

## PROJECT PROPOSAL

### LEARNING FROM PRACTICAL EXPERIENCE IN THE SYSTEMATIZATION OF CULTURE AND DEVELOPMENT

#### MDG fund - UNDP

#### Thematic Window on Culture and Development

## 1. Introduction

The UNESCO Chair in Cultural Policy and Cooperation of the University of Girona (Spain) has over 10 years experience in research and analysis on the potential of culture as a strategy for development. Over these years, the Chair and its research group have been consolidated both at the local and international levels by establishing networks and relationships with a large number of institutions, entities and international organizations.

In the same vein, the Universidad Tecnológica de Bolívar (UTB) in Cartagena de Indias (Colombia) is working with a new approach to development where culture takes a leading role. The UTB has been the first university in Colombia (and in Latin America) to offer a Masters Program on Culture and Development and is currently the promoting institution of the Network on Culture and Development.

In 2009 the Latin American Laboratory for Research and Innovation on Culture and Development (L+iD), led by the UTB and the UNESCO Chair at the UdG was created. This laboratory is a space for the study and exploration of strategies and projects aimed at strengthening the role of culture in development processes and seeks to contribute to the advancement of proposals and projects at the local, national, international and multilateral levels in the field of development and culture. The laboratory, which includes experts, researchers and specialists, provides a platform capable of working in different continents and with the potential to lead innovative working processes in the field of Culture and Development.

This project is in line with the current international context of advancement on the reflection and construction of a conceptual and theoretical framework regarding the relationship between culture and development, which is gradually being applied in practice, and which is based on several recently approved key documents. In this context, we are witnessing the completion of most of the projects carried out under the thematic window on Culture and Development, which represents an opportunity to discuss experiences and reflect on the results obtained in accordance with the objectives and terms of reference.

The Laboratory intends to participate in the revision of 18 projects of the Thematic Window on Culture and Development, contributing with its experience and knowledge to help define and implement a process to systematize the field of culture and development, structuring the knowledge through various instruments in support of more effective, efficient and sustainable projects in this field in the future.

The proposal seeks to innovate in this research-action line, articulating a systematic methodology of the experience, making use of the information obtained from the evaluation and knowledge management processes to be applied to the programs of the window. This systematization will

allow for an analysis of the processes generated by the actors involved, problem identification, diagnosis of capabilities, etc. The management of this information will result in increased knowledge of cultural management and sustainable development which may be applied in future projects and disseminated in the fields of research, cultural policies and development cooperation.

## 2. Description

The novelty of the joint programs of the specific Window in the field of culture and development represents an opportunity for innovation which, coupled with the extent of projects being developed and the geographic areas comprised, requires a major effort to provide this initiative with a monitoring process capable of enriching the cultural system agents and development policies. At the same time it is a very good opportunity to generate knowledge capable of increasing the capacities of all actors in development policies and for the integration of culture in all dimensions of development cooperation.

Each of the projects of the Thematic Window on Culture and Development has worked under different objectives and contents and has included various systems of evaluation, monitoring, control etc ... which should allow for the collection of the necessary information to account for the effectiveness of actions and to provide feedback to the international development cooperation system.

The uniqueness and relevance of this proposal is based on the **differentiation and complementarity related to with the possible feedback actions possible on every type of intervention**, which have been used by international organizations based on a wide and diverse range of methodological resources. It originates in the need of an in depth search for new ways to solve the perennial problem of the leverage of practices, generating knowledge for this their own field of action to strengthen the capacities of all actors in development policies. It is oriented towards the **development of methodological tools and materials** to be built from the information that the ongoing actions of assessment, monitoring, mid term and final evaluations, and knowledge management processes generate and systematize through its various reports and final documents, which represent the basis of the research process of this project.

In the period leading to the completion of the 18 Joint Programs, actions, which will allow for the gathering of information and tools useful for future experiences have, as mentioned, been designed. Each of these actions has its own aspects of specificity in terms of its objectives and expected results. As for the results of this proposal, they offer a great opportunity to take a step forward towards the creation of materials and methodological tools that contribute to an increased efficiency of culture and development projects.

