



United Nations  
Educational, Scientific and  
Cultural Organization



MDG-F Culture & Development Thematic Window  
Culture and Development Knowledge Management System Project  
QUESTIONNAIRE

May 2011

STRUCTURE

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Please note that there are two complementary fiches on success stories and lessons learnt, respectively. Thank you

## 1. Overall Joint Programme (JP)

### 1.1 Overall objectives of the JP (please tick as many boxes as you feel are relevant)

- Design and elaboration of cultural policies and strategies that facilitate the political participation
- Protect the rights of groups excluded on cultural grounds
- Develop the legal/regulatory framework for culture-related sectors
- Enhance cultural infrastructure development
- Enhance the production and distribution of cultural goods and services
- Capacity building and creation of human capital
- Promote cultural and creative industries as drivers of economic and social development
- Develop institutional capacity to maintain systems of information and data on cultural policies
- Promote useful and accurate information monitoring and evaluating the effectiveness of cultural policies
- Develop public policies that incorporate culture in development
- Promote intercultural dialogue and interaction
- Safeguard indigenous peoples' cultures and/or of African descent
- Conserve/Manage cultural tangible heritage
- Safeguard cultural intangible heritage
- Increase population's access and/or participation to cultural life
- Conduct cultural mapping, studies and research
- Incorporate the cultural dimension in other sectors of development (education, health, gender)
- Strengthen cultural communication
- Promote creative and artistic processes
- Promote cultural heritage
- Other (please specify):

### 1.2 Cultural domains<sup>1</sup> covered by the JP

- Cultural and natural heritage [museums (also virtual), archaeological and historical places, cultural landscapes, natural heritage]
- Intangible cultural heritage [oral traditions and expressions, rituals, languages, social practices]
- Performance and celebration [performing arts, music, festivals, fairs, feasts]
- Visual arts and crafts [fine arts, photography, crafts]
- Books and press [books, newspaper and magazines, other printed matter, library (also virtual), book fairs]
- Audio-visual and interactive media [film and video, TV and radio (also internet live streaming), internet podcasting, video games (also online)]
- Design and creative services [fashion design, graphic design, interior design, landscape design, architectural services, advertising design]
- Tourism [charter travel and tourist services, hospitality and accommodation]

Other (please specify):

<sup>1</sup> As per the UNESCO framework for Cultural Statistics (2009)

**1.3 International Culture Conventions covered by the JP**

- 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions
- 2003 Convention for the Safeguarding of the Intangible Cultural Heritage
- 2001 Convention on the protection of the Underwater Cultural Heritage
- 1972 Convention concerning the Protection of the World Cultural and Natural Heritage
- 1970 Convention on the Means of prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property
- 1954 Convention for the protection of Cultural Property in the Event of Armed Conflict with Regulations for the Execution of the Convention
- Other (please specify)

**1.4 Dimensions covered by the JP**

- Economics  Education  Heritage  Communication  Governance  Social  Environment  Gender equality
- Other (please specify):

**1.5 Action of the JP**

**Carried out a preliminary needs assessment on:**

- Cultural institutional capacity  
 Not Done     Done  
If done, please specify how this was done

- Private sector  
 Not Done     Done  
If done, please specify how this was done

Other (please specify)

**Followed a participatory process during the design, inception and implementation phases of the JP with the following stakeholders:**

- Public cultural institutions  
 Not Done     Done  
How many?
- Which institutions?

If done, please specify how this was done and at what phase (design, inception, implementation)

Local and regional authorities

Not Done    Done   

If done, please specify how this was done

Private sector

Not Done    Done   

How many? \_\_\_\_\_

Which sectors?

If done, please specify how this was done

Civil society

Not Done    Done   

Whom? \_\_\_\_\_

If done, please specify how this was done

Local authorities (traditional and modern)

Not Done     Done

If done, please specify how this was done

International partners

Not Done     Done

Which ones?

How many?

If not done, please specify whether/why this was a shortfall

**Carried out research prior to or at the beginning of the implementation of the JP :**

Anthropological / Sociological research on the communities in which the JP would be implemented

Not Done     Done

Local actors involved? If yes, which ones?

If done, please specify how this was done

Research on the culture sector

Not Done    Done   

o Local actors involved? If yes, which ones?

If done, please specify how this was done

Economic research on the relationship between economics and culture

Not Done    Done   

o Local actors involved? If yes, which ones?

