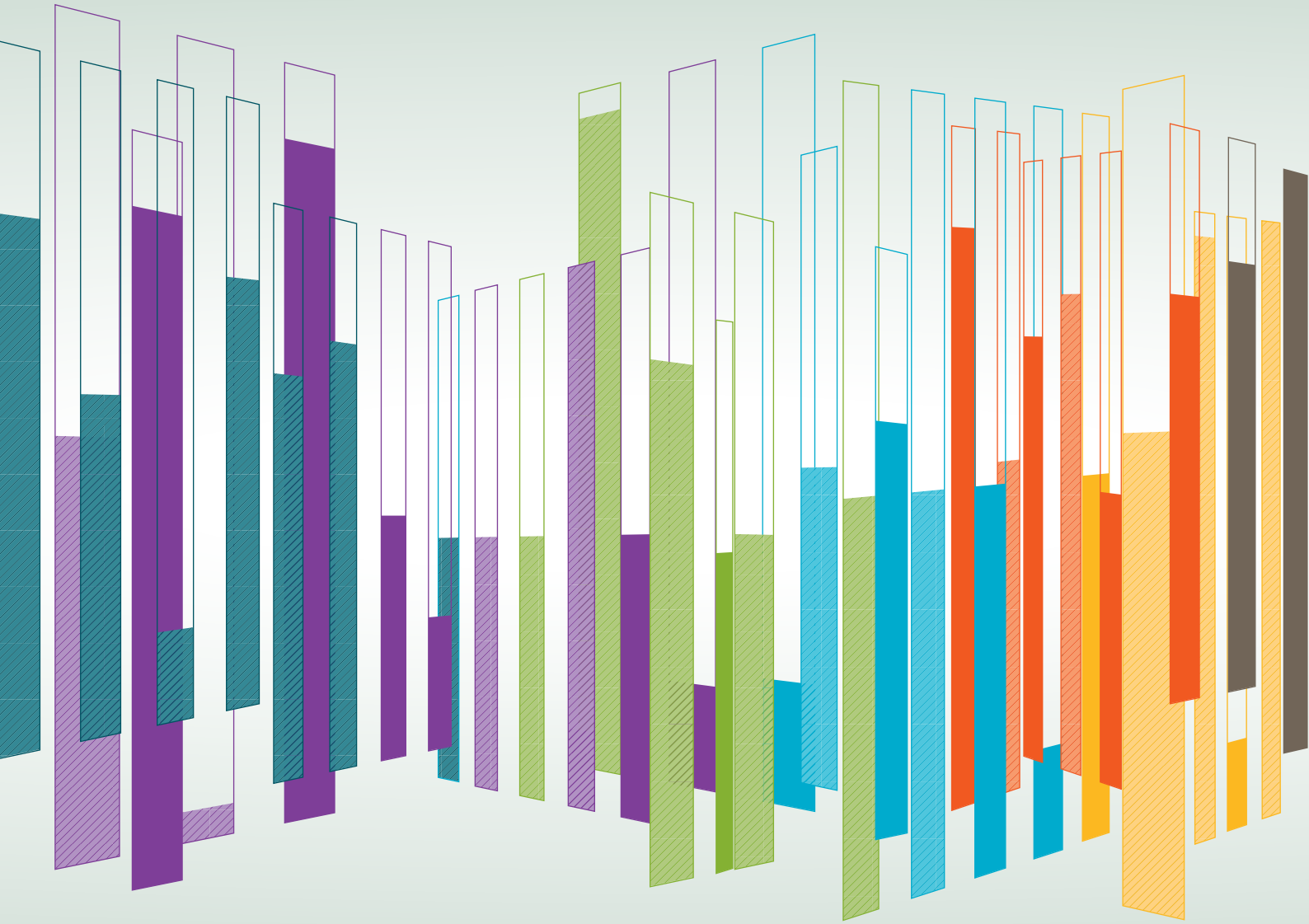
United Nations
Educational, Scientific and
Cultural Organization

Diversity of
Cultural Expressions

UNESCO
CULTURE FOR DEVELOPMENT INDICATORS

Implementation Toolkit



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The UNESCO Culture for Development Indicators: Implementation Toolkit can be downloaded at:
www.unesco.org/creativity/CDIS

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UNESCO CULTURE FOR DEVELOPMENT INDICATORS

I. INTRODUCTION

Welcome to the Culture for Development Indicators (CDIS) Implementation Toolkit!

This Toolkit is designed expressly to assist in the collaborative and successful implementation of the CDIS Methodology Manual for the construction of 22 indicators examining the multidimensional role of culture in sustainable development. It describes the recommended sequence of actions for achieving optimal results at the national level, while ensuring a certain comparable understanding at the international level.

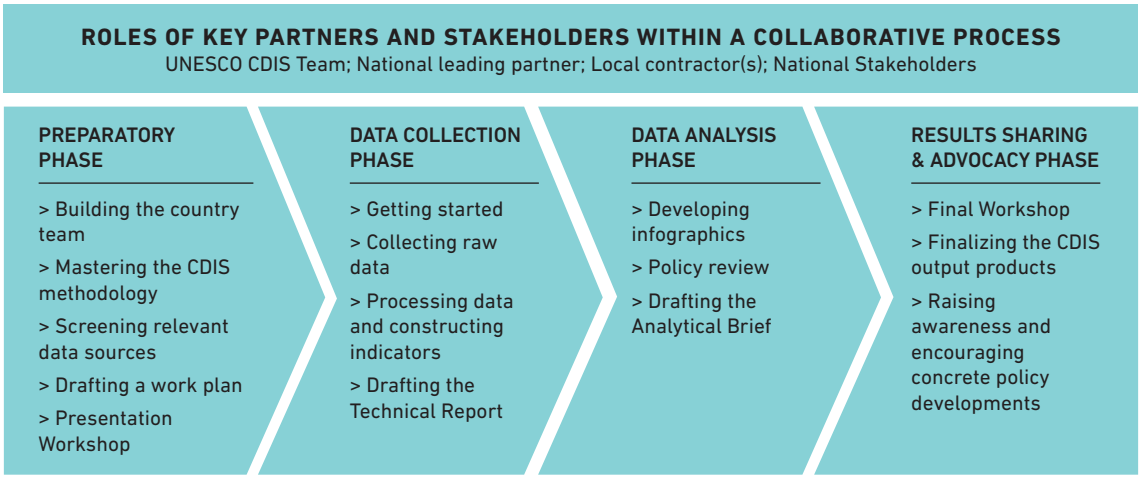
The methodology for calculating the UNESCO CDIS indicators was developed with extensive input and participation of experts and stakeholders. The tips, tools and trouble-shooting advice hereby provided stems from the lessons learned from two test phases carried out from 2011 to 2013 in 11 countries.

The Toolkit does not offer a one-size-fits-all formula, as contexts vary from one country to another. It rather intends to guide those involved in CDIS implementation though its different stages. It also provides advice on logistical, administrative, institutional and communication arrangements.

The Toolkit starts with fostering ownership and goes through four main phases of implementation:

- **Fostering Ownership:** Roles of Key Partners and Stakeholders
- **Preparatory Phase:** Launching a Participative Process
- **Data Collection Phase:** Building Indicators and Generating New Data
- **Data Analysis Phase:** Bringing Data to Life
- **Results Sharing and Advocacy Phase:** Fostering Informed Dialogue and Policies

The structure of the Toolkit and the main topics addressed are summarized in the following graph:



The UNESCO CDIS demonstrates, through quantitative and qualitative data, the enabling and driving role of culture in sustainable development. Its main objectives are to:

- Provide evidence-based justification for the inclusion of culture in national and international development strategies and plans;
- Gather new data for informed policies and monitoring systems for culture;
- Build capacities in data collection and analysis on culture and development;
- Promote awareness of culture's role in sustainable development through participative inter-institutional dialogue;
- Foster a comparable understanding at the international level.

The CDIS contributes to implement the 2005 Convention for the Protection and Promotion of the Diversity of Cultural Expressions and the United Nations Resolutions on Culture and Development. More information on the CDIS can be found in the "Analytical Framework" chapter of the Methodology Manual and on the project website (www.unesco.org/creativity/cdis).

II. FOSTERING OWNERSHIP: ROLES OF KEY PARTNERS AND STAKEHOLDERS

This section presents the main roles and responsibilities of key partners and stakeholders involved in the CDIS implementation at the national level. It is a country-led process that requires strong participation from relevant national stakeholders to ensure the efficient collection and analysis of data, to foster national ownership and to strengthen a long-term policy impact on the national policy landscape.

1. UNESCO CDIS Team

Between 2009 and 2013, the UNESCO CDIS Team has been based within the Section of the Diversity of Cultural Expressions at UNESCO Headquarters. With contributions from international experts, the team has developed the CDIS methodology and products. In addition, it has managed CDIS implementation in 11 countries while facilitating exchanges and collaboration between different country teams.

The main responsibilities of the CDIS Team have been the following:

- Coordinate implementation and foster exchanges between country teams;
- Offer technical and methodological backstopping;
- Approve countries' Data Tables, Technical Reports and Analytical Briefs;
- Produce communication materials for the CDIS initiative and present results at international forums and events;
- Disseminate results among relevant stakeholders, policy makers, civil society and donors;
- Contribute to advocacy activities that promote the inclusion of culture in development strategies and agendas;
- Promote linkages between the CDIS and the implementation of the 2005 Convention;
- Develop the CDIS global database on culture for development.