The functions carried out by each of the processes of assessment, data collection and monitoring of information, knowledge management and our proposal for **learning from experience**<sup>1</sup> have their own scope and objectives, which are described in the following box:

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<sup>1</sup> A developed methodology that we are testing within the knowledge management processes provisionally named APL (Applied Practical Learning)

CULTURE & DEVELOPMENT THEMATIC WINDOW-UNDP		18 Joint Programs		ACTIONS	PURPOSE	RESULTS	DESTINATARIOS
				CONTINUOUS ASSESSMENT SYSTEM OF THE WINDOW'S PROJECTS	Identify trends, measure changes and gather information to improve program performance and increasing transparency through a process of continuous monitoring and evaluation. Evaluate the effectiveness and efficiency of projects	<ul style="list-style-type: none"> <li>Monitoring reports</li> <li>Formative midterm evaluations</li> <li>Detailed and comprehensive assessment by country</li> <li>Metaevaluations</li> <li>Final evaluation of the MDG-F</li> </ul>	<ul style="list-style-type: none"> <li>United Nations System</li> <li>Beneficiaries of the MDG Fund</li> <li>MDF Fund managing Institutions</li> <li>Partner countries</li> </ul>
				KNOWLEDGE MANGEMENT, MONITORING AND INFORMATION AND DATA COLLECTION	Development of a system for collecting relevant information on each project for its registration in a database and subsequent joint evaluation. Knowledge generation processes based on the results Organized information on the different projects	<ul style="list-style-type: none"> <li>Standardized system of gathering information of the window projects</li> <li>Indicators, questionnaires</li> <li>Database with all the information regarding the projects carried out under the window</li> <li>Assessment report and data analysis</li> </ul>	<ul style="list-style-type: none"> <li>MDG Fund managing Institutions</li> <li>Project implementing organizations, agents and professionals</li> <li>Operating systems of development cooperation agencies and multilateral bodies</li> </ul>
				LEARNING FROM EXPERIENCE, CONFER VALUE TO THE PRACTICE APLIED KNOWLEDGE (APL)	<p><b>Identification and management of the information and experience gathered and systematized through the monitoring and knowledge management actions conducted. Creation of information transfer tools and optimization of results. Design and development of a methodology to extract the lessons from practice in the implementation of projects on Culture and Development and integrating the information generated.</b></p> <p><b>Development of resources and applications for the cultural system and development cooperation for consolidation of their action in different institutional contexts.</b></p>	<ul style="list-style-type: none"> <li>Management Protocols</li> <li>Problem Analysis</li> <li>Project development manual</li> <li>Capacities study</li> <li>Professional and institutional profiles</li> <li>Dissemination documents</li> <li>Conceptual bases in C + D</li> <li>Capacity building Programs</li> </ul>	<ul style="list-style-type: none"> <li>MDG Fund managing Institutions</li> <li>Agencies, bodies and institutions which develop the evaluation, monitoring and knowledge management processes of the projects</li> <li>C+D professionals</li> <li>Specialized bodies and institutions on culture, development and C+D</li> <li>Cultural and development cooperation system in general</li> </ul>

The evaluation gives us an insight into the paradigm of goals achievement and their impacts on the identified problems. Knowledge management and monitoring allows us to have sorted and classified information that represents a historical and technical documentation to analyze study and interpret. **Learning from practice** (APL) aims to take advantage of all these contributions as well as to make use of this knowledge as a tool for improved actions of the actors involved in development policies. With a central objective of obtaining practical and transferable contents that can increase the appropriation of knowledge and competence for development actors from cultural life: citizens at every level. It lies therefore in the practical field, turning the experience into applicable tools to expand future capacities.

### 3. Justification

Experience has shown some limitations in the implementation of certain guidelines on culture and development:

- Our experience shows an excess of rhetoric in the approach to culture and development and a lack of precision concretion in the action. This hinders the development and implementation of projects.
- There are problems arising from the variety of ideas and visions of culture in the area of development which are often closer to disciplinary conceptions than to the actual potential of cultural life as a contribution to development.
- There are no ways to compare good practices and successful experiences in order to strengthen their contributions and to become multiplier processes.
- There is an excessive polarization of agents and limited networking among them which hinders the transfer of knowledge
- Actions in culture and development encounter difficulties in the explanation of results, outcomes and impacts in measurable formats
- There are difficulties in assessing intangible and indirect impacts which are of great importance in cultural projects

All this leads to a situation we can define as:

- There is a demand for a greater emphasis on approaches regarding the importance of culture in development processes in relation to the Millennium Development Goals, given the evidence of integration and the now fairly widespread acceptance of this concept worldwide.
- Difficulties arise in the realization of the action and cultural impacts in terms of skills, poverty, inequality, etc ... in the formulation of C + D projects as well as in other areas
- There is no comprehensive information on other experiences or actions that allow the incorporation of knowledge in the processes of identification, definition of problems and the proposed objectives and actions

### 4. Purpose of the research- action study

By learning from experience we obtain knowledge on the systematization work for identification, formulation, management and evaluation of intervention projects in the

field of culture and development and the incorporation of culture as a cross cutting dimension .