If done, please specify how this was done

**Took into account local knowledge when designing the project document:**

Used material, studies, archives and research on the context

Not Done    Done   

If done, please specify how this was done

Incorporated experts, specialists and local leaders

Not Done    Done   

If done, please specify how this was done

Incorporated concepts, values and local cultural practices

Not Done  Done

If done, please specify how this was done

**Assessed the regulatory and legal environment**

Took into account the country's cultural legislation (or absence thereof)

Not Done  Done

If done, please specify how this was done

Assessed the potential impact that the legal framework could have had on achieving the JP's objectives

Not Done  Done

If done, please specify how this was done

**Ensured ownership of JP on behalf of the following agents:**

National cultural institutions

Not Done  Done

If done, please specify how this was done

Local and regional authorities

Not Done    Done   

If done, please specify how this was done

Private sector

Not Done    Done   

If done, please specify how this was done

Civil society

Not Done    Done   

If done, please specify how this was done

Group and community leaders

Not Done    Done   

If done, please specify how this was done



International partners  
 Not Done    Done   

If done, please specify how this was done

**Identified and put in place implementation modalities with:**

Concrete cooperation modalities, between UN agencies involved in the implementation of the JP

Not Done    Done   

Please indicate which UN agencies

If done, please specify how this was done

Private-public partnerships created for implementing the JP

Not Done    Done   

How many partnerships?

Among whom?

If done, please specify how this was done

**Obtain free, prior and informed consent of the actors/communities concerned**

Not Done     Done

If done, please specify how this was done

Other (please specify)

EXAMPLE - EJEMPLO - EXAMPLE

1.6 Please provide a list/titles of all the JP's products  
(such as surveys, methodological tools, training materials, maps, books, etc.)

Type of product	Main use	Target audience	Language produced

EXEMPLE - EJEMPLO - EXAMPLE

1.7 Beneficiaries of the JP

Group of Beneficiaries	Specific Beneficiaries	Direct	Approximate number of <u>direct</u> beneficiaries,	If possible, how many of these were women	<u>Indirect beneficiaries</u> (please explain in bullet form whom these refer to)	Approximate number of <u>indirect</u> beneficiaries	If possible, how many of these were women	Comments
Population	Population in specific geographic zones	<input type="checkbox"/>						
	Primary school students	<input type="checkbox"/>						
	Secondary school	<input type="checkbox"/>						
	University students	<input type="checkbox"/>						
	Children	<input type="checkbox"/>						
	Youth (15-24)	<input type="checkbox"/>						
	Senior citizens	<input type="checkbox"/>						
	Ethnic minorities	<input type="checkbox"/>						
	Immigrants	<input type="checkbox"/>						
	Displaced	<input type="checkbox"/>						
	Refugees	<input type="checkbox"/>						
	Indigenous	<input type="checkbox"/>						

Group of Beneficiaries	Specific Beneficiaries	Direct	Approximate number of <u>direct</u> beneficiaries,	If possible, how many of these were women	<u>Indirect beneficiaries</u> (please explain in bullet form whom these refer to)	Approximate number of <u>indirect</u> beneficiaries	If possible, how many of these were women	Comments
	African descent	<input type="checkbox"/>						
Private Sector	Small and medium sized businesses the culture in sector	<input type="checkbox"/>						
	Cultural industries	<input type="checkbox"/>						
	Independent professionals (freelance)	<input type="checkbox"/>						
	Artists, Creators, Artisans	<input type="checkbox"/>						
	Experts, Academics	<input type="checkbox"/>						
	New entrepreneurs	<input type="checkbox"/>						

Group of Beneficiaries	Specific Beneficiaries	Direct	Approximate number of <u>direct</u> beneficiaries,	If possible, how many of these were women	<u>Indirect beneficiaries</u> (please explain in bullet form whom these refer to)	Approximate number of <u>indirect</u> beneficiaries	If possible, how many of these were women	Comments
Public Administration	State authorities in general	<input type="checkbox"/>						
	Ministry of Culture	<input type="checkbox"/>						
	Ministry of the Environment	<input type="checkbox"/>						
	Ministry of Education	<input type="checkbox"/>						
	Ministry of Tourism	<input type="checkbox"/>						
	Ministry of Commerce	<input type="checkbox"/>						
	Ministry of Economy and Finance	<input type="checkbox"/>						
	Ministry of Health	<input type="checkbox"/>						
	Ministry of Labour	<input type="checkbox"/>						
	Ministry of Foreign Affairs	<input type="checkbox"/>						
	Other Ministries (please specify)	<input type="checkbox"/>						
	Regional and/or local authorities	<input type="checkbox"/>						
	Centres of public education (including teachers)	<input type="checkbox"/>						
Cooperation agencies	<input type="checkbox"/>							

