**Knowledge Management to maximize impact:
Establishing a Knowledge Management System (KMS) on
Culture and Development**

**Knowledge Management Workshop on Culture and Development
28 – 30 March 2011
Sarajevo, Bosnia and Herzegovina**

Participating Joint Programmes:

Culture and Development Thematic Window:
Albania, Bosnia and Herzegovina, Turkey

Conflict Prevention and Peace Building Thematic Window:
FYROM

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April 2011

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1. **Opening Remarks and Presentation of the Knowledge Management System (KMS) project on Culture and Development**

The workshop was introduced with opening remarks by Mr Yuri Afanasiev, UN Resident Coordinator in Bosnia and Herzegovina, Biljana Camur, Assistant Minister for Culture and Science, Sophie de Caen, Director of the MDG-F Secretariat, and José Manuel Argilés Marín, Deputy Chief of the Department of Cooperation and Cultural Promotion, AECID Madrid.

Opening remarks recalled that Culture is an important vehicle for development as well as being a uniting factor contributing to sustainability. The AECID was thus congratulated for having invested in a thematic window on Culture and Development.

The importance of these Joint Programmes was highlighted also with regard to their contribution and support towards achieving national cultural strategies.

It was recalled that the MDG-F Knowledge Management (KM) strategy was based on three pillars: (1) KM activities which are led by the Convenors of the Thematic Windows, (2) Teamworks which, despite its slow start, will be available to Governments and civil society, and (3) Partnerships with UN and non-UN entities. The overall objectives of the MDG-F Joint Programmes were also recalled, namely their contribution to Millennium Development Goals (MDGs), to the UN Reform and the importance of national ownership and leadership.

In addition, it was underlined that Culture and Development has been an important sector for Spanish Cooperation and that Knowledge Management initiatives are a unique opportunity to review what has been done, capitalize on the experience and build knowledge and evidence on Culture and Development. It was also noted that Culture should be looked at both as a sector but also in relation to other sectors such as Education, Health, Environment, Conflict Prevention among others.

All participants were welcome, taking into account that Joint Programme teams were represented by their respective Joint Programme Coordinators, a representative of the main national counterpart and a representative of the Lead Agency. The fact that some additional national counterparts and implementing managers of UN Agencies decided to participate in the workshop at their own cost indicated the importance attached to the Knowledge Management initiative. The participation of representatives of the Joint Programme on Conflict Prevention and Peace Building in FYROM was specifically noted as it was much appreciated that a Joint Programme from another Thematic Window and with a strong Culture component was able to participate in the information sharing with the Thematic Window on Culture and Development.

The UNESCO Headquarters team leading the **Knowledge Management System (KMS) project for the MDG-F Thematic Window on Culture and Development** then introduced the project by providing an overview of the KMS strategy and its specific objectives for the Thematic Window:

▪ **The Thematic Window supports 18 countries** -with 18 Joint Programmes- in the areas of social inclusion and poverty reduction through the promotion and enhancement of cultural resources and assets. A specificity of the Thematic Window relates to the fact that its KMS project began in the autumn 2010 (as the KMS projects of other Thematic Windows), but that **a number of the 18 Joint Programmes on Culture and Development are planned to end in the coming months**. In particular, the Joint Programmes of Albania and Turkey would terminate in June 2011, while that of Bosnia and Herzegovina would come to its end in December 2011.
▪ The Thematic Window operates on an innovative modality: A joint programme mode of intervention to support **national ownership** and the **UN Reform**, which generates considerable

- innovation and knowledge in the field of development policy, notably with the view of contributing to progress in the achievement of **MDGs**.

- UNESCO, in its capacity as the Convenor of the Thematic Window on Culture and Development, had designed a strategy for the elaboration of a Knowledge Management System that aims at **capitalizing on the experience of the 18 Joint Programmes (JPs) on Culture and Development**. This will allow for the sharing of information and expertise, good practices and lessons learnt, as well as for building a corpus of knowledge based on the Joint Programmes' knowledge.