This purpose can be achieved through a comprehensive and thorough analysis of the information obtained from the evaluations at different levels and results of knowledge management conducted from which it is possible to research , identify, interpret and value:

- Work processes conducted by the responsible teams at different stages of the project
- Description of the problems observed at different levels of the project management
- Observed conflicts at the internal and external levels as evidence of the difficulties and contributions and the way they have been addressed for their improvement and integration into the learning process
- Human resources capacities. The capabilities that would have been necessary in the process of lifelong training and the specific needs for the management of culture and development projects.
- Procedures that have facilitated or hindered the actions of the project. Solutions and new proposals that have been found to overcome the difficulties.
- Working methods used throughout the implementation process and methodological deficiencies found.
- Interrelationships between context and the project from different dimensions and levels. Problems of integration into the context, strategies that have been implemented in the process of contextualization of interventions.

## 5. General goals

- Make use of the information contained in the reports and final documents of the mid-term evaluation, monitoring, final evaluation, meta evaluation and knowledge management processes, to produce materials, applications and methodological tools that help advance towards more effective cooperation projects in culture and development
- Leverage the experience gained through the joint programs, based on the information identified and systematized in the processes generated by these projects: this information must be recorded and contrasted so as to not miss the experience of management.
- Identify data on the problems that have been registered in every stage of the project: identification, formulation, management and implementation through the use of internal qualitative analysis tools. Analyze these problems by trying to suggest solutions to them through a methodology that allows for the identification of practices undertaken and alternative approaches.
- Formalize the practice and knowledge by articulating, organizing and describing the knowledge and data on the actors involved in a systematic way so that it can be used in the process of capacity building and training. Make them

transferable through different formats: project design manual, action protocols, assessment guides, curricula design etc.

- Recourse to IT resources for the conception, design and implementation of these products thus ensuring wider dissemination and impact. Also, use of these systems to facilitate the dialog among agents through agile virtual meeting systems, coordinated by the UNESCO Chair.
- Contribution to the definition of a framework of knowledge and a space for cross cutting theoretical and practical, as well as specific (culture and development) reflection that can be shared without losing the local or regional specificity.

The details on how to bring together the utilized research methods and the final products expected, based on the research fields established in the present proposal, can be found in the following box:

N	AREA OF RESEARCH-ACTION	GOALS	RESULTS	METHODOLOGICAL TOOLS	SOURCES OF INFORMATION	APPLICATIONS
1	Formal project review and analysis of content and conceptual framework	<ul style="list-style-type: none"> <li>Analyze the level of clarity in the statement of the terms and statements that describe the project and define its objectives</li> <li>Further research of the concepts and theories central to the project used as basis for their argument or thesis of intervention</li> </ul>	<ul style="list-style-type: none"> <li>Strengths and problems of formulating Culture and Development projects</li> <li>Critical description of the foundations that fuel the arguments of C + D projects</li> </ul>	<ul style="list-style-type: none"> <li>Content Analysis</li> <li>Discourse analysis</li> <li>Study of documents</li> </ul>	<ul style="list-style-type: none"> <li>Background on C + D: work and reflections of the past decades, results and conclusions of seminars and conferences</li> <li>Documents of the projects of FUND's the thematic window on C &amp; D Assessments and results of monitoring processes of the projects in the thematic window C + D carried out by UNDP</li> <li>Results of the assessment process, workshops and knowledge management developed by UNESCO within the framework of projects of the window</li> <li>Meeting on MDGs to be held in Madrid led by the AECID (congress to be confirmed in which the participation of all projects of the window is expected)</li> <li>Fieldwork: Workshops with management teams of a sample of projects and visits to 6 projects of the thematic window on C + D</li> <li>Latin American Laboratory for Research and Innovation in Culture and Development and Development and Culture Network</li> </ul>	<ul style="list-style-type: none"> <li>Manual on formulation of development cooperation projects with a C + D approach</li> <li>Protocol on Identification, contextualization, needs assessment and ownership of C + D interventions</li> <li>Identification Guide on capacities of agents of culture and development policies. specialized professional profiles in C + D</li> <li>Manuals on operational management, monitoring and problem resolution for C + D projects</li> <li>Practical materials for communication, visibility, transfer and awareness raising in C + D</li> <li>Theoretical and conceptual working papers in the field of culture and development: mainstreaming of culture in development cooperation and the impact of culture on the achievement of the MDGs among others.</li> <li>Communication resources, dissemination and transfer resources of these applications for the C+D sector agents</li> </ul>
2	Study of the project in relation to its surroundings and in the context of institutional interactions	<ul style="list-style-type: none"> <li>Verify the significance of the relation between the project and its geographical, environmental, cultural and social context</li> <li>Analyze the significance of the relationship between the project and the institutions that interact to carry it out</li> </ul>	<ul style="list-style-type: none"> <li>Guidance on the causes that determine the level of contextualization of a C + D project and the different effects on its implementation as well as the level of adaptation to the institutional realities and its possibilities of interaction</li> </ul>	<ul style="list-style-type: none"> <li>Context Analysis</li> <li>Relational mapping of partners, counterparts and collaborators</li> </ul>		
3	Study of the actions and activities generated by the project	<ul style="list-style-type: none"> <li>Study the activities carried out under the projects of the window and other benchmark projects</li> <li>Analyze their relevance in terms of the objectives and context</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive review of the events, impact, successes and challenges of the C + D project activities</li> </ul>	<ul style="list-style-type: none"> <li>Case Study</li> <li>Comparative analysis of the different types of activities</li> <li>Study of risk management and innovation</li> </ul>		
4	Analysis of the project organizational and internal management processes	<ul style="list-style-type: none"> <li>Study the values, policies and strategies of the organizations managing the projects</li> <li>Study the organizational processes of the project</li> <li>Analyze the "organizational culture" of the organization that manages the project</li> </ul>	<ul style="list-style-type: none"> <li>Reference frameworks and parameters to follow for an efficient action by organizations working in C + D</li> <li>Diagnosis of the influence of organizational processes in the project results</li> </ul>	<ul style="list-style-type: none"> <li>Organizational diagnosis</li> <li>Analysis of organizational problems</li> </ul>		
5	Review of the expected results and impacts of the project	<ul style="list-style-type: none"> <li>Be acquainted with the results obtained by the projects and compare them with the strategies used for their achievement and the impacts on the area of operation</li> </ul>	<ul style="list-style-type: none"> <li>Main elements that determinate the level of relevance of a C + D project</li> <li>Enhancement of the results integration of results and unanticipated impacts</li> </ul>	<ul style="list-style-type: none"> <li>Information Analysis</li> <li>Documental research</li> <li>Causal Analysis</li> </ul>		
6	Analysis of the project partners, recipients and beneficiaries	<ul style="list-style-type: none"> <li>Be acquainted with the reality of members before and after the intervention as well as their perception of the project</li> </ul>	<ul style="list-style-type: none"> <li>Comparison of results and impacts from the perspective of the recipients and the society in which the intervention takes place</li> </ul>	<ul style="list-style-type: none"> <li>Information Analysis</li> </ul>		
7	Analysis of the project in the framework of development cooperation systems	<ul style="list-style-type: none"> <li>Verify and understand the relationships of the projects with development cooperation systems</li> </ul>	<ul style="list-style-type: none"> <li>Points of agreement and disagreement between the reality of the C + D projects and the parameters of development cooperation systems</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of interactions between actors</li> <li>Relationship map</li> <li>Conflict studies</li> </ul>		
8	Analysis of the project under a Millennium Development Goals perspective	<ul style="list-style-type: none"> <li>Identify the level of consistency between the results of projects and the Millennium Development Goals</li> </ul>	<ul style="list-style-type: none"> <li>Arguments on the contribution of C + D projects in achieving the Millennium Development Goals</li> </ul>	<ul style="list-style-type: none"> <li>Relational analysis</li> </ul>		

## 6. Methodology and expected results

The purpose of the generation of an applicable practical knowledge is different from other processes since the whole methodology focuses on the construction of references and applicable materials.

- The difference with evaluation can be seen in the fact that no value judgments on the achievement of objectives are made.
- The data collected should help us to build practical and instrumental materials to build the capacity of the agents themselves, that is why there is no mention of the projects where significant data has been observed.
- The working methodology is based on creating an environment of trust for thorough analytical work in which freedom of expression is fundamental. To identify the knowledge that comes from this practice is important in accepting the problems, conflicts, difficulties, inaccuracies, etc.
- The management of information collected allows for the assessment of the reactions to conflict situations, resources used, solutions found, etc. It is focused on allowing the transfer of experiences.