Group of Beneficiaries	Specific Beneficiaries	Direct	Approximate number and type of <u>direct</u> beneficiaries ( <u>institutions</u> )	Approximate number of <u>direct</u> beneficiaries ( <u>people</u> )	If possible, how many of these were women	Approximate number and type of <u>indirect</u> beneficiaries ( <u>institutions</u> )	Approximate number of <u>indirect</u> beneficiaries ( <u>people</u> )	If possible, how many of these were women
Organised Civil Society	Civil and community associations	<input type="checkbox"/>						
	Foundations	<input type="checkbox"/>						
	Community leaders	<input type="checkbox"/>						
	Religious / Spiritual leaders	<input type="checkbox"/>						
	Grouped professional collectives	<input type="checkbox"/>						
	Training centres	<input type="checkbox"/>						
	NGOs	<input type="checkbox"/>						

2.0 Impact of the Culture and Development Thematic Window and its relation to the targeted Millennium Development Goals (MDGs)

2.1 Outputs (stakeholders)

		yes	no	Type of training (ex: on the job, workshop, peer to peer, etc)	Number of people trained	Age group	cultural domain(s) (cf question 1.2) it corresponds to	specify at what level (national/local)
Stakeholders trained in:	Cultural policies development and implementation	<input type="checkbox"/>	<input type="checkbox"/>					
	Programming and planning	<input type="checkbox"/>	<input type="checkbox"/>					
	Cultural institutions management	<input type="checkbox"/>	<input type="checkbox"/>					
	Cultural enterprises management	<input type="checkbox"/>	<input type="checkbox"/>					
	Artistic /technical skills	<input type="checkbox"/>	<input type="checkbox"/>					
	Others (to be specified)	<input type="checkbox"/>	<input type="checkbox"/>					



**2.2. Outputs (studies/surveys)**

	yes	no	Title(s)	cultural domain(s) (cf question 1.2) it corresponds to	Specify at what level (national/regional/local)
Studies/surveys completed	<input type="checkbox"/>	<input type="checkbox"/>			

**2.3 Outputs (others)**

	yes	no	Description	How many?	cultural domain(s) (cf question 1.2) it corresponds to	specify at what level (national/regional/local)
Cultural infrastructure enhanced (in terms of an output)	<input type="checkbox"/>	<input type="checkbox"/>				
Cultural events organised	<input type="checkbox"/>	<input type="checkbox"/>				
Cultural enterprises supported	<input type="checkbox"/>	<input type="checkbox"/>				
Cultural goods produced (in terms of an output)	<input type="checkbox"/>	<input type="checkbox"/>				

	yes	no	Description	How many?	cultural domain(s) (cf question 1.2) it corresponds to	specify at what level (national/regional/local)
Cultural services offered	<input type="checkbox"/>	<input type="checkbox"/>				
Cultural assets preserved/restored/managed	<input type="checkbox"/>	<input type="checkbox"/>				
Aspirations of diverse cultural groups are accounted for in activities undertaken	<input type="checkbox"/>	<input type="checkbox"/>				
Institutional discrimination of individuals/groups is addressed	<input type="checkbox"/>	<input type="checkbox"/>				
Culture department (of public institutions) strengthened politically, financially, with human resources	<input type="checkbox"/>	<input type="checkbox"/>				
Cultural policies developed/improved	<input type="checkbox"/>	<input type="checkbox"/>				
Cultural policies more effectively implemented.	<input type="checkbox"/>	<input type="checkbox"/>				
Cultural policies reflect regional / local specificities.	<input type="checkbox"/>	<input type="checkbox"/>				
Cultural policies recognize diversity and empower cultural groups.	<input type="checkbox"/>	<input type="checkbox"/>				

	yes	no	Description	How many?	cultural domain(s) (cf question 1.2) it corresponds to	specify at what level (national/regional/local)
Others, (please specify)	<input type="checkbox"/>	<input type="checkbox"/>				

**Results (including unforeseen results) – please answer only those relevant to your JP**

	yes	no	Foreseen	Not Foreseen in project document/ work plan	Which MDG was targeted (1- 8)	How did it impact / how is it anticipated to impact on the targeted MDG. When doing this, please specify if the impact is (i) Social (ii) Economic (iii) Institutional (iv) Network <sup>2</sup>
<b>Increase of institutional cultural capacity</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

<sup>2</sup> Economic impact ( for example in terms of jobs created and incomes generated)

Institutional impact (for example in terms of improved institutional capacity and provision of training)

Social impact (for example in terms of respect of gender positions; and of making possible intercultural dialogue)