2. National leading partner

The national leading partner coordinates and supervises the implementation process at the national level, driving the participation of relevant national stakeholders and offering strong institutional and logistical support throughout the process. The national leading partner is also the main spokesperson for the CDIS at the national level. This partner can be a UNESCO Field Office, a government ministry (e.g. Ministry for Planning, Ministry of Culture), a research institute, a national institute of statistics or a development agency.

TIP

It is also possible to establish a "leading troika," identifying two or three main institutions that would collectively act as the national leading partner. In such cases, it would be essential to clearly determine the division of responsibilities, identify a focal point and establish regular dialogue strategies (e.g. a steering committee which meets at least once a month).

The main responsibilities of the national leading partner are the following:

- Identify and select the local contractor(s);
- Coordinate implementation at the national level and mobilize all relevant stakeholders, establishing MOUs or partnership agreements with key stakeholders when needed;
- Supervise the work of the local contractor(s) and monitor the work plan;
- Provide institutional and logistical support;
- Foster communication between all partners;
- Contribute to data analysis and the presentation of results;
- Lead the communications strategy at the national level and ensure the dissemination of results among key national stakeholders;
- Engage in public policy discussions that encourage the use of CDIS results and findings in policy-making;
- Maintain regular communication with the UNESCO CDIS Team on the implementation process.

TIP

Please contact UNESCO (cdis@unesco.org) prior to implementing the UNESCO CDIS in your country.

Due recognition to UNESCO and the CDIS methodology should be made in all CDIS-related publications. The content of the Culture for Development Indicators Methodology Manual and Implementation Toolkit is issued by UNESCO for general distribution. Extracts of the content of these works and the data and analysis generated through the CDIS methodology may be reviewed, reproduced or translated for research or private study but not for sale or for use in conjunction with commercial purposes. Any use of information from the Culture for Development Indicators Implementation Toolkit should be accompanied by an acknowledgment of the source: UNESCO Culture for Development Indicators: Implementation Toolkit/G. Alonso, M. Medici/UNESCO).

3. Local contractor(s)

The local contractor(s) is responsible for the data collection and analysis of the CDIS, and for all aspects of its implementation at the national level. The CDIS Methodology Manual's specific approach and recommendations should be closely followed to ensure methodological accuracy of the results and findings.

The main responsibilities of the local contractor(s) are the following:

- Identify and regularly meet with key national stakeholders and explore collaboration opportunities;
- Identify national and/or international data sources for the construction of the CDIS at the national level;
- Draft and implement the work plan;
- Coordinate a CDIS Presentation Workshop;
- Collect data and lead the process of constructing the indicators for each of the seven dimensions of the CDIS: prepare the Data Tables and the Technical Report;
- Analyze and contextualize the results and prepare the Analytical Brief;
- Coordinate and present the CDIS' results at a Final Workshop;
- Prepare communications and advocacy materials;
- Work in close collaboration with UNESCO, national leading partner(s) and other country teams;
- Prepare and submit the final output products of the CDIS, including the final Technical Report, completed Data Tables, Analytical Brief and Annexes.

Note: The national leading partner should clearly set out the responsibilities of the contractor(s) in the Terms of Reference of the contract(s). *A Model Terms of Reference* can be found in Appendix I. This model is a guide that should be adapted to the national context.

4. National stakeholders

Engaging key national stakeholders to include their perspectives on data collection and policy-making for culture will strengthen both the process and final results of the CDIS. Experience has shown that it is very important that a concerted effort is made throughout implementation to reach out and include a broad range of stakeholders.

The list of potential stakeholders will depend on individual national contexts. However, key institutional stakeholders to be involved from an early stage of the implementation process include:

- Ministry of Culture;
- Ministry for Planning/Development;
- National Statistical Agency;
- Ministry of Industry and Trade;
- Ministry of Education;
- Ministry of Information and Communication;
- Ministry of Science and Technology;
- Ministry of Finance;
- Ministry in charge of Social Affairs;
- UNESCO National Commission.

Additional relevant stakeholders include:

- Bilateral development agencies (e.g. AECID, AFD, SIDA, etc.);
- Key international multilateral development agencies: European Union, UN agencies, etc.;
- Professional cultural associations;
- Relevant research institutes and university departments;
- Civil society organizations involved in cultural and social areas.

Stakeholders may be contacted and informed of the initiative over a staggered time frame. While they should be invited to the Presentation Workshop, it may be useful to also contact a select group of stakeholders at an earlier stage to validate the preliminary approach.

The National Statistical Agency – an indispensable partner: As the mandated public body responsible for the production and collection of macro-level data, the involvement of the National Statistical Agency is critical to the success of the CDIS implementation. A formal collaboration with the National Statistical Agency should be pursued, if possible in the form of a "Memorandum of Understanding".

The National Statistical Agency will be invaluable in identifying data sources and providing technical assistance for the collection of reliable and up-to-date raw data. For instance, the National Statistical Agency, or the central bank's collaboration, will be crucial to utilizing the national classification systems for the construction of the Economy dimension. The collaboration could take several forms depending on the context, such as a Memorandum of Understanding signed with the national leading partner, or the National Statistical Agency chosen as a local contractor to lead the technical implementation process.

III. PREPARATORY PHASE: LAUNCHING A PARTICIPATIVE PROCESS

The main activities in the Preparatory Phase are the following:

- Building a country team;
- Reviewing and understanding the CDIS methodology and tools;
- Carrying out a rapid assessment of relevant data sources and stakeholders;
- Preparing a draft work plan;
- Coordinating the CDIS Presentation Workshop;
- Completing the work plan and establishing cooperation agreements with major stakeholders.

Note: Additional activities can be added to this phase, depending on national contexts. For example, some countries may hold a "launch meeting" prior to starting the rapid assessment of relevant data sources. The meeting may serve to unite major stakeholders and provide an opportunity to publicize the launch of the CDIS initiative through local press communications.

1. Building the country team

The national leading partner is responsible for recruiting and hiring the local contractor(s): the individual(s), organization(s), public body or unit(s) that will be in charge of the technical construction of the CDIS at the national level. During recruitment, local contractor(s) who complement the national leading partner's competencies and skills should be identified, as together they will form the country team.

Since this is a relatively new field of research, analysis and advocacy, identifying contractors with the required expertise and competencies can take time and requires a comprehensive screening process. The culture and development nature of this project distinguishes it from other statistical exercises.

The following is a list of recommended expertise and competencies for the local contractor(s):

- Strong familiarity with statistical research and methodologies, particularly in the area of economics;
- Strong familiarity with normative and policy frameworks for culture in the country;
- Experience with development strategies and policy-making processes in the country;
- Expertise in at least one of the dimensions of the UNESCO CDIS (preferably in the Economy, Social Participation and/or Governance dimensions);
- Strong written and verbal communication skills;
- Research experience and strong analytical skills, particularly in the field of culture and development, policy-making for the cultural sector and/or other development areas.

It may be challenging to identify one local contractor with such a range of competencies, expertise and capabilities required for the project. In this case, two or more contractors could be hired to form a multidisciplinary team. For example, one contractor with a background in statistics and/or economics who would lead the technical and methodological aspects of data collection and construction of indicators; and another with a solid research and/or policy-making background in culture and development who would lead the analysis and contextualization of results.

TIP

During the two test phases of the CDIS, some countries chose one or more individual consultants, while other countries chose an organization (a consulting company, a national statistics office, a research center, etc.) or designated a specific unit within a public institution to lead the technical implementation of the CDIS. There is no one-size-fits-all solution, and the number and the profiles of the contractor(s) should be determined according to the national context.

When choosing the local contractor(s), it is important to address any weaknesses in experience, expertise or capability through collaboration agreements and/or partnerships with other relevant stakeholders.

Note: It is essential that the division of tasks and responsibilities of the contractor(s) are clearly defined in the Terms of Reference of the contract(s). *A Model Terms of Reference*, to be adapted to the national context, has been developed for reference and can be found in Appendix 1.

The contract should also include an agreed upon timeframe of the project. Based on experience during the CDIS test phase, implementation takes an average of five to nine months.

2. Mastering the CDIS methodology

Familiarity with the Methodology Manual is critical for the success of this project and will increase efficiency in data collection. The national leading partner and local contractor(s) should begin the implementation process by thoroughly reading all relevant materials, including: the CDIS Methodology Manual, the Implementation Toolkit, the results obtained in other countries and any other related operational tools found on the CDIS website: www.unesco.org/creativity/cdis.

The team should also review the national context and strategies on culture and development to have a global picture of national priorities related to the main areas covered by the CDIS.

3. Screening relevant data sources

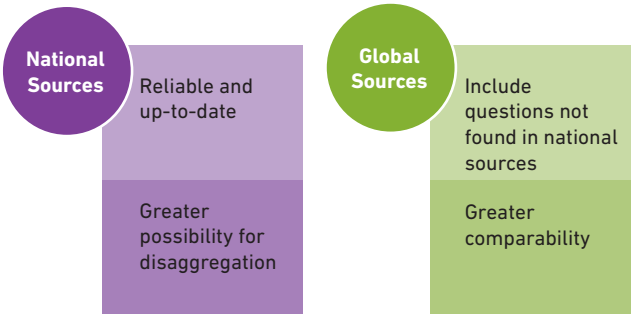
a. A Snapshot of CDIS indicators

The UNESCO CDIS has been designed to cater to different levels of data availability, recognizing that many developing countries may not collect culture-related statistics or have gaps in their information systems. The CDIS methodological approach is pragmatic, advocates flexibility and has a strong preference for national sources.