- It was noted that **Knowledge Management** is about capturing, collecting, codifying, creating and disseminating knowledge for use, awareness and learning. It is thus understood that knowledge includes but also goes beyond data as it focuses on people's insight and experience, and that knowledge management includes but also goes beyond knowledge sharing and connecting people, as it requires a different level of investment. At the same time it seeks to respond to the objectives of being impact-oriented and driven by the need to provide value to all stakeholders while keeping KM simple.

- **Specific objectives of the KMS project** for Culture and Development are the following:
    o Showcase the impact of the 18 JPs in terms of development at the national level
    o Scale up visibility and advocacy
    o Build a solid knowledge base on the culture sector as a key for development cooperation
    o Provide experience to improve the overall methodology of design and implementation of culture and development projects
    o Create a community of practice among JP teams for the sharing of experiences, which can contribute to the maximization of impact.

- **Three pillars of work** have been defined:
    i. **Teamworks**: To create a Community of Practice, allow for a continuous knowledge sharing and dissemination of knowledge, raise awareness and store and provide important information on the JPs (networks, products, results).
    ii. **A Questionnaire** specifically tailored to the Culture and Development Thematic Window: To capture and codify targeted knowledge in a systematized manner across all JPs on Good Practices, Lessons Learnt, Impact of the JPs on national development through knowledge on implementing Culture and Development projects per thematic areas, Delivering as One and a focus on Gender as a cross-cutting issue.
    iii. **KMS workshops**: The KMS Workshop in Sarajevo, addressed to Joint Programme teams on Culture and Development of the Europe Region, was the first workshop held within the framework of the Thematic Window.
    The main objectives and expected results of the KMS workshops are to share knowledge and experience amongst JP teams, create networks amongst participants, complement and deepen knowledge on success stories, JP results, lessons learnt, and Delivering as One (as already codified through the questionnaire). Moreover, workshops provide a brainstorming platform to collectively think about results and their actual and/or anticipated impact on MDGs, identify knowledge needs/gaps, discuss the architecture and contents of the Knowledge Management System.

Finally, the KM Initiative of Gender as a cross-cutting issue was highlighted as:
- Strategies and actions for achieving gender equality have been undertaken at the individual Joint Programme level.
- There exist some specific substantive and programming challenges and opportunities within each thematic window or across windows that are central to effective gender equality programming areas, such as applying policy and legal frameworks, financing, women's political participation, and capacity development.
- Lessons derived from the joint programming modality as applied to programming for gender equality across themes will be instructive and important to capture.

2. **Approaches to analyzing information: Culture and Development and Network Analysis; Culture, Development and Millennium Development Goals (MDGs)**

The Thematic Window on Culture and Development had been introduced by Spain within the framework of the MDG-F as an innovative modality, notably to recognize the role of Culture as a driver for development.

In order to provide participants with some additional approaches that may help establishing concrete links between culture and development, and to create an interesting link between the academic world and that of practitioners, two Professors, Professor Walter Santagata, from the University of Turin, Italy, and Professor Gemma Carbó, University of Girona, Spain, were invited to make a presentation on their respective areas of expertise. The professors will also work on the analysis of the replies provided to the questionnaire by the Joint Programme teams.

Professor Walter Santagata made a presentation on impact and network analysis and creative atmosphere. His intervention proposed the idea of applying a network analysis to look into making possible comparisons of generating new nodes and relations, as well as developing the emerging of a "creative atmosphere". Professor Santagata defines a 'creative atmosphere' as a special context in which ideas circulate freely, products and firms production are mainly based on intellectual property and creative activities. He noted that a 'creative atmosphere' is understood as a critical mass involving a city and can be based on the following pillars:

- ❖ The local systems of culture (cinema, performing arts, contemporary art, music, cultural heritage and museums)
- ❖ The culture factories, which are big concentrations of innovation and communication

Moreover, Professor Santagata described that the creative micro-services, based on micro and individual firms providing essential competencies to the general supply chain of a cultural product, and noted that there are four main types of impact:

- ❖ Economic impact (for example in terms of jobs created and income generated)
- ❖ Institutional impact (for example in terms of improved institutional capacity and provision of training)
- ❖ Social impact (for example in terms of respect of gender positions; and of making possible intercultural dialogue)
- ❖ Network impact (for example in terms of personal and group relations; of making sustainable local development based on a real increase in the number of actors and activities)

