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para la Educación,
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联合国教育、
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• Diversity of
• Cultural Expressions

• Diversité
• des expressions
• culturelles

• Diversidad
• de las expresiones
• culturales

• Разнообразие форм
• культурного
• самовыражения

• تنوع أشكال التعبير
• الثقافي

• 文化表现形式
• 多样性

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INFORMATION DOCUMENT

This document presents a stakeholder outreach strategy, in accordance with the request made by the Conference of Parties in its Resolution 6.CP 12.

1. At its sixth session (June 2017), the Conference of Parties for the Protection and Promotion of the Diversity of Cultural Expressions (hereinafter referred to as "the Conference of Parties") requested the Intergovernmental Committee for the Protection and Promotion of the Diversity of Cultural Expressions (hereinafter referred to as "the Committee") to elaborate a stakeholder outreach strategy in order to consolidate and expand the innovative approach to governance it has taken at the international level (Resolution [6.CP 12](#)). At its eleventh session (December 2017), the Committee requested the Secretariat to prepare a draft of this strategy, which it received and examined at its twelfth session (Decision [11.IGC 5](#)).
2. At this twelfth session (December 2018), members of the Committee congratulated the Secretariat and indicated that it provided a more strategic framework to the existing approach towards stakeholders in this area. They also noted that the strategy was a starting point to improve the involvement of civil society organizations in the work of the Convention's statutory bodies and to strengthen collaboration. The Committee expressed its support for the draft stakeholder outreach strategy and requested that it be forwarded to the seventh session of the Conference of Parties (Decision 12.IGC 11).
3. This document presents the strategy to inform Parties. It is based on the knowledge exchange approach developed by the World Bank in its 2017 publication, *The Art of Knowledge Exchange: A Results-Focused Planning Guide for Development Practitioners*. This approach was designed on the basis of a peer-to-peer learning model aimed at connecting different levels of stakeholders at individual, institutional and systemic levels. The goal of this model is to build capacities, confidence and convictions among these different levels of stakeholders. Through knowledge exchange instruments and activities, stakeholders are empowered to make change to the environments in which they operate, to affect policies and norms as well as to strengthen institutions. Through access to practical knowledge and proven results, stakeholders become agents of change to design and implement innovative initiatives and sustainable solutions to development challenges.
4. The knowledge exchange model adopted by the World Bank has similar characteristics to the approach developed to implement the Convention at the global and country levels. It can therefore inspire the articulation of a stakeholder outreach strategy whose *purpose* is to establish, develop and consolidate sustainable collaborations with a vast array of stakeholders to promote the diversity of cultural expressions. Stakeholders can be defined as government agencies or bodies, civil society/non-governmental/professional organisations, private sector enterprises and associations, media and academia/research centres.
5. These various stakeholder groups will not all have the same interest or motivation to mobilize for the Convention nor will they have the same type of capacities to act. Some will be *implementation partners*, *collaborators* on a specific project, *advocates* for specific goals of the Convention or *influencers* that have the power to convince large numbers of people to act. Therefore, any stakeholder outreach actions will require different modes of engagement and of communication whether it be for fundraising, advocacy or networking purposes, to affect policies, strengthen institutions and/or professional capacities.
6. The *anchor* of the stakeholder outreach strategy is found in the text of the Convention to establish innovative partnerships, to pursue international cooperation and cultural exchange, to provide international assistance for development, to share expertise as well as information and data on good policy practices.
7. The *direction* of the stakeholder outreach strategy is expressed in the four long term goals deemed priority by its stakeholders in recent years. Through this strategy, it is expected that Convention stakeholders will engage in activities in order to :
 - support sustainable systems of governance for culture;