>> About national sources: national sources tend to be more reliable, up to date, and offer more opportunities for disaggregation by demographic variables.

>> *About global sources:* global sources are useful for certain indicators where no national data is available. They offer greater possibilities of comparability.

The UNESCO CDIS proposes a hierarchical category of indicators to address the different levels of data availability. The priority category is the **core indicators**, which are the recommended indicators in the Methodology Manual and will be the basis for the national Culture for Development DNA.



If a country has additional data on a particular topic that could add value to the overall understanding of that dimension, **additional indicators** may be proposed.

If a country does not have data sources for the core indicator, but other relevant data sources exist with similar objectives, **alternative indicators** may be proposed.

Note: Data Tables for each CDIS dimension have been designed for inputting results for the core indicators. If additional or alternative indicators are developed for the CDIS, additional tabs in the Data Tables will need to be created in order to present the results.

Core Indicators

- Priority and strongly recommended
- Calculation method described in the Methodology Manual
- Disaggregation by key variables whenever possible
- Form the national Culture for Development DNA

Additional Indicators

- Complement core indicators
- Enrich analysis and contextualization

Alternative Indicators

- In absence of sufficient data for core indicators
- Share similar objectives with the core indicator

b. Mapping relevant data sources

The first step to screening relevant data sources will be carefully reviewing each of the seven roadmaps in the Methodology Manual. Special attention should be paid to the "definitions," "data sources" and "calculation method" sections. Then, a preliminary mapping of the national and international data sources available should be developed for each of the 22 core indicators, as well as any additional and alternative indicators.

For mapping available data sources, create a table following the example presented below that can be adapted to national contexts.

ECONOMY DIMENSION				
Core Indicators	Core Data Source available	Data Location/ Institutions Holding Data	Comments	Alternative/ Additional Indicators and related data sources
Percentage of the contribution of private and formal cultural activities to GDP	National Accounts (Based on ISIC rev. 4)	National Statistical Agency	Data available only to 3-digit level	n/a

Proceed through the Methodology Manual, dimension by dimension, and for each core indicator:

- List the most suitable national and/or international data sources identified for your country according to the recommendations of the Manual;
- Identify, through desk research or individual interviews, the location or institution holding the identified data sources;
- Propose additional and/or alternative indicators whenever relevant, and make note of the related data sources;
- Include any comments about challenges or concerns from the mapping exercise to highlight them at an early stage of the data collection process.

4. Drafting a work plan

Once the screening of relevant data sources is completed, the local contractor(s) can create a draft work plan that is discussed and approved by the national leading partner and the UNESCO CDIS Team.

A work plan should include the activities planned, the time required for their completion and the stakeholder responsible for each activity. On average, the implementation of the CDIS takes five to nine months.

When preparing the work plan, flexibility regarding the timeline and activities will be important, as changes may need to be made based on the conclusions of the Presentation Workshop or later during the implementation process.

5. Holding the Presentation Workshop

Conducting a Presentation Workshop will engage a broad range of national stakeholders to foster national ownership and collectively construct the UNESCO CDIS.

The Presentation Workshop has three main objectives:

- Introduce the CDIS and raise awareness of the culture and development agenda among national stakeholders;
- Solicit feedback from relevant stakeholders to complete and approve the data sources mapping;
- Collectively agree on a work plan for data collection and analysis for a collaborative implementation process.

The Presentation Workshop should take place within the first 4-6 weeks of the implementation process. This allows for adequate time to complete the Preparatory Phase and to organize the logistical components of the workshop. The table below describes some of the main activities to be considered in this framework:

ACTIVITY	DATE (APPROXIMATE)
Reservation of the venue	4 weeks prior
Invitation letters	3 weeks prior
Program	2 weeks prior
Preparation of presentation and communication materials	1 week prior

a. Reservation of the venue

The partner responsible for the reservation of the venue should be clearly specified in the local contractor(s)' Terms of Reference. During the test phases, locations were often provided by a national public institution or the national leading partner as an in-kind contribution. Depending on the number of participants, one large conference room (20-40 persons) should suffice.

b. Participants

Invitation letters should bear the official letterhead and logos of UNESCO and/or the national leading partner, and due reference to the donors should be made, including AECID, which financed the development of the CDIS methodology.

Institutions and individuals invited to attend should include:

- Ministry of Culture and key department representatives (heritage, creative industries, etc.);
- Ministry for Planning/Development;
- Other public ministries such as: Education, Women's Affairs/Gender, Information and Communication, Science and Technology, Trade and Industry, Finance, Health;
- Research institutes and university departments with expertise in one or more of the dimensions covered by CDIS;
- National Statistical Agency.

It is also recommended that representatives from the following organizations should be included:

- Professional cultural associations;
- Civil society organizations involved in cultural and social areas;
- Bilateral development agencies (AECID, DFID, USAID, etc.);
- Key multilateral development agencies: European Union, UN agencies etc.

c. Program

The Presentation Workshop should take half a day (4 hours) or more. The program of the workshop should be determined between the local contractor(s), the national leading partner and the UNESCO CDIS Team and must be approved by the latter two prior to being shared with participants.

When preparing the program, the following components should be included:

- Introduction to the UNESCO CDIS initiative, including a general overview of the analytical framework;
- Description of the international context and national needs underlying the CDIS objectives;
- Presentation of the implementation process foreseen at the national level;
- Presentation of the seven dimensions and 22 core indicators of the UNESCO CDIS;
- Identification of relevant data sources, their location, and possible partners for data collection at the national level;
- Collective development of a completed work plan for data collection and analysis.

d. Presentation materials

The Presentation Workshop will require the preparation of specific presentation materials that should be approved by the national leading partner and the UNESCO CDIS Team prior to its dissemination:

- PowerPoint presentations that follow the program and structure of the workshop;
- Diagram of the CDIS indicators;
- Preliminary mapping of relevant data sources;
- Draft work plan.

These materials should be used as working documents to solicit feedback during and after the workshop. Targeted communication materials such as factsheets, press releases, etc. should also be prepared.

Contact UNESCO cdis@unesco.org for additional resource materials.

e. Follow-up action

At the conclusion of the Presentation Workshop, the following documents should be compiled and prepared for the national leading partner and the UNESCO CDIS Team:

- Complete list of participants;
- Brief 2-page report summarizing the main outcomes of the workshop. All presentation and communication materials, including the program, should be included in the Annex;
- Photos and/or videos of the meeting.

The local contractor(s) should adjust the draft work plan and finalize the data sources mapping based on feedback from the workshop in a timely manner.

A press statement or short web report should also be prepared, when appropriate, to raise awareness and exposure of the project at the national and international levels.

TIP

The products and/or documents to be prepared in the framework of the Presentation Workshop should be detailed in the Terms of Reference of the local contractor(s)'s contract and foreseen in the work plan.

IV. DATA COLLECTION PHASE: BUILDING INDICATORS AND GENERATING NEW DATA

The Data Collection Phase, one of the most important stages of the implementation of the UNESCO CDIS, will usually take the most time. When preparing the work plan, a minimum of three months should be planned for this phase.

The Data Collection Phase includes:

- Collecting and processing data and constructing indicators;
- Consulting regularly with key stakeholders;
- Completing and validating results while using the CDIS Data Tables;
- Preparing the draft Technical Report.

The key tools to facilitate data collection include:

- CDIS Methodology Manual;
- Data Tables for each of the seven dimensions;
- Data sources mapping;
- Work plan;
- Technical Report Guidelines.

Throughout the process of data collection and processing, it is crucial that the local contractor(s) regularly update the national leading partner and the UNESCO CDIS Team on progress made and any obstacles encountered.

1. Getting started: Which dimension first?

When starting data collection, the local contractor(s) needs to choose the chronological order with which they will tackle each dimension. This process will require evaluating the complexity of each dimension, particularly the availability of data sources and stakeholders involved in the construction of each of the seven dimensions. Experience indicates that the Economy dimension is one of the most complex and time-consuming. However, there is no fixed rule about the order of dimensions.

2. Collecting raw data

Once the order of the dimensions is established, the local contractor(s) should begin collecting data, closely following the step-by-step process described in the Methodology Manual. Based on the data sources mapping and the outcomes of the Presentation Workshop, the local contractor(s) will access the relevant national, regional and international data sources through desk research.

In coordination with the national leading partner, the local contractor(s) will also contact the relevant data-holding institutions in order to obtain the additional raw data necessary to construct the CDIS core indicators.

The importance of obtaining raw data and micro data: The local contractor(s) should, whenever possible, obtain raw data and micro data. This will allow for disaggregation by key demographic variables and assist in verifying the calculation of results. Most data should be free of charge and publicly available. However, in certain cases, some public bodies may charge a fee for access to raw data. In these situations, it is recommended to suggest a formal data-sharing agreement and to emphasize that due recognition will be made to the public bodies' contribution. The signing of a Memorandum of Understanding may be critical in this regard.

Establishing a good working relationship with the relevant data-holding institutions is indispensable for successful data collection. One effective working method is to organize bilateral one-on-one meetings with individual public agencies and other data-holding organizations. Another possible method is to hold thematic technical meetings that gather a range of stakeholders, notably the relevant data-holding institution(s), as well as research institutes, civil society and/or networks, allowing them to collectively focus on the collection of the necessary data for the construction of the indicators of a single (or more) CDIS dimension(s). This could be set up as a working group that meets regularly during the implementation of the UNESCO CDIS. The advantage of the latter option is that it may serve as a potential platform for future statistical research in the area.