Professor Gemma Carbó provided an overview of the different areas in the field of culture and development and how they have contributed either directly or indirectly to the achievement of various MDG goals, namely amongst others that:

- ❖ Undoubtedly, a rich and active cultural life stimulates the development of basic skills that facilitate the awareness of education at all levels from primary work (target 3)
- ❖ Participation in cultural life makes inclusiveness easier and helps eliminate gender inequalities (target 4)
- ❖ Culture has a fundamental importance in the changes needed to take an experience of health in accordance with tradition and the incorporation of new practices that help improve the quality of life (targets 4, 5 and 6)
- ❖ The cultural and creative sector offers employment strategies for young people not to emigrate and to devote their knowledge in their own country (target 16)

❖ Possibilities of access to information and cultural communication are enhanced through information technology, moving from passive and receptive situations to become broadcasters and communicators in their own country and their cultures (target 18)

3. **Overview of Joint Programmes and Success Stories**

Each Joint Programme team had the floor for approximately one hour to present an overview of their respective Joint Programme as well as their good practices. Indeed, though all project documents are made available on the MDG-F Secretariat website and Teamworks, it was felt that an introduction by each team was essential for all participants to grasp the context, key objectives and activities of each programme, and then participate in the discussions that followed each presentation.

The importance of showcasing good practices was reiterated during the workshop as this is key, not only within the framework of the Joint Programmes and their respective expected results, but also in terms of advocacy for the future as far as Culture and Development in concerned, and with regard to the joint programming modality.

In practical terms, it was agreed that all presentations should be made based on a common agreement among the members of each Joint Programme team. An interesting and dynamic modality was taken by the Joint Programme team in Turkey, who delivered their presentation in a joint manner - meaning that the Joint Programme Coordinator, the national counterparts and representatives of UN participating agencies took the floor to present a given item of the presentation together with their respective vision on the Joint Programme.

In order to guide the JP teams in delivering their presentations on good practices, a fiche had been distributed prior to the workshop, including common criteria to help define a good practice as well as some few structuring questions to help describe a good practice in more detail, from its conception to its implementation phase and impact.

A discussion followed each presentation and the following may be highlighted:

▪ Globally, the JP teams noted that the **criteria** provided in the good practice fiche, as guidelines assisting the JP teams to identify good practices, were of great use and that they often also guided in the structuring of ideas. With regard to the innovation criterion, it was suggested that it be more clearly specified that innovation refers to all levels, namely UN, national authorities and stakeholders' levels.

▪ All participants agreed that the label "**Success Stories**" was more adequate than "Good Practice" as it is then clearer that the item described will be more related to an activity level rather than to a more macro level encompassing lines of actions and global processes. "Success Stories" also have the advantage of including both programme and process-related successful activities. Clearly, a given activity can be highlighted as the subject and 'heroes' as the actors of the Success Story.

▪ It was agreed that when referring to success stories, it is essential to be able to clearly describe the particular context in which the success story was carried out. As a result, when showcasing a success story, there must be a clear **beginning (context), a middle (process) and an end**, which clearly describes how and why it was a success story. This will allow for a comparison of the before and after situation in order to be able to identify what has changed in a positive manner.

Overall, and given the late stage in the implementation of the Joint Programmes in Bosnia and Herzegovina, Albania and Turkey, the JP teams had several success stories that they were able to share with the rest of the group.

Finally, the JP teams were encouraged to be particularly mindful of the gender dimension and indeed, several of the success stories which were presented a clear gender dimension as women were the beneficiaries of capacity building activities as well as having found employment.

As agreed prior to the workshop, the JP teams would have more time to complete their contributions on their respective "success stories".

4. General impact of the Joint Programmes on the targeted MDGs

It is important to note at this stage that the premise of this section of the workshop (as in the questionnaire) was that JP teams were requested to present on **how their JPs generally impact on the targeted MDGs**. Indeed, this does not necessarily involve a quantitative approach but rather a more general indication of the impact. This is crucial as it not only clearly illustrates the difference between Knowledge Management and Monitoring and Evaluation of the JPs, but also because it allows the JPs to be able to describe certain important impacts of their projects – such as intercultural dialogue for example – which are often quite difficult and complex to measure in quantifiable terms.