Network impact (for example in terms of personal and group relations; of making sustainable local development based on a real increase in the number of actors and activities)

		yes	no	Foreseen	Not Foreseen in project document/ work plan	Which MDG was targeted (1- 8)	How did it impact / how is it anticipated to impact on the targeted MDG. When doing this, please specify if the impact is (i) Social (ii) Economic (iii) Institutional (iv) Network <sup>2</sup>
	<b>Improvement of the legislative and regulatory framework of the culture sector</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	<b>Social dialogue / cohesion increased</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	<b>Creation or strengthening of network and social capital</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>Improvement of policies relevant for the improvement of cultural policies</b>	Improvement of cultural policy development process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Efficiency increase in the implementation of cultural policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Culture sector statistics generated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Increase in cooperation between different government departments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Increase in cooperation between national, regional and local governmental entities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	A greater coordination between cultural and tourism policy was generated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

		yes	no	Foreseen	Not Foreseen in project document/ work plan	Which MDG was targeted (1- 8)	How did it impact / how is it anticipated to impact on the targeted MDG. When doing this, please specify if the impact is (i) Social (ii) Economic (iii) Institutional (iv) Network <sup>2</sup>
Improvement in the relationship between tourism and culture	More value was given to the contribution of culture in the tourist industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Different cultural tourism representatives were trained	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Cultural employment was generated in the tourism sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	There was an increase of income in the tourism sector due to cultural activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Transversal impacts of culture in other areas of development	Increase of women's participation in the culture sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Employment for women generated in tourism and culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Improvement and strengthening of the relation between the culture and the education sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Cultural elements were incorporated in primary and secondary education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Increase and enrichment of artistic training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

		yes	no	Foreseen	Not Foreseen in project document/ work plan	Which MDG was targeted (1- 8)	How did it impact / how is it anticipated to impact on the targeted MDG. When doing this, please specify if the impact is (i) Social (ii) Economic (iii) Institutional (iv) Network <sup>2</sup>
	Environment protection was incorporated in the cultural practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Local knowledge on nature were incorporated to cultural life and values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Contributed to improving health and to providing solutions related to disease and harmful habits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Strengthening of the cultural dimension of development	Actors of development cooperation were sensitivised of the importance of culture on development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	There was training and capacity building on culture and development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Cultural agents were sensitivised on the contribution of culture in development policy and the fight against poverty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Studies and research on culture and development were undertaken	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

		yes	no	Foreseen	Not Foreseen in project document/ work plan	Which MDG was targeted (1- 8)	How did it impact / how is it anticipated to impact on the targeted MDG. When doing this, please specify if the impact is (i) Social (ii) Economic (iii) Institutional (iv) Network <sup>2</sup>
	Reflection on the contribution of culture to the Millennium Development Goals was promoted and strengthened	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Increase of the socio-economic capacities of the cultural sector	Cultural industries and businesses reinforced	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	New cultural ventures were promoted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Cultural employment increased	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Cultural goods and products incorporated in the national and international market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	The economic potential of the cultural sector was studied	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Creativity and its impact on development were highlighted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		



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**Annex I: Success Stories**

Definition: A success story can be defined as a set of actions that results in a desired outcome based on collectively supported values and that could be easily replicated in different contexts.

The aim of the present exercise is for the Joint Programme (JP) team to identify a maximum of 5 success stories that can be showcased for the Knowledge Management System (KMS) Project on Culture and Development.

The below is meant as a guidance to describe a story for the reader, with a clear beginning (initial situation and context), middle (action and methodology) and end (final situation). This will allow for a comparison of the 'before' and 'after' of a given action in order to be able to identify what has changed in a positive manner. Therefore, the fiche on success stories is divided into the following sections:

1. Title and Categorisation of the success story
2. Criteria used to identify the success story
3. Initial situation and Context of the success story
4. Action and Methodology of the success story
5. Final situation
6. Illustrative material of the success story

**Please identify a maximum of 5 success stories and use one such fiche per success story.**

**1. Title and Categorisation of the Success Story**

1.1 Name of the Joint Programme:

1.2 Please name your success story:

1.3 Cultural domains covered by the Success Story



- Cultural and natural heritage [museums (also virtual), archaeological and historical places, cultural landscapes, natural heritage]
- Intangible cultural heritage [oral traditions and expressions, rituals, languages, social practices]
- Performance and celebration [performing arts, music, festivals, fairs, feasts]
- Visual arts and crafts [fine arts, photography, crafts]
- Books and press [books, newspaper and magazines, other printed matter, library (also virtual), book fairs]
- Audio-visual and interactive media [film and video, TV and radio (also internet live streaming), internet podcasting, video games (also online)]
- Design and creative services [fashion design, graphic design, interior design, landscape design, architectural services, advertising design]
- Tourism [charter travel and tourist services, hospitality and accommodation]
- Other (please specify):

#### 1.4 Dimensions covered by the Success Story

- Economics
- Education
- Heritage
- Communication
- Governance
- Social
- Environment
- Gender equality
- Other (please specify):

## 2. Criteria used for the identification of the Success Story

A list of criteria is proposed below to help and guide you in identifying a success story. Additional criteria can also be added.