3. Processing data and constructing indicators

a. Prioritizing the core indicators

On the basis of the raw data collected, the local contractor(s) should proceed with the construction of the 22 CDIS core indicators by closely following the Methodology Manual.

The CDIS Data Tables (one excel file per dimension with a specific excel sheet for each indicator) have been created to facilitate this process. They offer a common framework for data processing and include, whenever possible, automatic calculations and visualizations of results. The CDIS Data Tables contribute to the harmonization of results to foster a comparable understanding at the international level.

Core results obtained at the national level should be inserted into the respective Data Table, including every disaggregation produced according to key demographic variables. The completed Data Tables, raw data and calculations must be sent to the national leading partner and the UNESCO CDIS Team for validation and approval.

Note: Particular attention should be accorded to the construction of the 22 CDIS core indicators. Once approved and validated, they will lead to the creation of the national Culture for Development DNA and the UNESCO CDIS Team will include them in the UNESCO CDIS Global Database.

There may be situations where some of the core indicators cannot be constructed at the national level. This is not a failure in itself, as the UNESCO CDIS is also intended to help strengthen national statistical systems in the field of culture by helping to identify their major strengths and gaps. The lack of relevant data sources offers valuable information that may have positive implications. For example, after realizing that they had no reliable statistical information in a particular area, some of the countries from the implementation test phases initiated measures to include specific questions on cultural participation in their future surveys.

b. Developing alternative indicators if necessary

When technical issues or insufficient data prevents following the Methodology Manual's recommendations and calculation methods for a core indicator, the local contractor(s) should consult the national statistical agency or other data-holding institutions to determine alternative data sources. Together with the national leading partner and the UNESCO CDIS Team, the local contractor(s) will establish alternative indicators for the country.

The definition of this alternative indicator, its purpose, data sources and calculation method must be described in detail in the Technical Report, and the results should be included in the Data Tables by adding an additional sheet.

c. Proposing additional indicators if possible

In some cases, it may be useful to construct additional indicators to obtain a more accurate and precise understanding of the studied dimension. The development of additional indicators is particularly recommended for priority national policy areas, where these indicators would better illustrate the relations between culture, development and this particular policy area. It may also offer an additional use to the statistical efforts undertaken locally.

The definition of the additional indicators, their purpose, data sources and calculation method must be described in detail in the Technical Report, and the results should be included in the Data Tables by adding an additional sheet.

4. Drafting the Technical Report

The Technical Report will clearly present the methodological process and statistical validity behind the development of the UNESCO CDIS at the national level.

Drafting the Technical Report should be done in parallel to data collection and processing. The relevant section for each dimension should be drafted as soon as the corresponding Data Table has been finalized and approved. At this time, the development process will still be fresh in the local contractor(s)' minds, increasing accuracy and inclusion of important methodological details.

The Technical Report should include the following sections:

- Implementation process at the national level: main partners involved, working methods employed, etc.;
- Construction of the indicators at the national level: description of the data sources and calculation methods for each indicator, main technical challenges encountered, etc.;
- The Use of the CDIS for advocacy, policy-making and other development purposes: relevance of the results for advocacy and policy-making according to the national context.

It should be submitted to the national leading partner and the UNESCO CDIS Team for peer review, along with the final Data Tables for the seven CDIS dimensions.

For more detailed information about the requirements for the content of the Technical Report, please refer to the *Technical Report Guidelines* in Appendix II.

V. DATA ANALYSIS PHASE: BRINGING DATA TO LIFE

The Data Analysis phase begins once the core indicators, including disaggregation, along with any additional and alternative indicators have been constructed and approved.

The Data Analysis Phase includes:

- Illustrating results with infographics;
- Researching and reviewing relevant national policies;
- Producing the draft Analytical Brief.

Key tools to facilitate data analysis include:

- Methodology Manual (particularly the "guidelines for interpretation of results" sections);
- Data Tables for each of the seven dimensions;
- National Technical Report.

1. Developing Infographics

a. Infographics

Infographics are visual representations of information, data or knowledge that help to explain complex information. They will assist in the presentation of results at the Final Workshop and increase comprehension and communication of major findings and results.

Once the Data Tables and the Technical Report have been peer reviewed and approved by the national leading partner and the UNESCO CDIS Team, the local contractor(s) should create infographics of the national results for the core indicators and any alternative or additional indicators.

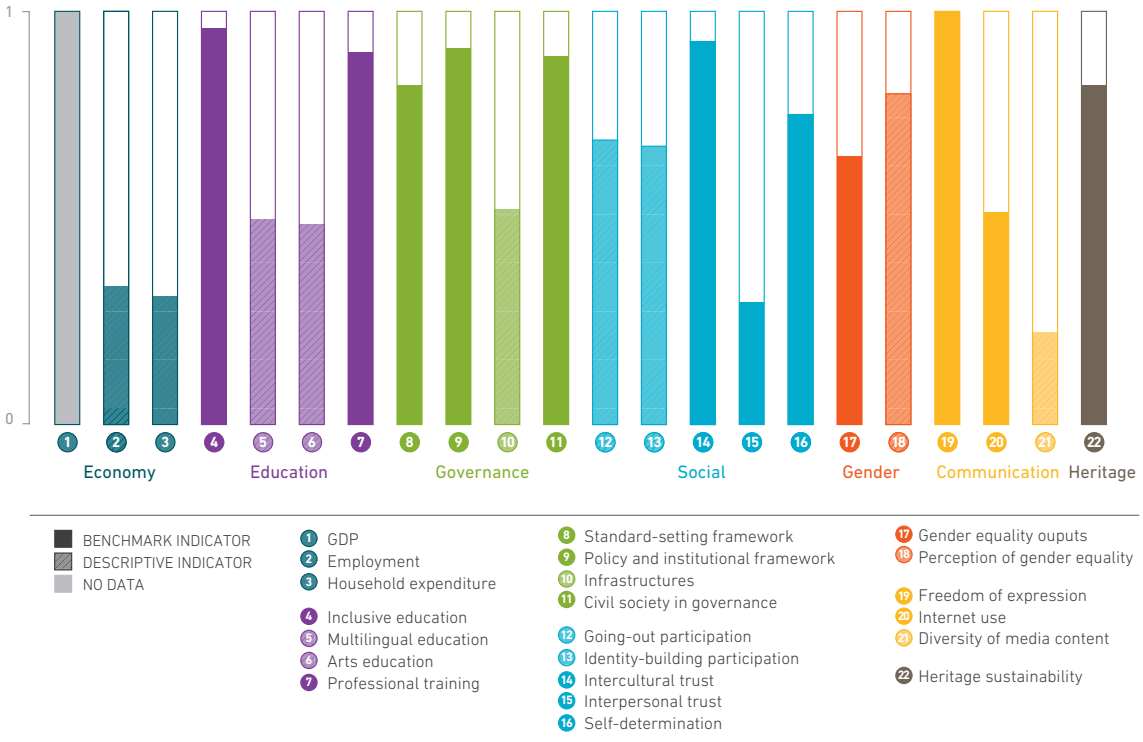
A number of graphs have been inserted into the Data Tables to automatically generate infographics for several CDIS indicators. For example, in the Governance dimension, graphs are automatically generated and will help visualize the results upon correct completion of the Data Table. In other cases, and depending on the disaggregation obtained at the national level, specific infographics should be created using the test countries' graphics as a model and respecting the "color codes" of the CDIS.

b. Culture for Development DNA

The Culture for Development DNA is inspired by the concept of DNA, or deoxyribonucleic acid, which is the hereditary material in humans and almost all other organisms. The order, or sequence, of a limited number of components (chemical bases) determines the information available for building and maintaining an organism. Likewise, each country's culture and development components are structurally very similar, yet they may be organized and expressed in many different ways, making each Culture for Development DNA unique. The analogy with the DNA structure helps to represent in a simple manner the complex and constantly changing relationship between culture and development. It helps to illustrate the environment and particular conditions resulting from a matrix of policies, measures, trends and attitudes that, in a given country, affect the contribution of culture to sustainable development.

The DNA of each country is generated by the UNESCO CDIS Global Database set up to consolidate the country results of the core indicators. The Culture for Development DNA is represented by a bar code with 22 bars summarizing the results obtained at the national level for the 22 core indicators:

- Indicators of a same dimension are grouped by color. Each color thus illustrates one of the 7 CDIS dimensions;
- Benchmark indicators are represented by a solid colored bar while descriptive indicators are represented by a patterned bar;
- When a core indicator has not been constructed due to the lack of relevant data, the bar is colored in grey.



The Culture for Development DNA has been created to facilitate a transversal analysis of indicators and a synthesis of the inclusive and multidimensional contribution of culture to development at the national level. It also allows for a comparative understanding of results among countries while avoiding rankings.

2. Policy Review

The construction and visualization of indicators should be accompanied by analysis and policy research in order to contextualize and explain national results, identify strategic entry points at the national policy-making level and propose targeted recommendations for national development objectives and cultural policies.