Based on the Concept Note of the Workshop and on the questionnaire specifically tailored for the Thematic Window on Culture and Development, the JP teams made presentations on the impacts of their respective JPs and links with MDGs. In accordance with the above remark, this included foreseen and unforeseen results/impacts of JPs as well as how results impacted or were anticipated to impact the targeted MDGs.

Overall, JP teams noted that, while links with MDGs have been made, it was difficult, for certain activities, to be able to make a direct link between those and their impact on the targeted MDGs. This may be attributed to the following factors:
- It was put forward that, very often, the impact is crucial and extremely valuable but can be difficult to measure quantifiably (eg: strengthening intercultural dialogue).
- Moreover, when working on Culture and Development, the impacts of the results are often on the medium and/or long term. Therefore, while the potential impact may be obvious, it is often too early to be able to clearly describe and assess it.
- Finally, it was noted that it is often difficult to measure the exact impact that the JP may have had on a particular location given the myriad of activities and developments that may occur in parallel and unrelated to the JP in the locality in which the JP is being implemented.

Finally, the JP teams requested that certain guiding categorisations be included in the **questionnaire's section on impact**, namely economic impact, social impact, institutional impact and network impact. This would allow for a possible categorisation of the different types of impact/potential impact of the JP actions.

Mindful of the gender dimension, the questionnaire allows for gathering data on the impact of the Joint Programmes on gender.

5. Lessons learnt from the Joint Programmes' experience

The JP teams made presentations of some selected Lessons Learnt from the design and implementation of their respective Joint Programmes.

It is interesting to note that a number of commonalities could be drawn from the presentations of the JP teams:

- There were several **common lessons learnt** on behalf of the JPs. **Sustainability** was a major concern for all JPs, and had been since the beginning.
- Lessons learnt were expressed within the framework of the following phases of the Joint Programmes:
  - Design: The need to be more focused with fewer activities for better and larger impacts, to invest in measuring tools at an early stage, the need to ensure local participation together with national ownership, to ensure counterpart financial contributions from the outset of the programme, and globally, to allocate due time to the inception and design phases.
  - Implementation: The need to be flexible and readjust programming, to define modalities to engage the private sector more actively, to engage in continuous information sharing among the team, to ensure high-level interactions between national counterparts and their local branches.
  - Evaluation: Periodic internal evaluations/assessments along with external evaluations can be very useful.
- In addition, a number of lessons learnt tended to deal with processes, such as issues of coordination, UN Agencies working principles and procedures, and reporting. Indeed, the Joint Programme modality clearly is innovative and MDG-F Joint Programmes will have a strong input within the framework of the UN Reform and the need to ensure national ownership in development initiatives.

6. Questionnaire on Culture and Development

A questionnaire specifically tailored to the needs of the Culture and Development Thematic Window was prepared within the framework of the KMS project in order to gather, in a systematized and organized manner, the same type of information across all 18 Joint Programmes of the Thematic Window.

The JP teams of Albania, Bosnia and Herzegovina and Turkey were the first to receive the questionnaire and were asked to complete it, as much as possible, prior to the workshop.

Time was set aside during the workshop to gather feedback on the questionnaire, with a view to identify knowledge needs and gaps as well as to refine the questionnaire and present an updated version to all Joint Programme Teams. To do so, **break-out sessions were organized around three different themes**: (i) How to collect and codify information on "Success Stories", (ii) on "Lessons Learnt", and (iii) on overall data on Joint Programmes including their outputs/results/general impacts on MDGs. The rapporteur of each group, a Joint Programme Coordinator, then provided a short presentation of the results of the respective discussions in the course of the next workshop session.

Overall, the questionnaire was very positively received by the Joint Programme teams, who saw it both as user-friendly, not too heavy in terms of adding to their workload, as well as very useful in terms of Culture sector definition/codification and grasping the information of their respective Joint Programmes.

Very useful and structuring comments were also made by the AECID as well as the professors and experts.

In practice, the break-out session modality proved very useful in gathering the comments of all participants, who were left the time and to think through and express their views.