- The identified success story is the result of a multisectoral approach with, for example, a particularly successful cooperation between the UN Agencies.  
Please specify how (if applicable):

- The identified success story has significant development impact that is traceable and measured in terms of MDGs  
Please specify how (if applicable):

[Empty text box]

- The identified success story induces strategic policy changes or is innovative at all levels (UN, national governments, stakeholders)  
Please specify how (if applicable):

[Empty text box]

- The identified success story is sustainable over time and is replicable, it can be flexibly applied elsewhere, it is a promising practice on which future programming can be based  
Please specify how (if applicable):

[Empty text box]

- There is a remarkable level ownership among stakeholders, it has been generated through dialogue and participation and it bears inclusiveness  
Please specify how (if applicable):

[Empty text box]

- The identified success story contributes to strengthening national and/or local capacities  
Please specify how (if applicable):

[Empty text box]

- The identified success story responds to a rights-based approach  
Please specify how (if applicable):

[Empty text box]

- The identified success story incorporates a gender perspective  
Please specify how (if applicable):

[Empty text box]

- The identified success story helps promote institutional collaboration  
Please specify how (if applicable):

[Empty text box]

EXEMPLE - EJEMPLO - EXAMPLE

- The identified success story raises awareness and visibility among the general public  
Please specify how (if applicable):

Additional criteria agreed upon by the JP team (facultative):

### 3. Initial situation and Context of the Success Story

This section refers to the description of the initial situation and context of the success story and the issue which you wanted to act upon.

In this section, you may wish to provide information on the following:

- Some background information on the situation/context before you undertook the activity
- The issue(s)/obstacle(s) you were faced with
- The stage of the programme (design, inception, implementation) the issue(s)/obstacle(s) was/were identified
- The stakeholders / beneficiaries involved
- The gender dimension of such initial situation

### 4. Action and Methodology of the Success Story

This section seeks to describe the methodology which you undertook in order to address the situation described in the previous section (“Initial Situation and Context”).

In this section, you may wish to provide information on the following:

- What was the decision which was taken in order to overcome the issue(s)/obstacle(s) previously identified?
- How was the decision implemented [methodology] such as for example: testimonies, surveys, communication campaign, etc.
- How were the beneficiaries involved in all methodologies? Please include the gender dimension when answering this question



#### 5. Final situation

This section seeks to explain what actually changed as a result of the methodology you implemented, how and why it was a success story. This should allow for a comparison between the before (“Initial Situation and Context”) and after the “Action/Methodology” was implemented.

In this section, you may wish to provide information on the following:

- How has the situation improved?
- What was the difference/added value which was created?



#### 6. Illustration of your success story

Where possible, please provide any supporting visual material illustrating the success story described above (such as photographs, videos, brochures, links to websites, etc.).



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**Annex II: Lessons learned**

Definition: A lesson learned can be defined as a knowledge or understanding gained by a positive or a negative experience

When filling in the questions below, you may want to also bear in mind issues of sustainability, negative impact on neighbouring countries, loss of authenticity of cultural products, advert effects of tourism, etc.

**A. Overall**

**1. Name of the Joint Programme:**

**2. Capitalising on the experience, what do you think are the most important aspects that should be taken into account by a future Culture & Development Programme in the targeted geographic area?**

**2.1 In the programme design and inception?**

**2.2 In the programme implementation ?**

3. Please describe any mechanisms that are put into place to ensure continuity of activities/networks beyond the life of the Joint Programme. What support is needed to guarantee the sustainability of the results?

**B. Specific**

Please identify a maximum of 5 lessons learned and use one such sheet per lesson learned

1. Please name your lesson learned:

2. Please provide a summary of your lesson learned, including information on why it is important and how it is useful in the design/implementation of the programme.

**3. Please indicate at which level your lesson learnt applied to:**

- Process: Executive, operational and financial level
- Programme: Technical level
- Communication and Advocacy level
- Other (please specify)

**4. Please briefly describe the potential application of this lesson to programming beyond its original context. Are there potential applications nationally, regionally, in emergency situations, etc?**