development of infrastructure, human resources and policies, as well as the exchange of cultural activities, goods and services.*

#### **Definition and features of partnerships**

3. Partnerships are voluntary collaborative arrangements between two or more organizations from different parts of society, such as governmental authorities (at the local and national levels) and authorities (at the regional and international levels) and civil society – including the private sector, the media, academia, artists and artistic groups, etc., in which the risks and benefits are shared between the partners and the modalities of functioning, such as decision-making or allocation of resources, are agreed upon collectively by them.
4. The major principles underpinning successful partnerships include equity, transparency, mutual benefit, responsibility and complementarity.

#### **The objectives and scope of partnerships**

5. Partnerships aim at, but are not limited to, value-added activities seeking to accomplish the following objectives:
  - 5.1 capacity-building of professionals and of public sector officials in the culture – and associated sectors;
  - 5.2 institution building for cultural practitioners and professionals and associated sectors;
  - 5.3 cultural policy elaboration and advocacy;
  - 5.4 fostering and mainstreaming protection and promotion of diversity of cultural expressions;

- 5.5 protection of cultural goods and services and cultural expressions deemed at risk in accordance with Article 8 of the Convention;
  - 5.6 creating and nurturing local, national and regional markets;
  - 5.7 accessing international markets and other appropriate assistance regarding aspects related to the flow of cultural goods and services and cultural exchanges.
6. In conformity with Article 15, partnerships initiated under the Convention should be in accordance with the needs of developing countries, Parties to the Convention.
    - 6.1 In order to take forward these collaborative arrangements in the interests of developing countries, they may wish, as far as possible, to undertake an analysis of these needs in consultation with stakeholders from the relevant cultural industries and sectors, and where appropriate, in collaboration with national, regional and international partners, in order to identify cultural expressions or areas in greatest need of attention;
    - 6.2 Needs assessment should include analytical, statistical and quality data, and lead to the formulation of a strategy with focused priorities and set objectives, to allow for proper monitoring;
    - 6.3 Partnerships should build, as much as possible, on existing and potential structures and networks with and amongst the public sector and the civil society, including non-governmental organizations, non-profit organizations, and the private sector.

### **The partnering process**

7. For the establishment of a partnership, four stages are to be taken into consideration.
  - 7.1 Creation and relationship building:

Parties take into consideration the assessment of the needs and the identification of partners and priority areas regarding development and investment. Parties and partners take into consideration an equitable distribution of resources, roles and responsibilities for the participation and establishment of the necessary means of communication.
  - 7.2 Implementing, managing and maintaining:

Parties should ensure a concrete and effective implementation of the partnerships. Partnerships should build as much as possible on existing or potential structures and networks with and amongst civil society, including non-governmental organizations and the private sector.
  - 7.3 Reviewing, evaluating, revising, and sharing best practices:

Parties encourage partners to examine and evaluate the effectiveness of the partnership, particularly at the following three levels: (1) partnership as such, (2) their own role in the partnership, and (3) the results or aim of this partnership. Taking into account the acquired experience and their individual and collective evaluation, the partners then consider revising or amending the partnership or the initial project, in light of, *inter alia*, the costs of the partnership. Parties are

encouraged to share best practices, identified from reviews conducted on successful partnerships.

#### 7.4 Sustaining outcomes:

Needs assessment should include analytical, statistical and quality data, and lead to the formulation of a strategy with focused priorities and set objectives, to allow for proper monitoring and sustaining of the outcomes.

### **The role of the UNESCO Secretariat**

8. The UNESCO Secretariat, basing itself in particular on the Global Alliance for Cultural Diversity which is its platform for developing public-private partnerships in support of cultural industries, should play a role of facilitator and motivator on an international level, by:
  - 8.1 promoting intersectoral partnerships among various stakeholders;
  - 8.2 providing information on existing and prospective partners in the public and private sectors as well as the non-profit sector (including data on needs, projects and case studies of best practices), as well as links to useful management tools, particularly through its website.
9. Headquarters and field offices share responsibility in relation to their respective mandates. They are encouraged to utilise the capacities and networks of National Commissions for UNESCO in the promotion of their objectives in this regard;
10. In addition, the Secretariat elaborates and submits innovative projects to donors in the fields covered by the Convention.