7. **Teamworks and the KMS architecture for the Culture and Development Thematic Window page**

During the workshop, time was dedicated to Teamworks from two perspectives: The functionalities of the e-tool as well as the proposed architecture for the KMS page on Culture and Development.

The Teamworks functionalities were presented to the participants based on the presentation provided by the MDG-F Secretariat to whom thanks are extended in this regard. The main functionalities of the tool as well as the plethora of opportunities to join various spaces and connect with other UN groups, available 'at a click' were presented. It was noted that UN agencies, national counterparts and other trusted members of the Community of Practice would be invited into Teamworks. In practice, it was agreed that invitations would be made via the JP Coordinator of each Joint Programme team (or his proxy), who would then provide a consolidated list of people that they would like to invite on the Culture and Development Thematic Window page. A matrix was circulated in this regard to all JP Coordinators after the workshop.

The UNESCO Headquarters team then presented the proposed KMS architecture of the Culture and Development page on Teamworks, which was, in turn, validated by the participants.

8. **Main outcomes and Conclusions**

- Important points noted on general programming:

  - *Sustainability and continuity* were a main concern for all JPs and all JPs agreed that national ownership is crucial in ensuring this.
  - It was agreed that *due time ought to be allocated* to the inception and design phases.
  - There was consensus that it is preferable for programmes to be *focused* and to have few activities. However, programmes with large number of activities must ensure full synergies and complementarities amongst all their activities.
  - Where *important impacts of the programmes cannot be measured in terms of quantitative means* – for example promoting intercultural dialogue – it is important to be able to illustrate this (and the questionnaire and fiches help in this respect) by explaining the 'before' (context) and the 'after,'. Communication and visibility are also important parameters. By indicating -for example- concrete ways of promoting intercultural dialogue, one is able to showcase an important achievement which is not immediately quantifiably measurable. This is also why the KMS project is important in terms of providing the space for each JP to be able to scale up key achievements and provide the Joint Programmes with extra visibility, communication and advocacy.
  - Given that impact can sometimes only be *visible in the longer run*, the KMS project allows for the presentation of *potential impact in a more general way to MDGs*.

- Questionnaire:

  - **Success Stories**: It was agreed that "Good Practices" would be more appropriately renamed "Success Stories". Moreover, the success stories fiche of the questionnaire was restructured in order to capture relevant information more effectively.
  - **Lessons learnt**: The changes on this fiche centre primarily on differentiating between lessons learnt at the design and inception phases and at the programme implementation level.
  - **Main body of the questionnaire**: All JP teams agreed that the questionnaire was both useful and important, and that it did not burden JP teams in terms of workload. There were some

comments on how to fine tune it and ameliorate it, which were taken into account by the UNESCO Headquarters team and it was agreed that a new version (bearing also the changes brought to the success stories and lessons learnt fiches) would be distributed to all JP teams following the workshop. Two additional weeks would then be given to the JP teams in order to complete and return it.

- <u>Teamworks</u>:

  - ❖ **Invitation to Teamworks**: It was agreed that any invitations to Teamworks from each JP's community of practice would be centralized through the JP Coordinator who would, prior to communicating the names and e-mails to the KMS Focal Point for Culture and Development, consult the JP team.
  - ❖ **KMS Architecture on Teamworks**: The proposed architecture was validated by the participants and the Culture and Development thematic page has been 'revamped' following this line, acquiring new feature and image which will evolve and be nourished throughout the project. It was noted that several JPs can participate in the segment 'In the Spotlight' by providing the KMS Focal Point with any relevant information and pictures they would like to share with the rest of the Community of Practice.

- <u>Workshop</u>:

  - ❖ **Preparation with the JP Coordinators is crucial**: The UNESCO Headquarters team engaged in preparation with the JP Coordinators as much as possible prior to the workshop. Two telephone conferences with all concerned JP Coordinators were carried out: one to discuss the workshop and its contents, format and methodology, and one to go through the questionnaire, present it, and make any necessary clarifications prior to the workshop.
  - ❖ **Participatory approaches**: As proven by the break-out sessions, when having several JPs with representation of the Joint Programme Coordinators, national counterparts, UN Agencies, it is important and enriching to engage in participatory methods mixing participants of the Joint Programme teams.
  - ❖ **Process / Content**: It is important to ensure that the lessons learnt identified and presented by the JP teams are a mixture of both process-oriented lessons learnt as well as content-oriented lessons learnt.