The materials resulting from this project will be based on the data obtained from the knowledge and expertise arising from the experience and practice, contained in final documents and reports which result from the monitoring and knowledge management processes.

Likewise, qualitative data will be gathered through field work in order to gain a direct understanding of the reality in the field. The fieldwork will be carried out through the selection of 6 projects. There will be a visit to the selected countries to carry out two types of actions: First, workshops in three countries in which selected projects from the geographic area will be invited to attend. On the other hand visits to projects in their own countries will be undertaken, during which in-depth interviews with key stakeholders will be conducted. Regarding the field work, specific methodologies, appropriate to each target, will be created from the contributions of social science to qualitative research.

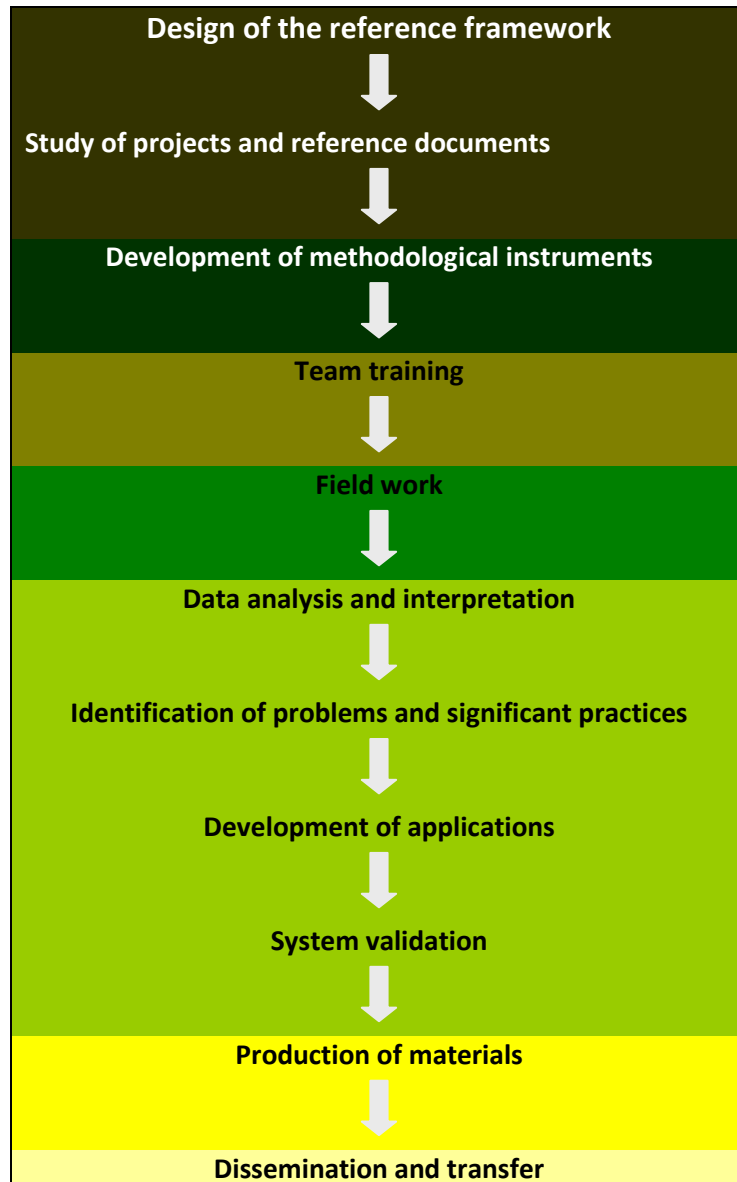
From these methodologies information and data will be obtained which will allow for the construction of a variety of applications. These applications aim at contributing to the enrichment of the Culture and Development sector and to the Cultural System in general and for a more effective action through its professionalization, systematization, as well as facilitating the changes in institutional dynamics. These applications will have different final results which are for the most part included among the general possibilities presented below:



<p><b>PROTOCOLS GUIDES</b></p>	<p>Protocol understood as a controlled action process aimed at the achievement of a goal or to overcome a specific situation.</p> <p>A guide gathers processes and guidelines which allow for collective work based on a pre established order. It should encourage the participation of the whole team and help to avoid improvisation.</p> <p>Guides and protocols are tested procedure proposals but require to be adapted to the context- the final goal of the project and the reality of the environment. These materials are the result of previous experiences and are part of cumulative knowledge. They prevent “starting from scratch” and improvised work.</p>	<ul style="list-style-type: none"> <li>• For the identification phase of C+D projects.</li> <li>• For the formulation phase of C+D projects</li> <li>• For problem solving in the implementation of C+D projects</li> <li>• For the design of training for the C+D field</li> </ul>
<p><b>MANUALS</b></p>	<p>Information, ideas and insights organized in order to facilitate learning processes for an enhanced professional performance or social accountability.</p>	<ul style="list-style-type: none"> <li>• On contextualization of C+D projects</li> <li>• On C+D projects design</li> <li>• On shared management of C+D projects</li> </ul>
<p><b>MATERIALS</b></p>	<p>Materials are the collection of specific theoretical and conceptual insights and ideas aimed at building a knowledge base that should serve a specific purpose. In this proposal the purpose is focused on didactics, training and capacity building.</p>	<ul style="list-style-type: none"> <li>• To train the culture, development, and C+D agents</li> <li>• For the dissemination and visibilization of initiatives, results and C+D projects</li> </ul>
<p><b>COMUNICACION AND TRANSFERENCE RESOURCES</b></p>	<p>Constitute documents in different formats aimed at enhancing the process of dialogue and exchange of the knowledge obtained during the development of the project proposal, as well as for a better visualization and feedback of the relevant principles.</p> <p>The product applications of the current proposal will have diverse formats and supports such as:</p> <ul style="list-style-type: none"> <li>• Publications: books, PDF, Ebook, documents, etc.</li> <li>• Learning kits</li> <li>• Audiovisual</li> <li>• SlideShare, Power Point presentations.</li> <li>• Interactive platforms such as blogs, wikis, social networks, etc.</li> <li>• Translation to different languages</li> </ul>	<ul style="list-style-type: none"> <li>• Publications related to discourse, arguments, theoretical and conceptual framework with a Culture and Development approach.</li> <li>• Documentaries and audiovisual materials for visibilization and socialization of C+D projects</li> <li>• Audiovisual Material for the dissemination of the ideas which support the action by way of a Culture and Development approach through the main actors and reference authors</li> <li>• Others</li> </ul>

## 7. Implementation outline

To achieve the purposes described and the creation of the applications defined in their various formats, a system will be created to coordinate the process according to the following outline:



## 8. Schedule and stages

A phased approach will be developed over the duration of the project. These phases are:

### **Documentation and research**

Analysis of the projects and related documents, as well as conducting research and documentation work aimed at the construction of the reference framework.

### **Methodology definition**

Development of methodological tools, both for the task of analyzing the information and for the field work. Participation of experts is expected in this phase as well as staff of the institutions involved in the project.

### Team Training

Training of technical staff in field work methodology and information analysis. A technical team will be put together to carry out field work, participation in the work of analysis and interpretation of information.

### Fieldwork

The technical team, the project managers and coordinators, and specialized experts and staff from institutions involved in the project, will undertake the following actions:

- 3 workshops in which a minimum of two project implementing countries will be involved, as well as their partners and other stakeholders. The selection of the main countries participating in each workshop will be based on thematic and territorial criteria.
- 6 visits to projects to identify problems at different stages of the projects, identification of outcomes and / or undesired impacts, identification of significant practices, etc.

### Analysis and design of materials

Analysis of the collected information and management of the data considered more relevant for the development of the materials. This process will involve the participation of the technical team that has participated in fieldwork as well as other participants.

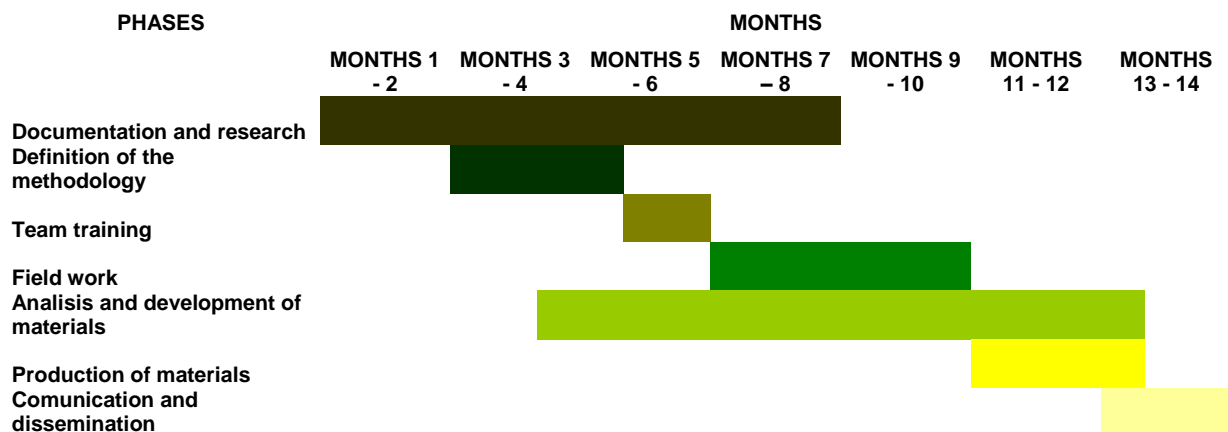
### Production of materials

Production of the materials in collaboration with experts and specialized professionals.

