



# 'HOW TO' GUIDE

## ACTIVITY 1 ANALYSIS OF LOCAL CONTEXT

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# BACKGROUND

In May 2015, the Committee on Culture of United Cities and Local Governments (UCLG) and Culture Action Europe (CAE) launched a programme entitled '[Culture in Sustainable Cities: Learning with Culture 21 Actions in Europe \(Pilot Cities Europe 2015-2017\)](#)'. The programme aims to foster self-evaluation, local dialogue and policy innovation in European cities, on the basis of [Culture 21 Actions](#), a document which fosters the integration of a cultural dimension in local approaches to sustainable development. Culture 21 Actions was adopted at UCLG's first Culture Summit, held in Bilbao in March 2015, and it builds on the principles and lessons learned from the [Agenda 21 for culture](#), the guiding document of UCLG's work in the field of culture since 2004.

Pilot Cities Europe 2015-2017 will be implemented in several cities across the continent. It will involve the setting-up of a local team made up of public, private and civil society representatives, will receive support by UCLG, CAE and external experts and will take advantage of cross-border peer-learning activities, involving other pilot cities.

The Pilot cities programme relies on a collaborative, transparent and empowering process that involves local institutions, organisations and citizenship to create a real impact in the long-term development of the cities.

Each pilot city has been provided with the Terms of Reference and a standard calendar to describe the main activities foreseen. The present document aims to provide further detail on the development of Activity 1, namely the 'Analysis of the Local Context and First Assessment'. This initial phase is seen as a fundamental step in order to ensure the effective implementation of the programme.

Whereas this 'How to' guide aims to provide a standard methodology for all Pilot Cities, variations may be introduced where necessary. Local teams and experts should be able to determine when these changes are needed.

# WHO WILL BE INVOLVED

»»» **Local focal point** – following the signature of a contract, and on the basis of an initial proposal made by the Pilot city, a local focal point that will be agreed; this person will be responsible for the coordination of local activities throughout the duration of the programme.

»»» **Group of 12-24 stakeholders** – this group of representatives of local government, cultural organisations, artists, academics, private sector organisations, civil society bodies, etc. will take part in the initial workshop and will later be involved in monitoring and follow-up activities throughout the duration of the programme (at least, in activities 3.1, 3.3, 3.4 and 3.5). Further detail about the identification process is provided below.

»»» **Team of 2-3 interlocutors** – chosen among the 12-24 stakeholders on the occasion of the initial workshop, this team will work with the local focal point in the drafting of documents and liaise with external experts and other local stakeholders throughout the duration of the programme.

»»» **External expert** – following the signature of the contract, and on the basis of an initial proposal made by UCLG and CAE, a lead external expert will be agreed. In the course of Activity 1, this lead expert will coordinate activities requiring external input, including the initial desk research and participation in the initial visit. In later stages other experts would also be jointly agreed and eventually involved.

»»» **UCLG and CAE** – UCLG and CAE will be responsible for the coordination of the Pilot Cities Europe 2015-2017 programme and will liaise regularly with local focal points and experts throughout the implementation of the programme. One representative of each will also take part in the initial city visit. In addition, UCLG's Committee on Culture will establish a dedicated page to the Pilot City within the Agenda 21 for culture's website.

# HOW TO PROCEED

## TASK 1: DESK ANALYSIS

»»» **Literature analysis** (November – December 2015): the external expert will analyse the literature provided by the Pilot City, as well as other relevant sources (e.g. relevant websites, academic articles, etc.) in order to identify important issues and themes from the perspective of Culture 21 Actions, which will inform the subsequent development of the project. At least one Skype or telephone conversation should be scheduled during this phase, involving the local focal point, the expert and other agents if necessary, allowing to discuss key documents, dates and other elements to prepare the city visit and initial workshop.

## TASK 2: PREPARATION OF THE CITY VISIT AND INITIAL WORKSHOP

»»» **Confirmation of dates** (November - December 2015): following the aforementioned talks with the expert, the local focal point should suggest dates for the city visit and initial workshop and send these to UCLG, CAE and the expert. Overall, 5 days should be scheduled for the visit, including the 2-3 day workshop. Cities are encouraged to suggest at least two sets of dates between December 2015 and April 2016, in order to accommodate existing agendas.

»»» **Design of the agenda** (December 2015 – February 2016, depending on dates agreed for the visit): taking into account the issues raised by Culture 21 Actions and the Pilot Cities Europe 2015-2017 programme, the city's own analysis of its needs and assets and the initial discussion with UCLG, CAE and the external expert, the local focal point, in collaboration with other relevant stakeholders in local government (and elsewhere if necessary) should draft an initial design of the visit. The agenda should include the following elements:

- A** an initial meeting with the councillor or deputy mayor in charge of culture;
- B** visits to at least 3 cultural facilities or services, e.g. neighbourhood cultural centres, museums, cultural education programmes, etc.;
- C** a meeting with at least another relevant policy department, e.g. the local government department in charge of the education, social affairs, employment, urban development or the environment;
- D** the 2-3 day initial workshop;
- E** a public event (optional activity); and
- F** a final 'debriefing' session.