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Agenda

Monday 28 March

8.30 – 9.00   Registration

9.00 – 10.15   Welcoming and opening remarks
- *Yuri Afanasiev*, Resident Coordinator, Bosnia and Herzegovina
- *Biljana Camur*, Assistant Minister for Culture and Science
- *Sophie de Caen*, Director, MDG-F Secretariat
- *José Manuel Argilés Marín*, Deputy Chief of the Department of Cooperation and Cultural Promotion, AECID Madrid

10.15 – 10.30   Presentation of the Knowledge Management System project on Culture and Development *[UNESCO Paris]*

10.30 – 10.45   Coffee break

10.45 – 11.30   Approaches to analysing information: Culture and Development and Network Analysis (presentation followed by a discussion) *[Prof. Walter Santagata]*

11.30 – 12.15   Culture, Development and Millennium Development Goals (presentation followed by a discussion) [*Prof. Gemma Carbó*]

12.15 – 14.00   Lunch break

14.00 – 17.00   Overview and Good Practices of the Joint Programmes

- Presentations by each Joint Programme team: Bosnia and Herzegovina, Albania, Turkey, followed by a discussion after each Joint Programme team's presentation.
- Discussion to be facilitated by a moderator and with the participation of an expert to stimulate further exchanges, brainstorming, identification of commonalities and to 'push' the debate further

Tuesday 29 March

9.30 – 10.00   Summary of Good Practices of Day 1 *[moderator]*

10.00 – 12.30   Impact of the Joint Programmes and link with the Millennium Development Goals (MDGs)
- Presentations by each Joint Programme team: Albania, Bosnia and Herzegovina, Turkey, followed by a discussion after each Joint Programme team's presentation.
- Discussion to be facilitated by a moderator and with the participation of an expert to stimulate further exchanges, brainstorming, identification of commonalities and to 'push' the debate further

12.30 – 14.00   Lunch break

14.00 – 16.30   Capitalising the experience: Lessons Learnt
- Presentations by each Joint Programme team: Turkey, Bosnia and Herzegovina, Albania, followed by a discussion after each Joint Programme team's presentation.
- Discussion to be facilitated by a moderator and with the participation of an expert to stimulate further exchanges, brainstorming, identification of commonalities and to 'push' the debate further
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16.30 – 17.30   Questionnaire on Culture and Development: Feedback from the Joint Programme teams
Break-out sessions in three mixed groups on "Success Stories", "Lessons Learnt" and "Impact"

Wednesday 30 March

09.00 – 9.30   Reports from the break-out sessions of Day 2 *[JP Coordinators as Rapporteurs]*

9.30 – 10.00   Coffee break

10.00 – 10.30   Introduction to Teamworks *[UNESCO Paris]*

10.30 – 11.30   Debate on the architecture of the MDG-F Culture and Development Knowledge Management System and on the possible common thematic area(s) for the region

11.30 – 12.00   Conclusions and next steps

12.00 – 18.30   Lunch and field visit to Mostar, where activities of the Joint Programme on Culture and Development in Bosnia and Herzegovina are implemented

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Background and Rationale

The thematic window on Culture and Development of the Millennium Development Goals Achievement Fund (MDG-F) supports eighteen countries in the areas of social inclusion and poverty reduction through the promotion and enhancement of cultural resources and assets. This innovative modality which was established to support the UN Reform, generates considerable innovation and knowledge in the field of development policy as well as at the organisational level. UNESCO, in its capacity as the Convenor of the thematic window on Culture and Development, has designed a strategy for the elaboration of a Knowledge Management System that aims at capitalizing on the impact of the eighteen joint programmes on Culture and Development. This will allow for the sharing of information and expertise, best practices and lessons learnt, as well as for building a corpus of knowledge based on the Joint Programmes' experience.

This workshop is part of that effort.

Target audience

The workshops are addressed to those responsible for implementing the MDG-F Joint Programmes within the framework of the Culture and Development thematic window.