### Communication and dissemination

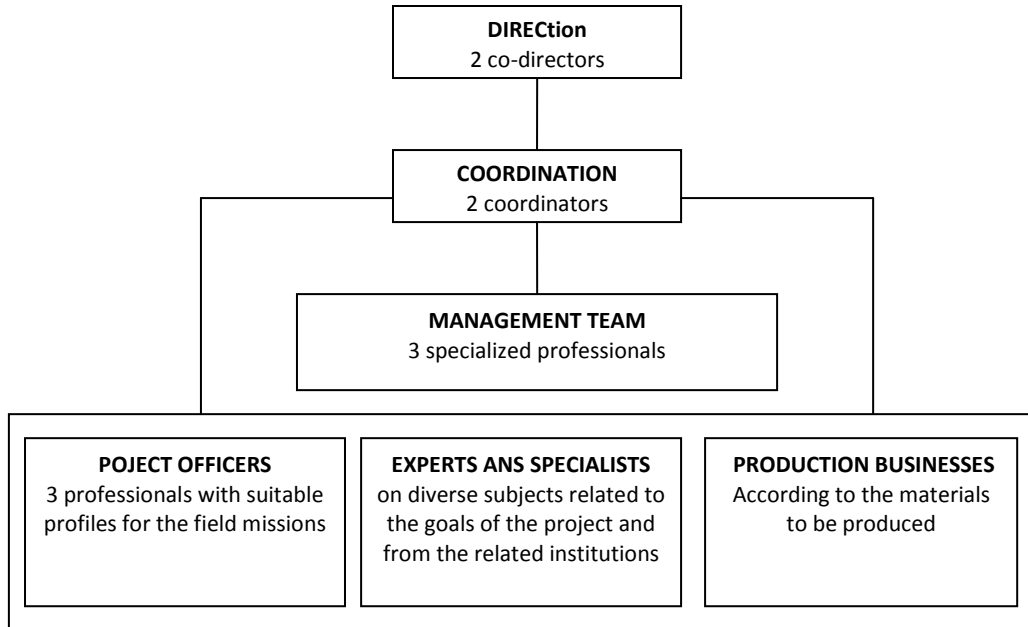
Communication, dissemination and transfer of the results and applications of the project.

The implementation of the abovementioned stages will take place within the approximate phases shown in the following chronological outline:



## 9. Organization and team

The project will be carried out under the direction of Alfons Martinell and Alberto Abello, co chairs of the Laboratorio Iberoamericano de gestión e Innovación en Desarrollo y Cultura and will be implemented through a team structured as follows:



## 10. Budget ( See attached document)

**PROJECT : LEARNING FROM PRACTICAL EXPERIENCE IN THE SYSTEMATIZATION OF CULTURE AND DEVELOPMENT**

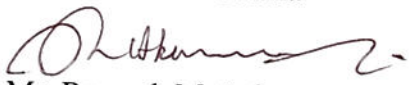
CHAPTER	BUDGET					
	ITEM	QUANTITY	DAYS	UNIT PRICE	TOTAL	SUBTOTAL €
<b>1. DOCUMENTATION AND RESEARCH</b>	<b>Staff</b>					41 000,00 €
	Direction	1	20	360,00 €	7 200,00 €	
	Coordination	1	20	300,00 €	6 000,00 €	
	Administration and documentation	3	60	110,00 €	19 800,00 €	
	Travel, accommodation, per diem	4	1	2 000,00 €	8 000,00 €	
<b>2. DEFINITION OF THE METHODOLOGY</b>	<b>Staff</b>					18 100,00 €
	Direction	1	15	360,00 €	5 400,00 €	
	Coordination	1	15	300,00 €	4 500,00 €	
	Administration and documentation	3	20	110,00 €	6 600,00 €	
	specialists' assessment	2		300,00 €	600,00 €	
	Travel, accommodation, per diem			1 000,00 €	1 000,00 €	
<b>3. TEAM TRAINING</b>	<b>Staff</b>					5 390,00 €
	Direction	1	5	360,00 €	1 800,00 €	
	Coordination	1	5	300,00 €	1 500,00 €	
	Administration and documentation	1	10	109,00 €	1 090,00 €	
	Travel, accommodation, per diem	2	2	250,00 €	1 000,00 €	
<b>4. FIELD WORK</b>	<b>Staff</b>					87 152,00 €
	Direction	1	15	360,00 €	5 400,00 €	
	Coordination	1	20	300,00 €	6 000,00 €	
	Administration and documentation	3	60	110,00 €	19 800,00 €	
	Project officers	3	16	149,00 €	7 152,00 €	
	specialists' assessment	3		600,00 €	1 800,00 €	
	Work meetings on the field	3		4 000,00 €	12 000,00 €	
	Travel, accommodation, per diem				35 000,00 €	
<b>5. ANALYSIS AND MATERIALS, TOOLS AND APPLICATIONS DESIGN</b>	<b>Staff</b>					31 249,00 €
	Direction	1	12	360,00 €	4 320,00 €	
	Coordination	1	10	300,00 €	3 000,00 €	
	Administration and documentation	3	60	110,00 €	19 800,00 €	
	Project officers	3	7	149,00 €	3 129,00 €	
	Travel, accommodation, per diem				1 000,00 €	

	ITEM	QUANTITY	DAYS	UNIT PRICE	TOTAL	SUBTOTAL €
<b>6. PRODUCTION OF MATERIALS, TOOLS AND APLICATIONS</b>						29 250,00 €
	Direction	1	5	360,00 €	1 800,00 €	
	Coordination	1	10	300,00 €	3 000,00 €	
	Administration and documentation	2	60	110,00 €	13 200,00 €	
	External services	3	25	150,00 €	11 250,00 €	
<b>7. COMMUNICATION AND DISSEMINATION</b>						21 900,00 €
	Direction	1	5	360,00 €	1 800,00 €	
	Coordination	1	5	300,00 €	1 500,00 €	
	Administration and documentation	3	20	110,00 €	6 600,00 €	
	Edition of materials	4		3 000,00 €	12 000,00 €	
<b>8. GENERAL EXPENSES</b>					<b>7%</b>	16 382,87 €
<b>TOTAL</b>						<b>250 423,87 €</b>

<b>4. TRABAJO DE CAMPO</b>	<b>Staff</b>					29 740,00 €
	Viajes, aloj, dietas asesores	2		2 000,00 €	4 000,00 €	
	Viajes	9		1 600,00 €	14 400,00 €	
	Dietas	9	7	80,00 €	5 040,00 €	
Alojamientos	9	7	100,00 €	6 300,00 €		

To: Prof. Dr. Alfons Martinell Sempere  
Director  
Cátedra Unesco de Políticas Culturales y Cooperación  
Universidad de Girona

Date: 23 September 2011

  
From: Mr. Romesh Muttukumar  
Deputy Assistant Administrator  
Partnerships Bureau, UNDP

Subject: "Learning from practical experiences in the systematization of culture and development",  
Concept Approval

### Approval Status

On behalf of the MDG-F Secretariat I am pleased to inform you that your initial concept note proposal "Learning from practical experiences in the systematization of culture and development" for a total amount of **USD 298,660** has been approved. In order to proceed please submit a revised document for our final review taking into consideration the observations made in the design comments below. Additionally, kindly provide us with:

- Name of designated programme manager/responsible person for this initiative; and
- Bank account details

### I. Design comments

This partnership proposes to systematise knowledge making it accessible for practical application in programme development and implementation. In the revised document to be submitted to the Secretariat please consider the following:

- Elaborate on what kind of contributions will be made by the Universities that will form part of this project proposal;
- Ensure that there are clear linkages articulated with the Unesco Knowledge Management initiative that MDG-F Secretariat is also financing in order to avoid duplication;
- Submit a proposal that does not exceed the above quoted amount of USD 298,660
- Please note that all activities will have to be finalised and the project completed no later than June 2013

The MDG-F looks forward to working closely with the University of Girona on this exciting initiative. We trust that we will be able to use and share the outcomes of this partnership with relevant stakeholders and decision makers.



## II. Management arrangements and delegation of authority

Upon receipt of the revised document, the Secretariat will do a final revision and approval at which time the financial allocation will be transferred in full.

With best regards,

cc.: MDG-F Secretariat