Policy review, which is the first step in the process of drafting the Analytical Briefs of the national CDIS results, should include:

- Overview of national development strategies, paying special attention to the place given (or not) to culture within them;

- Overview of cultural policies in place;
- Overview of key national policies related to the seven dimensions of CDIS in which culture plays a role (e.g. education, communication, etc.);
- A mapping of existing statistical or research initiatives in relevant fields (well-being, happiness, post-2015 development agenda, etc.).

3. Drafting the Analytical Brief

The Analytical Brief summarizes and interprets the CDIS results framing them within the national context and current policy priorities. It is a concise analysis that includes concrete and sound policy messages to focus political attention and foster public debate on culture and development. It offers recommendations for operational uses of the results at the policy and programming levels to a wide range of stakeholders from the public, private and civil society sectors

The Analytical Brief is to be prepared by the local contractor(s). Based on the policy review undertaken (see 2. above) the contractor should both analyze the data and results of each of the seven CDIS dimensions and explore the relationships between dimensions and indicators (transversal analysis).

The guidelines for interpretation of indicators provided in the CDIS Methodology Manual can serve as starting points to reflect on the implications of the results to both the overall scope of the UNESCO CDIS and to policy-making recommendations. They are based on extensive research and field experience relevant to each indicator.

Local contractors are also encouraged to go beyond the guidelines for interpretation when they feel it is appropriate, drawing on their expertise and familiarity with the policy-making and advocacy context, as well as national development strategies and priorities. Draft versions of the Analytical Brief should be shared with the country teams for feedback and validation.

> **Remember:** The Analytical Brief should be prepared by an individual or a team that is familiar with the policy context of the country. If the local contractor(s) conducting the data collection does not have the suitable skills to undertake this task, the national leading partner should discuss this with the local contractor(s) when agreeing on the Terms of Reference and identify who should take on the task.

Some tips for analyzing the results include:

- **Analysis is best when it is a "collective" activity.** The local contractor(s) should consult with key stakeholders in order to get a variety of perspectives. Technical and/or bilateral meetings are useful for both data mapping and processing, as well as for the interpretation of results. The analysis should also be discussed, enhanced and approved by stakeholders at the Final Workshop.

- **Results should be situated within the policy context.** The results need to "speak" to policy makers, development agencies and the general public. Making links between the results and specific national policies or development objectives, and proposing potential new connections are critical to the advocacy dimension of the CDIS.

- **Disaggregation adds meaning to composite results.** The disaggregations by demographic variables of each core indicator, as well as any alternative or additional indicators, significantly contribute to revealing the "real story" behind the numbers. They enrich the analysis, especially related to issues of social inclusion.

- **What is the overall culture and development picture?** It is important to pay attention to the overall picture of culture and development at the national level. The relationships between the dimensions and indicators are as important as the individual results. They highlight the inclusive role that culture plays for development, both as an enabler and as an end in itself.

The Draft Analytical Brief should contain the following elements:

- ***Concise analysis of each of the 7 CDIS Dimensions*** (3 pages per dimension maximum) presenting the national results and major findings on the relationships and interdependencies of culture and development in the area covered by the specific dimension. The results of the core indicators, disaggregation and any additional or alternative indicators developed should be linked to the national context and policy priorities. The purpose of each dimension, as well as the guidelines for interpretation of results for each indicator from the Methodology Manual should be referenced.

- ***Global analysis*** illustrating the Culture for Development DNA (2 pages maximum). The purpose of this section is to offer a cross analysis of the different indicators of the CDIS matrix at the country level, that serves as a summary of the CDIS results. Areas to address include transversal themes such as economic growth, social inclusion, and empowerment. Building on highlights extracted from the individual dimension analyses, major opportunities and challenges for policy-making should be identified.

- ***Implementation section*** (2 pages maximum) providing an overview of the implementation process at the national level and the main partners involved.

- ***Final conclusions*** (2 pages maximum) highlighting the significance or "added value" of the CDIS, detailing the main impacts of the CDIS at the national level in terms of capacity building, data generation and policy-making. It should summarize the major recommendations for policy purposes, highlighting the value of obtaining the results that will guide: i) a better inclusion of culture in development strategies plans and measures; ii) the development of evidence-based cultural policies intended to enhance cultural assets for sustainable development.

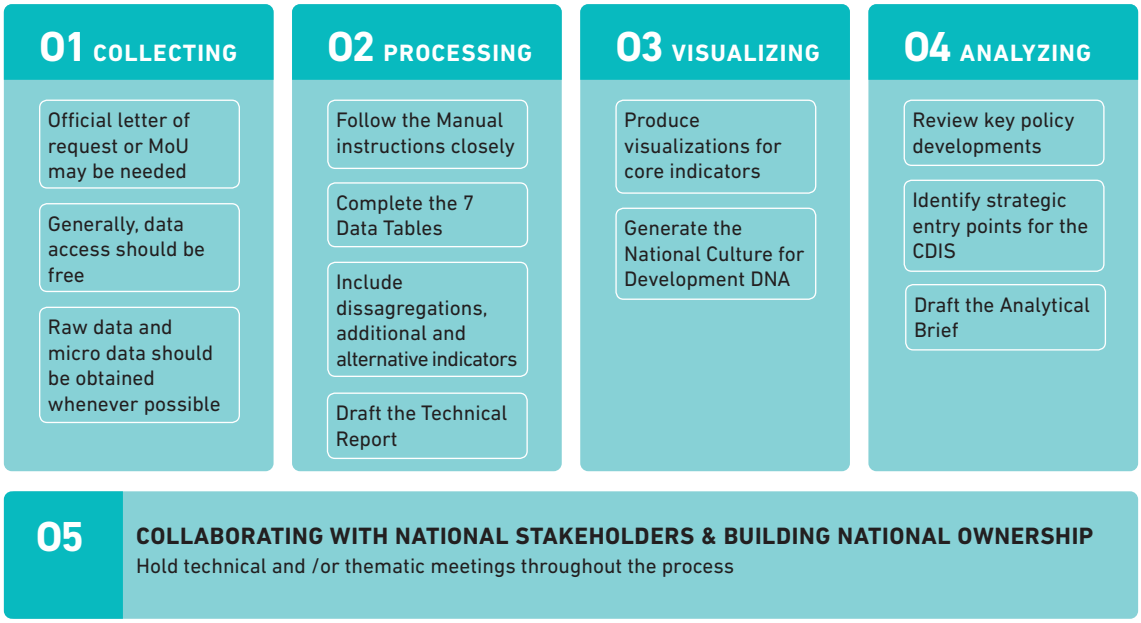
The Analytical Brief should be written using easy-to-understand and non-technical language and be addressed to a large range of stakeholders from the public, private and civil society sectors.

➘ **For more information** on the requirements for the Analytical Brief, please refer to the *Model Terms of Reference for local contractor(s)* found in Appendix I.

The draft Analytical Brief should be peer reviewed and approved by the national leading partner and the UNESCO CDIS Team prior to their presentation at the Final Workshop.

WRAP UP: HIGHLIGHTS OF THE DATA COLLECTION AND ANALYSIS PHASES

The following graph summarizes the main points during the data collection and analysis phases.



VI. RESULTS SHARING AND ADVOCACY PHASE: FOSTERING INFORMED DIALOGUE AND POLICIES

Once the data collection and analysis phases have been completed, the national leading partner and the local contractor(s) can start planning for the "Results Sharing and Advocacy" Phase. This will include the following:

- Coordinating and presenting the results of the CDIS at a Final Workshop;
- Finalizing the CDIS output products, in particular the Technical Report and Analytical Brief;
- Incorporating feedback from the UNESCO CDIS Team, the national leading partner and the Final Workshop outputs;
- Widely disseminating the CDIS national results among targeted stakeholders;
- Raising awareness of the CDIS results and promoting concrete uses at the policy level: 1) to encourage the inclusion of culture in development strategies and 2) guide more effective policies for development that capitalize on culture's added value.

1. Holding the Final Workshop

The Final Workshop brings the stakeholders together to discuss and collectively approve the project results, to engage new relevant stakeholders and to communicate the results to the general public.

The Final Workshop has three main objectives:

- Present the findings and results of the national CDIS implementation process;
- Receive feedback on results to finalize the analysis;
- Raise awareness of the CDIS' results among national development partners, including public bodies, civil society, international and bilateral cooperation agencies, and other relevant stakeholders.

The organization of the Final Workshop, particularly regarding logistics, is very similar to the organization of the Presentation Workshop. The table below describes some of the main activities to be considered in this framework:

ACTIVITY	DATE (APPROXIMATE)
Reservation of the venue	4 weeks prior
Invitation letters	3 weeks prior
Program	2 weeks prior
Preparation of presentation and communication materials	1 week prior

a. Reservation of the venue

The partner responsible for the reservation of the location should be clearly specified in the local contractor(s)' Terms of Reference. During the test phases, locations were often provided by a national public institution or the national leading partner as an in-kind contribution. In general, a larger room than the one used for the Presentation Workshop should be reserved.

b. Participants

Invitation letters should bear the official letterhead and logos of UNESCO and/or the national leading partner, and due reference to the donors should be made, including AECID.

Participants should include:

- The national stakeholders involved in the implementation phase.
- Representatives from the major institutions and agencies in charge of development, cultural strategies and policies at the national level.
- Professional cultural associations and civil society organizations involved in cultural and social areas.
- Bilateral and multilateral agencies.