- achieve a balanced flow of cultural goods and services and increase the mobility of artists and cultural professionals;
 - integrate culture in sustainable development frameworks; and
 - promote human rights and fundamental freedoms.
8. The larger development context for the Convention's stakeholder outreach strategy is the 2030 Agenda for Sustainable Development, with its results contributing innovative ideas and initiatives from the cultural and creative sectors that promote gender equality (SDG 5), fundamental freedoms (SDG 16), quality education (SDG 4), economic growth and decent jobs (SDG 8), equality between countries (SDG 10) and global partnerships (SDG 17).
9. The success of the stakeholder outreach strategy will depend on overcoming a diverse range of challenges that are presented in the [2018 Global Report](#), "Re|Shaping Cultural Policies". In terms of governance issues, for example, some of the main challenges that the strategy can address through short, medium or longer term engagements with diverse levels of stakeholders are:
- the lack of relevant data and information that is required for informed governance;
 - fragile dialogue and networking between different levels and areas of government, civil society organizations and academia that is necessary for participatory policy making;
 - limited capacity to assess and monitor the impact of policies and measures that contributes to transparency;
 - insufficient policy instruments and institutional capacities to strengthen regulations for the cultural and creative sectors;
 - insufficient funds to support projects that contribute to the implementation of the Convention's development objectives to support dynamic cultural and creative sectors (e.g. through the International Fund for Cultural Diversity (IFCD), Official Development Assistance (OPD) contributions, etc.).
10. Several types of instruments/activities to facilitate stakeholder outreach and engagement are defined in the World Bank knowledge exchange model. Among those relevant to the Convention's stakeholder outreach strategy are:
- *Physical meetings* including *conferences* as a formal event in which a larger number of participants come together to share knowledge on a specific topic/theme or *workshops* that are more structured events focusing on solving problems by working together on a common issue or problem. They are best used for gaining new knowledge, networking and building partnerships.
 - *Expert visits*: sending a technical specialist from a knowledge provider country to a knowledge seeker country in order to do a diagnostic of the situation and provide guidance on a specific issue or challenge. Coaching or mentoring is needed at various stages of implementation.
 - *Knowledge fairs*: events designed to showcase participant's experiences, achievements and innovations and market new programs to donors and potential partners. They are used for forging networks and partnerships, sharing innovations or identifying good practices.
 - *Technical deep dives*: learning experiences focused on a common challenge faced by stakeholders from several countries or cities who come together in a knowledge provider country to learn from local experts and through peer-to-peer exchange.
 - *Multi-stakeholder dialogue and consultations*: facilitated series of conversations among stakeholders to gain multiple perspectives and deeper understanding, reach consensus, or encourage action.

- *Community of practices*: a group of people that interacts regularly on a common topic to learn from one another.
 - *Twinning*: the paring of one institution with a similar but usually more mature institution for a mutually beneficial and long term partnership. It usually involves training and technical assistance activities.
11. The types of instruments/activities listed above form the basis of actions to be organised through the Convention's stakeholder outreach strategy.
12. While not articulated within a stakeholder outreach strategy as such, actions have already been taken to reach out to and engage the Convention's core stakeholders involving Parties (government officials) and non-governmental organizations. Below is an overview of the types of stakeholder outreach activities implemented to date from which lessons can be learned for the future.
- **Sharing information and knowledge with a wide range of stakeholders through physical meetings and virtual spaces**: This activity is pursued through many different types of modalities:
 - a) the conferences/meetings and specialized exchanges/workshops organized during the sessions of the governing bodies on issues deemed priority to members of the Committee, the Conference of Parties and Observers, including civil society organizations. Much progress has been made to include civil society observers in the decision-making processes of the governing bodies and in activities that inform their agenda setting work. More recently, the 1st *Forum of Civil Society Organizations* was held prior to the Conference of Parties in June 2017 and sought to encourage the formation of communities of practice around the Convention's Goals and the policy areas identified in the Convention's monitoring framework. Additional efforts have been made to involve new stakeholders to inform the work of the governing bodies. The *Development Forum* organized in December 2017 was instrumental in building new partnerships with the development cooperation community. The new *Create|2030 Talks* series launched in December 2018 are organized with different types of stakeholders to share practical knowledge and results that could be used to design and implement innovative actions to implement the SDGs through investments in the cultural and creative sectors.
 - b) tailored training and information sessions with key stakeholders and partners such as the Convention's national contact points, National Commissions, field office colleagues and regional experts (Africa, Asia, etc.) intended to improve the level of knowledge on the Convention including its scope and implementation trends. These encounters also act as important spaces to disseminate and encourage the use of the different communication tools, research and training materials developed by the Secretariat as well as to garner feedback on how to improve the uptake of these materials.
 - c) sharing information does not only take place through physical meetings but also through various online and digital tools developed by the Secretariat to reach out to different levels of stakeholder groups. The *knowledge management system* processes large quantities of information and data and *communicates* these results through e.g. the [Policy Monitoring Platform](#). *Audiovisual materials* are produced (e.g. project documentary films) and *awareness raising campaigns* on social media are organized (e.g. to promote gender equality or artistic freedom).
 - **Conducting expert visits to provide Parties with technical assistance**. This type of knowledge exchange activity has been proven effective over the years, resulting in the adoption of new laws, policies and strategies to strengthen the cultural and creative sectors in developing countries. Expert visits are conducted by specialists who are

members of the Convention's Expert Facility (created in 2011) who are engaged to provide on-demand, tailored technical assistance, coaching and mentoring to the Parties. A recent example is in Mauritius where several expert visits were made over the course of an 18 month period to assist the government in designing a new law on the status of artists. A technical specialist was sent to perform a diagnostic and to bring together various stakeholders (artists groups) and government officials (from different ministries) to gain the multiple perspectives required for writing the law. Focus groups were held to discuss local challenges and were used as an opportunity to gather proposals on how the new law could address such challenges. Today, the new law has been drafted in a transparent and participatory manner and is being reviewed by the Parliament for adoption.