This agenda will be elaborated by the local focal point, with regular contacts with UCLG, CAE and the lead expert. An initial draft of the agenda should be available at an early stage, and

at least 30 days before the agreed dates for the visit, so that suggestions for potential changes may be made, discussed and agreed. The possibility of a “preliminary” visit involving the expert, UCLG and/or CAE, in order to discuss preparations for the initial visit, could also be considered at this stage.

**»»» Identification of the group of stakeholders** (December 2015 – February 2016, depending on dates agreed for the visit): the local focal point, in collaboration with other relevant staff in local government, and also in collaboration with UCLG and CAE, should be in charge of identifying the group of stakeholders who will be invited to take part in the initial workshop. In doing so, the following criteria should be considered:

- A** involvement of local government personnel, including relevant staff from the department in charge of cultural affairs and from at least two other relevant departments;
- B** involvement of representatives of civil society organisations, e.g. NGOs, associations and foundations active in the cultural field and/or in other relevant areas; invitations to ‘critical voices’ who may be able to engage in a constructive learning and dialogue process are strongly encouraged;
- C** involvement of private sector representatives active in the cultural field, if relevant; as in the previous case, the inclusion of ‘critical voices’ is encouraged;
- D** involvement of actors representing different cultural fields (e.g. heritage, performing arts, visual arts, music, literature, new media, etc.);
- E** involvement of professionals and organisations representing other areas of sustainable development (e.g. education, social inclusion, environmental development, tourism, etc.);
- F** involvement of members of different linguistic or ethnic communities, if relevant in the local context;
- G** balanced representation of men and women.

As shown by the criteria set out above, an aim to involve a diverse set of agents should prevail in the selection of stakeholders. Once an initial list of relevant stakeholders is available, the local focal point is encouraged to share it with UCLG, CAE and the expert. While the Terms of Reference of the programme mention this group of stakeholders to be between 12 and 24, a flexible approach needs to be central. This number can be increased if partners see the need to invite more people in the initial workshop. As the group of stakeholders will have to be involved in monitoring and follow-up activities throughout the duration of the programme, the initial workshop must guarantee full understanding of the programme by key actors, and become a truly empowering experience to all those concerned actors concerned by “culture in sustainable cities”.

**»»» Logistical preparations** (December 2015 – April 2016, depending on dates agreed for the visit): the preparation of the city visit and initial workshop should involve the following elements:


- A** Contacts with the cultural facilities or services and with other suggested interviewees to be involved in the city visit, in order to confirm their availability. Depending on the case, this may involve sending a letter, carrying out an initial meeting to inform of the aims of the project, etc.
- B** Sending out of invitations to the members of the group of stakeholders, including background information on the aims of the initial workshop (the inclusion of a copy of Culture 21 Actions could be considered), a procedure to confirm their availability and a mechanism to respond to doubts (e.g. by e-mail) before the dates of the workshop. The planned schedule of the workshop could be sent either alongside the initial invitation or upon confirmation.
- C** Preparation of the contents of the initial workshop, including the design by the local focal point and the expert of a schedule to ensure that all relevant issues can be addressed over the duration of the workshop.
- D** Confirmation of venues and logistical aspects, including interpretation services if necessary, catering services, etc.
- E** Dissemination of the public event (optional activity), among the general public and/or via thematic networks relevant to the fields of culture and sustainable development. Information about the public event should also be sent to the local media.
- F** Preparation of media outputs, including measures to ensure that by the end of the visit a video recording of the visit is available and at least one press release has been disseminated.


### TASK 3: CITY VISIT AND INITIAL WORKSHOP

The city visit is expected to last between 4 and 5 days, of which 2-3 should be devoted to the initial workshop. The visit should take place between December 2015 and April 2016, in accordance with the dates identified previously. Additional details about the activities included in the programme are presented hereafter:

**Initial meeting**, involving the Deputy Mayor or Councillor in charge of cultural affairs (as well as, if relevant and possible, other senior political representatives), the local focal point and other relevant staff, as well as the expert and the representatives of UCLG and CAE. This meeting should allow to discuss the agenda, the expectations of the visit and the broader Pilot Cities project, as well as any other relevant issues.

**Visits to at least 3 cultural facilities or services** (e.g. neighbourhood cultural centres, museums, cultural education programmes, etc.). These should be relevant in the context of the city's priority areas within the Pilot Cities programme, and should allow the expert, UCLG and CAE to obtain a diverse, representative image of areas of activity and neighbourhoods within the city. These visits, or at least the majority of them, should take place preferably before the initial workshop.