Attendance of these participants highlights the importance of the Final Workshop to further:

- Increase the policy impact of the CDIS;
- Promote national ownership of the results at the highest political level;

- Raise awareness among the public on culture and development;
- Encourage dialogue and collaboration between the public, private and civil society sectors.

c. Program

The Final Workshop should last one half day (4 hours) or more. The program of the workshop should be determined between the local contractor(s), the national leading partner and the UNESCO CDIS Team, and should be approved by the latter two prior to being shared with participants.

To achieve the main objectives of the Final Workshop, the program should include:

- Brief general presentation of the project's overall objectives;
- Highlights of the national implementation process;
- National results, key findings and analysis of the seven CDIS dimensions;
- The Culture for Development DNA;
- Relationship between the results and national development policies and priorities;
- Major policy recommendations and future uses of the CDIS at the policy level.

Note: Depending on the national context, it may be preferable to organize two workshops. The first workshop would be a technical meeting focused on the collective results and peer-review analysis. The second workshop would be a high level meeting intended for the national authorities to share major findings and to prepare follow up actions and interventions.

It is important that when planning the schedule of the Final Workshop, sufficient time is allocated for discussions that will validate the national results and subsequent analysis, and also address the potential future uses of the CDIS results for policy development.

d. Presentation materials

The Final Workshop will require the preparation of specific presentation materials that should be approved by the national leading partner and the UNESCO CDIS Team prior to their distribution. These include:

- PowerPoint presentation including visualizations of results for the CDIS dimensions and indicators and the national Culture for Development DNA;
- PowerPoint presentation of general conclusions and recommendations;
- Handouts of the draft Technical Report and Analytical Brief.

e. Media Coverage

A comprehensive media strategy for the Final Workshop should be prepared to assist with communicating the project results to the general public and fostering an informed public debate on culture and development.

The Final Workshop should be highly visible with a targeted media strategy that may include:

- Communications materials, such as press releases;
- Interviews with national newspapers and radio;
- Press conferences before and after the Final Workshop;
- Any other relevant media attention.

The national leading partner should lead the media coverage in coordination with the UNESCO CDIS Team. An appropriate spokesperson should be chosen to represent the project. Mention of the donor(s), including AECID, should be made in all interviews and communication materials.

Sources and references for CDIS data dissemination: Any use of information of the Culture for Development Indicators Methodology Manual and Implementation Toolkit should be quoted and distributed under identical terms as the original, acknowledging the source: UNESCO Culture for Development Indicators/G.Alonso, M.Medici/ UNESCO

Any use of the data produced following CDIS methodology should be referenced by quoting the primary national or international source as well as the UNESCO Culture for Development Indicators as follows: *Name of the indicator, data and year of reference.* Source: (primary national or international source); Methodology: UNESCO Culture for Development Indicators.

f. Follow-up action

At the conclusion of the Final Workshop, the following documents should be compiled and prepared for the national leading partner and the UNESCO CDIS Team:

- Complete list of participants;
- Brief 2-page report summarizing the main outcomes of the workshop. All presentation and communication materials, including the program, should be included in the annex;
- Photos and/or videos of the meeting.

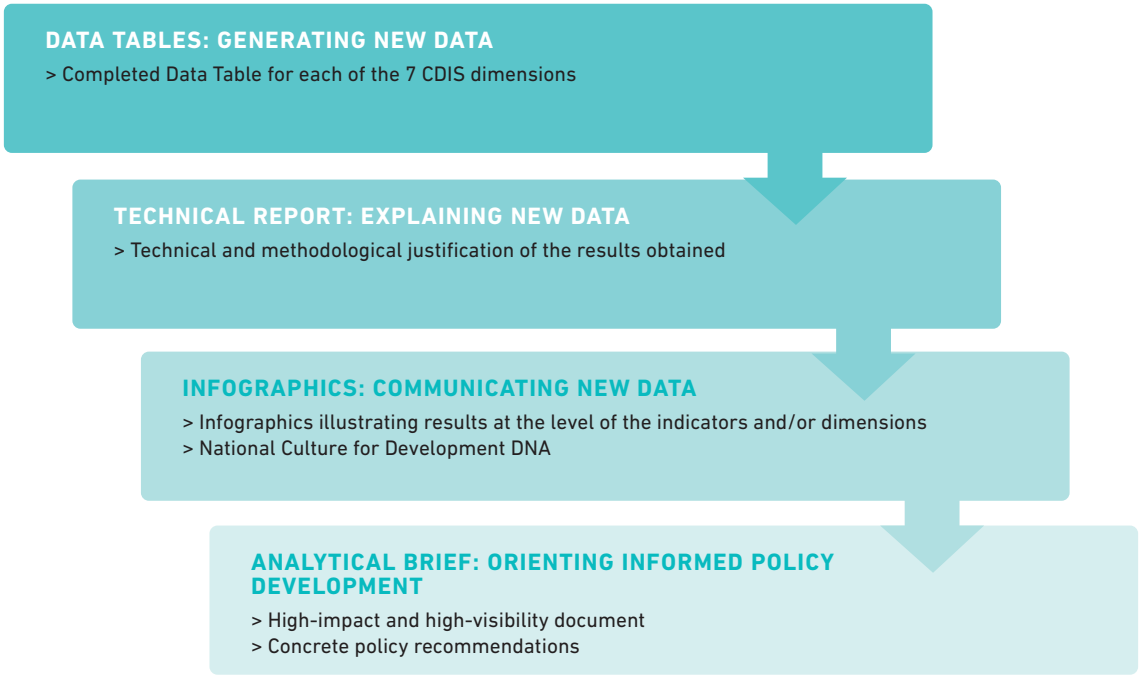
TIP

The products and/or documents to be prepared in the framework of the Final Workshop should be detailed in the local contractor(s)'s Terms of Reference and foreseen in the work plan.

2. Finalizing the CDIS Output Products

After the Final Workshop, the local contractor(s) should update the draft Technical Report and Analytical Brief with the feedback and additional points of analysis gained through discussions with stakeholders during the event. Final drafts of the Technical Report and the Analytical Brief should then be submitted to the national leading partner and the UNESCO CDIS Team for final approval.

The following graphic illustrates the output products of CDIS implementation at the national level:



3. Raising awareness and encouraging concrete policy developments

The implementation of the UNESCO CDIS at the national level is not an end in itself, but rather a starting point for informed discussions involving a large range of stakeholders on the role of culture in sustainable development. These discussions would hopefully lead to concrete policies, measures and statistical works that mainstream culture in development and fully capitalize on culture's added value.

Advocacy and awareness-raising activities that establish the long-term impact of the project results should be coordinated by the national leading partner. These activities should focus on widely sharing the results of the CDIS, ranging from the production of new data to the reinforcement of statistical capacities, and strongly encouraging concrete uses at the policy level. Depending on the national context and priorities, different initiatives could be undertaken, for example:

- Developing a communications strategy focusing on target stakeholders and audiences;
- Producing specific communications materials illustrating new data and key messages;
- Preparing media briefings and contacting relevant media to share the results;
- Ensuring that the CDIS Output Products are available online on UNESCO's webpage and other relevant webpages (national leading partner, Ministry of Culture, etc.);
- Disseminating the results online and in hard copy among key stakeholders, policy makers, civil society, donors and other key development agencies;
- Presenting the national CDIS results in national and/or regional forums and events;
- Organizing follow-up and working meetings with the major stakeholders and potential audiences (i.e.: develop statistics in a particular subject not yet covered; further adapt certain indicators to better suit the national context and monitor policy implementation, etc.).

The experience during the test phases has demonstrated the importance of these advocacy and awareness raising activities in achieving concrete results, such as:

- Mainstreaming culture in national development strategies and/or better positioning culture's core and transversal role in future national development strategies;
- Adapting and improving concrete indicators and including them in the national development plan and/or concrete policy monitoring schemes;
- Illustrating effective ways of implementing the current development plans and strategies, taking full advantage of culture's added value for sustainable development;
- Establishing and reinforcing monitoring schemes for public action in the field of culture;
- Reinforcing national statistics and generating new key primary data for policy formulation (by producing specific surveys or including relevant questions in existing surveys);
- Orienting change and guiding new policy developments, as well as measures, intended to implement the 2005 Convention and the culture for development agenda.

Note: CDIS national results will be added to the UNESCO CDIS Global Database and be widely distributed at the international level. National leading partners should share the outcomes of their awareness raising and advocacy activities with the UNESCO CDIS Team to promote the exchange of lessons learned and to further communicate the impact and potential concrete uses of the CDIS.

APPENDIX

APPENDIX I

MODEL TERMS OF REFERENCE FOR LOCAL CONTRACTOR(S)

These Terms of Reference provide a generic model to implement the UNESCO Culture for Development Indicators (CDIS) at the national level. The overall structure is to be adapted by each country depending on the specific national context and partners involved.

The implementation of the CDIS can be divided into four main phases: a first preparatory phase of building the country team, screening data sources and developing a work plan; a second data collection phase of collecting and processing raw data and constructing indicators; a third data analysis phase of developing infographics, analyzing and contextualizing the results obtained; and a fourth results sharing and advocacy phase of presenting the final results and raising awareness of the initiative. These four phases can be done by one or more contractors or partners, either by working together or independently.

Certain tasks listed below (in particular those regarding the organization of workshops) may be removed from the local contractor(s)' duties if they are to be carried out by another stakeholder, usually the national leading partner.

Most likely there will be different local contractors involved in the CDIS implementation. It is essential that the division of tasks and responsibilities is clearly defined in their respective contracts, and that all contractors and stakeholders are effectively involved in the analysis phase.