The Joint Programme Coordinator, a representative of the Lead Agency, and a representative of the main national counterpart are invited based also on the recommendation of the Joint Programme (JP) teams, within the framework of the Culture and Development Knowledge Management System project (C&D-KMS). Any other participants are most welcome to participate, at their own cost.

Main Objectives and Expected Results

Objectives:
- ❖ Share knowledge and experience among JPs
- ❖ Maximise the impact, visibility and sustainability of C&D-KMS contributions
- ❖ Build a corpus of knowledge

Expected results :
- ❖ Good practices identified and detailed per JP with the guidance of the questionnaire
- ❖ Linkages to the targeted MDGs better identified
- ❖ Lessons learnt identified and detailed per JP with the guidance of the questionnaire

❖ Feedback on questionnaire design collected
❖ Key material for each JP gathered with a view to contribute to a common publication
❖ Categories of relevant information for the Knowledge Management System identified and agreed upon
❖ Better familiarisation of Teamworks
❖ Better understanding of the KMS objectives

Contents

A questionnaire which is specifically tailored to the needs of the Culture and Development Thematic Window is being prepared. This questionnaire will be sent in 'waves' to all 18 Joint Programmes teams (via the JP Coordinators) so that, in the spirit of Delivering as One, one questionnaire is jointly filled for each Joint Programme. The questionnaire will have to be completed as much as possible by each participating national team prior to the workshop. This will both allow to better prepare, collect and codify information, as well as allow for a more substantive and in-depth analysis during the workshop.

The workshop will begin with presentations with a view to place all participants at the same level of knowledge regarding the idea of developing a KMS and its relevance for Culture and Development. It will address the importance of the KMS in terms of exchange of information, visibility and advocacy.

The JP participants will then present and discuss:
- An overview of their JP programme together with good practices identified
  - Joint Programme overview
  - Brief description of the good practices identified including selection criteria, beneficiaries, local stakeholder participation, etc
  - Good practices and Delivering as One.
- Lessons learnt identified
  - Brief presentation of lessons learnt identified including most important aspects that should be taken into account by a future Culture and Development programme in the targeted area, national specificities, sustainability and the gender dimension
  - Lessons learnt and Delivering as One
- Impact of the Joint Programme and link with the Millennium Development Goals (MDGs)
  - Brief presentation of results, both foreseen and unforeseen
  - Indication of which MDGs are targeted how did the results impact/ are anticipated to impact the targeted MDG

The experience of Delivering as One of the JP team and the added value of each UN agency as well as the inclusion of cross cutting issues such as gender will form part of the overall discussion.

Finally, time will be set aside to provide feedback on the questionnaire design, notably to better capture the needs of the JPs in terms of Knowledge Management. This may include:
  i. Overall feedback
  ii. Suggested improvements on existing questions
  iii. Any other areas that would need to be covered

When presenting their JPs, the JP teams are encouraged to be particularly mindful of the gender dimension and of the Delivering as One added valued of the joint implementation effort (for example, access to new partners, multi-sectoral approach, increased dialogue among a wider cross section, etc).

A debate will also take place with the view to contribute to the Knowledge Management System architecture and, in particular, develop the contents of Teamworks.

ANNEX III

List of participants

UN Bosnia and Herzegovina
Yuri Afanasiev, UN Resident Coordinator, Bosnia and Herzegovina

MDG-F JP Albania
Erkan Ozcelik, JP Coordinator.
Ols Lafe, Director of the Department of National Heritage, Ministry of Tourism, Culture, Youth and Sports.
Eni Juca, PMC member, Ministry of Foreign Affairs.
Zhulieta Harasani, Lead Agency, UNESCO.

MDG-F JP TURKEY
Nese Cakir, Programme Manager, JP.
Evrim Ulusan, Expert General Directorate of Cultural Assets and Museums, Ministry of Culture and Tourism.
Semih Yilmaz, Expert, GD of Research and Training General Directorate of Research and Training, Ministry of Culture and Tourism.
Berna Bayazit, Lead Agency, UNDP.
Nilgun Cavusoglu, Programme Manager, UNICEF.
Serra Aytun, National Officer for UNESCO Project Antenna Office in Turkey.
Matteo Rosati, Programme Officer, CLT, Venice Office.