- **Facilitating multi-stakeholder consultations and needs assessments.** Such interventions are at the very core of all capacity building and policy monitoring actions undertaken by the Secretariat in more than 40 countries since 2010. Inspired by the text of the Convention for the engagement of civil society in Parties efforts to achieve the objectives of the Convention, a critical mass of civil society actors are brought together with government officials in "teams" to work together on a specific activity. This includes working together on a new policy or sector strategy (e.g. through the design of a new creative industry strategy in Viet Nam or programmes to strengthen the music sector value chain in Morocco) or on the collection and analysis of evidence to inform new policies (e.g. through support for the quadrennial periodic reporting). External evaluations of the Secretariat's capacity development projects indicate that the multi-stakeholder approach combined with the legitimacy of UNESCO as a convening organization has succeeded in bringing together government and civil society stakeholders to discuss cultural issues even in countries where this type of dialogue had not taken place before.
- More recently, the Secretariat has partnered with the European Union to develop new types of activities that could be described as a **mix between technical deep dives and twinning activities**. Such interventions will be implemented in ten countries over the next three years to design and implement policies that contribute to sustainable, regulatory environments for the cultural and creative sectors in developing countries. Under the project, twinning arrangements will be made by pairing institutions and government officials from countries of the global South. Faced with common challenges, stakeholders from one country will come together in a knowledge provider country in a peer-to-peer exchange.

13. The examples of actions undertaken by the Secretariat over the past years will continue to be implemented. Together, they can be seen as first steps towards a more comprehensive stakeholder outreach ecosystem for the future implementation of the Convention. Through this approach, it is expected that the Convention's stakeholder outreach strategy will result in:

- new knowledge for all stakeholders including the potential discovery of new solutions for policy making through workshops, conference and knowledge fairs;
- enhanced skills required for higher quality decision-making through expert visits and twinning;
- improved communication, consensus and collaboration through multi-stakeholder dialogue and consultation;
- enhanced connectivity, improved relationships among peers and increased participation in professional networks through community of practice activities;
- new and improved actions and capacities to innovate through technical deep dives;
- new sources of support and increased funding for UNESCO to implement the Convention, especially through the International Fund for Cultural Diversity (IFCD);

- new partnerships and collaboration with international and regional organisations, civil society networks and professional organisations working in the cultural and creative industries as well as with a new set of stakeholders in related areas such as sustainable development, human rights, women’s rights or media diversity.

14. Should additional resources become available, among the next steps involved in the implementation of the Convention’s stakeholder outreach strategy could be to:

- invite a diverse range of groups and individuals to participate in **new communities of practice** around each of the eleven policy areas identified in the Convention’s monitoring framework. The goal would be to help build new partnerships and networks advocating for action, change and learning opportunities in areas as diverse as gender equality or Aid-for-Trade. These communities could also inform the 2021 edition of the Global Report, Re|Shaping Cultural Policies;
- organise **technical deep dives** around activities identified in the road map to implement the guidelines on promoting the diversity of cultural expressions in the digital environment, a specific challenge faced by countries from around the world. A structured programme of immersive, experiential learning could be organised by UNESCO together with a co-host organisation or country to facilitate peer-to-peer exchange and specialised advice and solutions for stakeholders facing similar challenges in the digital environment (e.g. on the use of metadata in different sectors to ensure discoverability of local content);
- organise a **knowledge fair** involving beneficiaries of the International Fund for Cultural Diversity (IFCD) to showcase the impact of development cooperation investments in culture. Knowledge fairs can be organised around various themes or sectors common to IFCD funded projects. For example, all projects from the global South dealing with music or designing new cultural policies. This would enhance connectivity and strengthen relationships among IFCD beneficiaries as peers across the global South and bring them into contact with donors and potential new partners. By capturing and sharing experiences and achievements, the IFCD could become a “learning driven” fund as recommended in its second external evaluation in 2017.

These and other activities may be organised by the UNESCO Secretariat either at HQ or in the field or by other stakeholders including Parties, civil society networks and organisations, professional organisations, etc.

15. The Convention’s stakeholder outreach strategy is not an end in itself, but rather an essential form of short, medium and longer term engagement needed to raise awareness of the Convention and ensure its implementation and impact to promote the diversity of cultural expressions. Any instrument or activity in future will be conceived as an opportunity to strengthen relationships between stakeholders already engaged, to mobilise new ones and generate broader support, resources and commitment around the goals of the Convention. The long term outcome is a strategy deploying itself globally through an ever growing constituency of informed stakeholders for whom the Convention came to exist.