Within the project UNESCO Culture for Development Indicators, managed by UNESCO and national leading partner(s), as part of the implementation of article 13 of the Convention for the Protection and Promotion of the Diversity of Cultural Expressions], the contractor will be responsible for the data collection and analysis of the CDIS, and for all aspects of its implementation at the national level. To this end the contractor will:

1. IDENTIFY AND REGULARLY MEET WITH KEY NATIONAL STAKEHOLDERS

Under the supervision of [National leading partner(s)], the contractor is expected to identify relevant stakeholders, which must include the national statistical institute, research institutes, relevant government ministries (e.g. Education, Culture, Communications, Plan, Economy, etc.), NGOs, development agencies, professional organizations and cultural associations.

The local contractor is responsible for carrying out the implementation of the CDIS in collaboration with these stakeholders, which are expected to a) bring together the necessary knowledge and capacities to facilitate data collection and analysis for each of the seven dimensions of the CDIS, b) facilitate the access to relevant raw data, share information and c) offer support and advice for the construction and interpretation of the indicators. Such technical collaboration with national partners is also intended to facilitate and support a participative process of data collection and analysis, fostering national ownership and the sustainability of the CDIS results.

The stakeholders identified should include experts, institutions and organizations with a sound knowledge of the national policy context and proven experience in the following areas: a) data and statistics collection and analysis; b) cultural policies and research; c) economics; d) social sciences – particularly issues related to communication, governance, education and gender equality; e) heritage; and f) development.

Deliverables: List of national stakeholders describing briefly their potential role in the implementation of the CDIS.

2. IDENTIFY DATA SOURCES FOR THE CONSTRUCTION OF THE CDIS AT THE NATIONAL LEVEL

Using the guidance provided in the UNESCO CDIS Methodological Manual and the Implementation Toolkit, the contractor will:

a. Carefully read through each of the seven dimensions of the Methodological Manual and become familiar with the CDIS approach, dimensions, and indicators.

b. Identify the relevant data sources for the construction of the CDIS in [Country], as well as the major challenges or gaps in terms of data availability and any necessary harmonization of data systems (e.g. for the indicators of the Economy dimension). The contractor should prepare a mapping of data sources consisting of a table with the list of the CDIS indicators and specify the data sources that have been identified for each of them.
c. Draft a preliminary work plan reflecting the different activities, accompanied with a timetable clearly setting out provisional dates for completed stages of work and deadlines for submission of preliminary results by dimension.

Deliverables: Preliminary mapping of data sources and draft work plan.

3. COORDINATE A CDIS PRESENTATION WORKSHOP

To this end, the contractor will:

a. Coordinate, in collaboration with [National leading partner(s)], a Presentation Workshop with previously identified technical and institutional national stakeholders intended to:
    i. Introduce the CDIS project and methodology;
    ii. Share the preliminary mapping of data sources and identify new data sources;
    iii. Engage technical cooperation with national stakeholders and adapt the draft work plan accordingly.

The meeting should last approximately [one day].

b. Be responsible for the logistical arrangements of the workshop under the supervision of [National leading partner(s)], and bear all costs for its organization. This includes, among other tasks, the reservation of a suitable venue or location, the establishment of a list of participants, the drafting and timely distribution of invitation letters (previously validated by the [National leading partner(s)]), etc.
c. Be responsible for the major contents to be presented during the workshop and elaborate the workshop's agenda, communication and presentation materials (PowerPoint, etc.).
d. After the meeting, adapt the preliminary mapping of data sources and the draft work plan according to the results of the workshop, and draft a brief report summarizing the contents and exchanges during the meeting (2 pages).

Deliverables: List of participants, invitation letter, agenda, communication and presentation materials, report, photos and/or videos, revised mapping of data sources and revised draft work plan.

4. COLLECT DATA AND LEAD THE PROCESS OF CONSTRUCTING THE INDICATORS FOR EACH OF THE SEVEN DIMENSIONS OF THE CDIS

Following the directions and guidance provided in the CDIS Methodological Manual and the Implementation Toolkit, the contractor will:

a. Validate relevant data sources. With the support of national stakeholders, the contractor will locate relevant data sources necessary for the construction of the CDIS indicators.
b. Collect data and construct the CDIS indicators. Through desk research and the organization of meetings with national stakeholders, the contractor will obtain relevant raw data and construct the indicators of the CDIS. Whenever possible, the contractor is encouraged to disaggregate data by the demographic variables proposed in the CDIS Methodological Manual and Data Tables. When proposed data sources or methodologies of calculation are not available, the contractor must discuss this with the [National leading partner(s)] and the UNESCO CDIS Team in order to jointly develop alternatives.
c. Draft a Technical Report summarizing the national process of the collection and calculation of indicators and detailing the collaborations established with national stakeholders, following the CDIS Technical Report Guidelines.
d. Submit the completed CDIS Data Tables provided by UNESCO.
e. Carry out any additional revision of the Technical Report and the Data Tables after feedback from the UNESCO CDIS Team and the [National leading partner(s)], and prepare the visual presentation of results including the core indicators, as well as any key alternative and additional indicators, respecting the "color codes" of the CDIS dimensions.

Deliverables: Draft Technical Report, Draft Completed Data Tables, as well as the relevant raw data.

5. ANALYZE AND CONTEXTUALIZE THE RESULTS AND DRAFT THE ANALYTICAL BRIEF

The contractor will analyze data and results of each of the seven CDIS dimensions, as well as explore some potential relationships between indicators (transversal analysis). The analysis can be informed by the "guidelines for the interpretation of results" of the Methodological Manual. The purpose of this analysis is to interpret the results framing them within the country context and provide some recommendations at the policy level. The final product will be an Analytical Brief where the analysis will be presented along with the quantitative results in order to promote a better understanding of the latter, and to foster its practical use in the development and implementation of operational policies, measures and programs related to culture and development.

To this end, the contractor will work in collaboration with UNESCO and the main national stakeholders involved in the CDIS initiative to ensure that the final products suit national policy-making purposes.

The Draft Analytical Brief should contain the following elements:

- ***Concise analysis of each of the 7 CDIS Dimensions*** (3 pages per dimension maximum) presenting the national results and major findings on the relationships and interdependencies of culture and development in the area covered by the specific dimension. The results of the core indicators, disaggregation and any additional or alternative indicators developed should be linked to the national context and policy priorities. The purpose of each dimension, as well as the guidelines for interpretation of results for each indicator from the Methodological Manual should be referenced.

- ***Global analysis*** illustrating the Culture for Development DNA (2 pages maximum). The purpose of this section is to offer a cross analysis of the different indicators of the CDIS matrix at the country level, that serves as a summary of the CDIS results. Areas to address include transversal themes such as economic growth, social inclusion, and empowerment. Building on highlights extracted from the individual dimension analyses, major opportunities and challenges for policy-making should be identified.

- ***Implementation section*** (2 pages maximum) providing an overview of the implementation process at the national level and the main partners involved.

- ***Final conclusions*** (2 pages maximum) highlighting the significance or "added value" of the CDIS, detailing the main impacts of the CDIS at the national level in terms of capacity building, data generation and policy-making. It should summarize the major recommendations for policy purposes, highlighting the value of obtaining the results that will guide: i) a better inclusion of culture in development strategies plans and measures; ii) the development of evidence-based cultural policies intended to enhance cultural assets for sustainable development.

The Analytical Brief should be written using easy-to-understand and non-technical language and be addressed to a large range of stakeholders from the public, private and civil society sectors.

The contractor will also carry out any additional revisions of the draft briefs to incorporate feedback from UNESCO and [National leading partner(s)].

Deliverables: 1 Analytical Brief of maximum 30 pages.

6. COORDINATE AND PRESENT THE CDIS' RESULTS AT A FINAL WORKSHOP

To this end the contractor will:

a. Coordinate, in collaboration with [National leading partner(s)], a final workshop for the presentation of results to the national technical stakeholders associated to the initiative, major political stakeholders related to the formulation and implementation of development strategies and cultural policies, as well as international development agencies. The workshop is intended to:
    i. Present the findings and results of the CDIS national implementation process;
    ii. Solicit feedback on data collection and analysis to enhance the validity of the results;
    iii. Raise awareness and the profile of the CDIS results among national development partners, including

international and bilateral cooperation agencies, public bodies, civil society and other relevant stakeholders.

b. Be responsible for the logistical arrangements of the workshop under the supervision of [National leading partner(s)], and bear all costs for its organization. This includes, for instance, the reservation of a suitable venue or location, the establishment of a list of participants, the drafting and timely distribution of invitation letters (previously approved by the [National leading partner(s)], etc.
c. Be responsible for the main content to be presented in the workshop and develop the workshop's agenda, communication and presentation materials (PowerPoint, etc.).
d. After the meeting, draft a brief report summarizing the contents of and exchanges during the meeting (2 pages).

Deliverables: List of participants, draft invitation letter, agenda, communication and presentation materials, report, photos and/or videos.