MDG-F JP BOSNIA AND HERZEGOVINA
Renata Radeka, JP Coordinator .
Biljana Camur, Assistant Minister for Culture and Science, PMC Member Ministry of Civil Affairs, Bosnia and Herzegovina.
Irena Soldat-Vujanovic, Assistant Minister for Culture, PMC member Ministry of Culture and Education, Republika Srpska.
Negra Selimbegovic, Chief of the Cabinet and Advisor to the Minister, PMC Member Federal Ministry of Culture and Sport.
Sinisa Sesum, Senior Programme Officer, UNESCO.
Amila Terzimehic, Assistant MDG-F BiH, UNESCO.
Armin Sirco, Assistant Resident Representative, PMC member UNDP.
Klelija Balta, Cluster Coordinator for Democratic Governance and Social Inclusion UNDP.
Anne-Claire Dufay, Deputy Representative of UNICEF to BiH, PMC member.
Sanja Kabil, Education Project officer UNICEF.
Nedzada Faginovic, Education Project officer UNICEF.
Envesa Hodzic-Kovac, Development, Research and Monitoring and Evaluation Analyst UNRC Office.
Pavle Banjac, Project Officer for Intercultural Awareness UNRC Office.
Aris Seferovic, Coordination Analyst UNRC Office.

FYROM Joint Programme on Conflict Prevention and Peace Building
Ljupco Gjorgjinski, JP Coordinator.
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ANNEX IV
Evaluation of the workshop

UNESCO
United Nations
Educational, Scientific and
Cultural Organization

MDG:F
MDG ACHIEVEMENT FUND

Knowledge Management to maximize impact:
Establishing a Knowledge Management System (KMS)
on Culture and Development

Evaluation of the Workshop for the
Joint Programmes on Culture and Development of Albania, Bosnia and Herzegovina
and Turkey.
Sarajevo 28-30 March 2011

1. Kindly provide an overall assessment for the workshop preparation:

	I strongly agree	I agree	I disagree	I strongly disagree	Comments
I was sufficiently informed of the objectives and expectations of the workshop before the workshop	10	7	1		
I was satisfied with the support I received in terms of preparation for the workshop	13	3	2		
I felt a valued part of this effort	11	6			

2. Kindly provide an overall assessment of the workshop:

	I strongly agree	I agree	I disagree	I strongly disagree	Comments
The workshop's objectives were met in terms of exchange of information and sharing of experiences	8	10			
It was a good forum for us to strengthen ties among the Joint Programmes of the region	10	7			
I was satisfied with the way the workshop was conceptualised and was structured	3	13	2		
I was satisfied with the time that was made available to present each Joint Programme's salient issues	6	11	1		
The workshop was primarily centred on the substance of the Thematic Window and allowed the Joint programmes to set forth issues they are faced with and discuss them amongst colleagues.	4	13	1		

	I strongly agree	I agree	I disagree	I strongly disagree	Comments
I found the complementarity between the questionnaire and the workshop rationale as being mutually reinforcing and useful	2	15			
I was better familiarised with Teamworks	8	8	1		
I feel more comfortable to use Teamworks	5	10	2		
I have a better understanding of the KMS objectives	6	12			
The workshop contributed to better identify linkages to targeted MDG	5	12	1		
The workshop contributed to better identify lessons learnt	7	10	1		
The workshop contributed to better identify good practices	7	10	1		
I gained greater knowledge about other JPs in the region	8	9			
The workshop was well organised	9	9			

3. Please rate the following:

	Very useful	Useful	Not useful	Comments
Usefulness/interest of presentations at the beginning of the workshop	4	13	1	
Usefulness/interest				

	Very useful	Useful	Not useful	Comments
of Good practices session	7	11		
Usefulness/interest of Impact on MDGs session	5	13		
Usefulness/interest of lessons learnt session	7	11		
Usefulness/interest of questionnaire feedback session	6	11	1	
Usefulness/interest of Teamworks and KMS architecture session	9	8	1	
Quality of the workshop's moderation	10	7		
Quality of the workshop's facilitation	11	6		
Quality of the workshop's rapporteurs	9	7		

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