**Meetings with at least another policy department** (e.g. the local government department in charge of education, social affairs, employment, urban development or the environment). Again, the choice should be made on the basis of the issues which the city expects to address in the context of the Pilot Cities programme. This kind of meetings should aim to understand how cultural aspects are integrated in the relevant policies and strategies of other departments, what kind of coordination mechanisms and what opportunities and challenges may be identified for the future, particularly in the context of the implementation of Pilot Cities. The relevant policy department(s) should have been briefed about the programme beforehand, and may also be those that will take part in the initial workshop. These meetings should preferably be held before the initial workshop.


**Initial workshop**, lasting 2 to 3 days. The workshop should be held in an accessible venue, providing comfortable working space for a group of up to 20 people, as well as some additional space for coffee breaks, storing material, etc. The possibility of having room for 2-3 smaller breakout sessions is also desirable. The room should be provided with a laptop and projector and at least one flip chart. Other relevant services (e.g. interpretation if necessary) should also be considered. Each participant should be provided, either through previous exchanges or in packs given on site, with the following items:

- A** the schedule foreseen for the workshop, including the time allocated to each 'commitment', breaks, etc.;
- B** a copy of Culture 21 Actions;
- C** a copy of Culture 21 Actions' evaluation guide;
- D** writing material.

The workshop should be led by the local focal point, in collaboration with the expert. Through previous exchanges, the local focal point should be familiar with the evaluation guide and the expectations of the workshop. Proceedings could open with a short address by the Deputy Mayor or Councillor in charge of cultural affairs, or alternatively the City's Director for Cultural Affairs, or equivalent.

The workshop should lead to the following results:

- A** analysis of the city's weaknesses and strengths from the perspective of Culture 21 Actions – this will be reflected in the document known as 'Radar 1';
- B** identification of 2-3 areas requiring further work and 2-3 where relevant experiences exist which could inspire other cities – this will inform the design of the work programme; and
- C** election of 2-3 interlocutors who, alongside the local focal point, will take the lead in the design and subsequent coordination of the work programme. The group of interlocutors should involve both public and civil society representatives, chosen from among the stakeholders involved in the initial workshop.

▶▶▶ **Public event** (optional activity), lasting between 2 and 3 hours approximately, which should allow for a presentation of Culture 21 Actions, the Pilot Cities programme and the city's participation in it. The public event may be held in the context of a regular activity (e.g. a session of the local cultural council where this exists) or as a self-standing activity. It should aim to inform a wide range of stakeholders (e.g. cultural agents, NGOs and public institutions active in other areas of local sustainable development, academics, media, public at large, etc.) of the issues raised by the Pilot Cities programme. Ideally, this event could be held at the end of the initial workshop, which could allow for the presentation of preliminary conclusions of the discussions held if considered pertinent. The expert and representatives of UCLG and CAE should take part in the event and may be available for media interviews.

▶▶▶ **Debriefing session**, involving the local focal point, the 2-3 interlocutors identified at the workshop and other relevant stakeholders (e.g. the Deputy Mayor or Councillor in charge of cultural affairs if possible), as well as the expert, UCLG and CAE, with the aim of discussing preliminary conclusions and agreeing on follow-up steps and milestones, focusing in particular on the preparation of the Pilot City's work programme (Activity 2) as well as its implementation and related peer-learning activities (Activity 3).

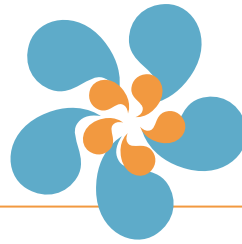
The results of this initial phase will feed into the remainder of the Pilot Cities programme. In particular, a work programme informed by the results of the initial workshop should be produced within 30 days following the visit (Activity 2).



# OUTCOMES

At the end of this phase, the following outcomes will be available:

- ▶▶▶ The appointment of a **local focal point** by the local government.
- ▶▶▶ The identification of a group of **12-24 local stakeholders**, who will remain active in the monitoring, implementation and sustainability of the programme at local level.
- ▶▶▶ The identification of an initial group of other 2-3 **“interlocutors”** (municipality and local community) to be closely associated to the programme and its set up.
- ▶▶▶ A document with initial analysis of the strengths and weaknesses of the city’s cultural policies (**“Radar 1”**), on the basis of Culture 21 Actions’ “circular radar”, including the identification of 2-3 areas deserving further attention and 2-3 areas where the city has strengths – these will provide the basis for the design of the local work programme (Activity 2) and its implementation (Activity 3).
- ▶▶▶ A **Public event** (optional activity),
- ▶▶▶ Initial **dissemination and awareness-raising** of the local population, via the aforementioned public event, if considered pertinent
- ▶▶▶ The creation of a **dedicated page at the Agenda 21 for culture website**.
- ▶▶▶ A **press-release**
- ▶▶▶ A **video recording**



**PILOT  
CITIES  
EUROPE**  
2015-2017

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