7. PREPARE COMMUNICATIONS AND ADVOCACY MATERIALS

a. The national workshops are a key advocacy platform for the CDIS. Any communication materials produced for the workshops, along with a list of invited participants, should be approved by UNESCO and [National leading partner(s]) prior to the presentation meetings and duly mention the support of the donors, including the Spanish Agency for International Development Cooperation (MAEC/AECID). For communication purposes, the contractor is requested to take photographs/videos during the workshops, to prepare a short report of each meeting providing elements for webpage news (including quotations of participants if possible) and to share these with UNESCO and [National leading partner(s)];
b. Any use of the data produced at the country level in the framework of the CDIS implementation (particularly for communication purposes) should be accompanied by an acknowledgment of the primary national or international source as well as the UNESCO Culture for Development Indicators following this example: *Name of the Indicator, data and year of reference. Source: (primary national or international source); Methodology and calculation: UNESCO Culture for Development Indicators.*

8. WORK IN CLOSE COLLABORATION WITH UNESCO, [NATIONAL LEADING PARTNER(S)] AND OTHER COUNTRY TEAMS

UNESCO CDIS Team and [National leading partner(s)] should regularly be informed of the progress and difficulties in the data collection and analysis process. Similarly, it is required to communicate with members of other country teams in order to create a collaborative "virtual" network providing support and advice. This entails:

a. Providing regular updates of the implementation process;
b. Sharing information, documents, questions and experiences with members of the other country teams.

9. PREPARE AND SUBMIT THE FINAL OUTPUT PRODUCTS OF THE CDIS

To this end, the contractor will prepare and submit the following:

a. **Technical Report** following the UNESCO Guidelines for the CDIS Technical Report;
b. **Completed and finalized CDIS Data Tables** for each dimension, along with relevant raw data;
c. **Analytical Brief**;
d. **Annexes**, including all related information and communication materials produced, photographs/videos and any other documentation deemed relevant by the contractor.

Deliverables: Final Technical Report, Completed Data Tables, Analytical Brief, Annexes.

APPENDIX II

TECHNICAL REPORT GUIDELINES

The Technical Report aims to:

1. Clearly present the technical and methodological process behind the construction of the national results of the UNESCO Culture for Development Indicators (CDIS), and
2. Briefly illustrate the analytical and contextual framework of the implementation of the CDIS at the national level, which can provide insights into the broader significance and policy implications to be reflected in the CDIS Analytical Brief.

The Report will be the basis of discussion during the final presentation meeting and be an important part of the communications strategy to spread awareness of the CDIS among stakeholders and development partners at the national and international levels.

These guidelines set out a model of presenting the results of the CDIS in your country, in order to facilitate their analysis and establish a framework for a comprehensive overview of the pertinence of each indicator and dimension.

The following model can be adapted to suit national contexts. While the main sections should remain unchanged, we strongly encourage you to add information that you consider could add value to the analytical process. If there are questions that are not relevant for your country, you are not required to give a response. The list of questions should act as a prompt for reflection or as a guide for answers.

1. IMPLEMENTATION PROCESS AT THE NATIONAL LEVEL

This section covers **the context, the process and the approach with which the CDIS has been implemented at the country level**, such as:

- General conditions and context: this includes an overview of the national context, the national statistical system and data availability, as well as the national development priorities related to culture (e.g. national context and background in which this initiative is inserted);
- Main institutions and organizations that actively participated in the construction of the indicators and the process of implementing the CDIS in your country;
- Methods and process used to construct the indicators of the CDIS (e.g. desk research, national meetings, face-to-face working meetings, memorandums of understanding signed, etc.);
- Any issues, questions or challenges encountered during the application of the CDIS (e.g. statistical obstacles and issues, difficulty completing the core indicators demanded, time constraints, etc.).

2. CONSTRUCTION OF THE INDICATORS AT THE NATIONAL LEVEL

This section is the most important as it describes the methodology employed in each country to construct the CDIS. It should include **clear and detailed explanations of the methodology and technical aspects related to the construction of the core indicators[1] proposed in the Methodology Manual** as well as the alternative[2] and additional[3] indicators and should be accompanied by the relevant raw data used and the completed CDIS Data Tables.

This part of the Report should be divided into seven sections, one for each dimension of the CDIS. The methodology employed to construct each dimension should be presented separately, and likewise, within each dimension, each indicator should be addressed individually.

For the **core indicators**, in addition to the results, the following information should be provided:

- Identification of the data sources and their relevance at the national level;

1. The core indicator is the recommended indicator that is to be calculated by closely following the methodology provided in the CDIS Manual.
2. An alternative is either an alternative suggested in the manual or a nationally proposed alternative indicator that provides the same information as the core indicator.
3. An additional indicator is an indicator constructed at the national level in order to go beyond the requested information in the manual thus obtaining a more accurate and precise vision of the studied dimension.

- Detailed raw data, calculations and formulae of the indicators;
- Technical issues and limitations of the constructed indicators;
- Explanation of the disaggregations elaborated according to key demographic variables.

Whenever possible, the priority should be placed on completing the CDIS using the methodology for the core indicators. These are the indicators that will be integrated in the UNESCO Culture for Development Database and will allow comparability between countries at the international level.

In the case that certain core indicators cannot be constructed for your country, **alternative indicators** can be developed after consultation with the UNESCO CDIS team. In order to obtain a more complete picture of the studied dimension and bring to light the linkages and issues particularly relevant for the national context, **additional indicators** may be developed. For all alternative and additional indicators, the following elements should be provided:

- A clear explanation of why the core indicator was not applicable (in the case of alternative indicators), or why complementary indicators provide a more complete picture (in the case of additional indicators);
- Definition of the alternative or additional indicator developed;
- Identification of the data sources and their relevance at the national level;
- Detailed raw data, calculations and formulae of the indicator;
- Technical issues and limitations of the constructed indicator.

3. THE USE OF THE CDIS FOR ADVOCACY, POLICY-MAKING AND OTHER DEVELOPMENT PURPOSES

The objective of this section is to describe the **relevance of the CDIS for advocacy and policy-making, especially regarding national development objectives and cultural policies for development**. You may find it useful to consult with UNESCO Field Offices and national stakeholders (or other development experts) while preparing your responses. You may also find it helpful to incorporate comments made on the topic during CDIS workshops. The responses in this section should summarize the findings and serve as a basis for the elaboration of the comprehensive Analytical Briefs for policy purposes. To this end, we recommend including responses to the following questions in the Technical Report *(please be as exhaustive as possible and list the outcomes generated giving concrete examples and references)*:

- Has the CDIS generated new data in your country? Which one? *Please be precise about the new data generated.*
- Has the CDIS given exposure to already collected data but not used previously by stakeholders in the culture or the development sectors? Has the CDIS helped to strengthen national efforts to generate cultural statistics? In which way? *Please mention any concrete initiatives taken and dates foreseen either to launch new surveys (e.g. on cultural participation), to include new questions/modules on existing surveys (e.g. household consumption, employment surveys) or institutional partnerships established (e.g. Ministry of Culture /National Statistical Office) as a result of the CDIS process.*
- Do you think that the CDIS results could contribute to advance the culture and development agenda in the national context? How?
- Is the CDIS useful for advocacy and awareness in the area of culture and development? How?
- Has the CDIS promoted inter-institutional dialogue around culture and development issues? How?
- What is the relevance of the CDIS results in regards to cultural policies for development?
- What is the relevance of the CDIS results in regards to national development objectives and strategies and/ or the Millennium Development Goals?
- Do the different dimensions and indicators facilitate the identification or measurement of national development objectives and the assessment of improvements in the Millennium Development Goals? How?
- Are there any proposals to continue working with the CDIS (e.g.: periodic renewal of results) or to continue working on certain indicators?
- Which institutions and organizations have shown an interest in using the results of the CDIS? For what purposes?
- What is the sustainability of the CDIS in your country? What strategies should be pursued to increase its impact?
- Other?

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Facts and figures to put culture on the development agenda

This Toolkit is expressly designed to assist in the implementation of the UNESCO Culture for Development Indicators (CDIS) Methodology Manual for the construction of 22 indicators over seven dimensions, examining the multidimensional role of culture in sustainable development.

The Toolkit offers a practical approach, using lessons learned from the test phase experiences in 11 countries. It looks at critical questions such as who to involve and how to collect data, offering helpful tips, techniques and advice to guide you through the implementation process from start to finish.

The process of implementing the CDIS methodology starts with fostering ownership and goes through four main phases: Prep, Collect, Analyze and Share. This Toolkit guides you through the various phases:

- Fostering ownership: Roles of Key Partners and Stakeholders
- Preparatory Phase: Launching a Participative Process
- Data Collection Phase: Building Indicators and Generating New Data
- Data Analysis Phase: Bringing Data to Life
- Results Sharing and Advocacy Phase: Fostering Informed Dialogue and Policies

Using this Toolkit with the Methodology Manual, you'll achieve the main objectives of the CDIS:

- Providing evidence-based justification for the inclusion of culture in national and international development strategies and plans;
- Gathering new data for informed policies and monitoring systems for culture;
- Building capacities in data collection and analysis on culture and development;
- Promoting awareness of culture's inclusive role in sustainable development through participative inter-institutional dialogue;
- Fostering a comparable understanding at the international level.

The CDIS contributes to implement the 2005 Convention for the Protection and Promotion of the Diversity of Cultural Expressions and the United Nations Resolutions on Culture and Development.

"The CDIS Implementation Toolkit is a must read ... it recognizes the need to adapt to what works best for your context and situation and offers great tips for obtaining the CDIS indicator results."

Namaro Yago, Chief Statistician,
National Statistical Office Burkina Faso

United Nations
Educational, Scientific and
Cultural Organization

Diversity of
Cultural Expressions

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