



NAMIBIA

UNDAF Outcome 2: By 2010, livelihoods and food security among most vulnerable groups are improved in highly affected locations

Joint Programme Outcome(s)

1. KNOWLEDGE BASE

Within the framework of national strategic plans, national knowledge base developed on linkages between customary/traditional practices, tangible and intangible cultural/natural heritage and livelihoods

2. Livelihoods are mainstreamed into sustainable gender sensitive cultural/ natural heritage legislation, policies and programmes with capacity and awareness enhanced on sustainable cultural/ natural heritage and livelihoods and related international cultural legal instruments

3. Pilot Programmes using knowledge base and streamlined enhanced policies and legislations

<p>Programme Title: "Sustainable Cultural Tourism in Namibia"</p> <p>Programme/project Duration (Start/end dates): _____ 36 months</p> <p>Fund Management Option(s): combination (Parallel, pooled, pass-through)</p> <p>Managing or Administrative Agent: _____ (if/as applicable)</p>	<p>Total estimated programme budget: US\$ 6,000,000.00</p> <p>Out of which:</p> <p>1. Planned resources:</p> <ul style="list-style-type: none"> • Government In Kind • Regular/Other Resources • NGO or private In Kind • UNESCO 3,818,493.00 • UNEP 353,100.00 • UN-HABITAT 877,507.00 • ILO 930,000.00 • Advanced formulation: 20,000.00 • Donor ... <p>2. Unfunded budget: Nil</p>
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EXECUTIVE SUMMARY

Following the submission and approval of Namibia's concept note on the thematic window on Culture and Development, the country was requested to prepare an expanded Joint Programme (JP) proposal to be submitted to the UNDP–Spain Millennium Development Goals Achievement Fund (MDG-F) that aims to draw on cultural tourism development as a vehicle for poverty reduction, particularly among women, disadvantaged and vulnerable groups. In Namibia, the UN System's programming focus is pillared on the Triple Threat which aims to improve livelihoods, food security and capacities to deliver services as the impact of HIV and AIDS deepens. Hence, programme activities have been designed in line with the United Nations Development Assistance Framework (UNDAF) objective 2, which states that "By 2010, livelihoods and food security among most vulnerable groups are improved in highly affected locations"¹. The Joint Programme will support the Government of the Republic of Namibia (GRN) in achieving its developmental goals as elucidated in the Vision 2030 and the National Development Plan (NDP3).

The JP will help achieve the MDGs 1, 3, 6 and 7 by focusing on (i) poverty reduction, (ii) gender mainstreaming, (iii) mainstreaming of HIV/AIDS issues linked to the cultural tourism sites and (iv) ensuring the sustainability of environmental/cultural assets, a core-element for poverty reduction, especially for those depending on cultural/natural resources. The programme thus strongly advocates the improvement of livelihoods/food security and empowerment of rural communities through the promotion of Cultural Tourism in Namibia.

The proposal emphasizes national ownership and participation of local communities, with particular emphasis on indigenous peoples, in cultural heritage tourism activities based on three focus areas: creating a knowledge base; evaluating and creating awareness about legislation related to cultural heritage; and finally, developing pilots using knowledge base and streamlined policies and legislation to improve livelihoods. In an attempt to successfully address these three focus areas, the Joint Programme Document (JPD) seeks to leverage a sustainable development path, laying stress on three mainstream endeavours: involving the poor upfront; investing in women's commitment to improve the welfare of communities; and enhancing policies development and public action accordingly. Any sustainable tourism programme must work in concert with stakeholders or interested parties including government agencies, conservation and other non-governmental organisations, developers and local communities. Their participation in the planning and management process is of paramount importance. The JP therefore foresees the development of an effective public communication strategy that will offer local communities opportunities to participate at all stages of the programme. It will also provide rural communities with an appreciable level of understanding of tourism.

As far as cultural tourism is concerned, efforts to bridge the gap between cultural production and cultural consumption still need to be enhanced to maximize community benefits from tourism. Earnings, working conditions and employment could be enhanced if the industry were more effectively organized. Should capacities for cultural entrepreneurship be strengthened and new market opportunities identified and exploited more fully, the development, preservation, and promotion of competitive cultural tourism in Namibia could offer real possibilities for meeting the challenges posed by globalization. This would be done through expanding the economic and trade potential of local and indigenous talents, traditions and expertise. Understanding and responding to the influences shaping such industries is a key precondition for defining effective intervention strategies, as the potential for diversifying economic growth and employment generation in the creative industries in Namibia remains mostly untapped. While considerable progress has been made in ensuring that local communities benefit from mainstream tourism through Community Based Natural Resource Management programs (CBNRM), cultural tourism that is rooted in communities still lags behind. Against this backdrop there is need for intervention strategies to create awareness of and harmonize relevant national and international policies, conventions and legal frameworks

¹ United Nations Development Assistance Framework (UNDAF) for Namibia, Outcome2, page 6-8

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to ensure that local communities benefit optimally from cultural tourism. In light of the above, the JP's strategy is to support the Government of Namibia in strengthening cultural tourism interventions in the country, using it as a vehicle to stimulate economic development at community level. Interventions aim at improving livelihoods and assisting community based organizations in helping rural communities reap their fair share of benefits from cultural tourism and at alleviating poverty. Particular focus will be placed on empowering, women, youth, as well as disadvantaged and vulnerable groups.

Every intervention to reduce poverty must take into consideration the total social situation. All sectors of Namibia's economy have been impacted by HIV and AIDS. By its very nature, the tourism sector is very vulnerable to this pandemic. Beneficiaries in the JP will be involved in prevention education and, where necessary, education about treatment as a way of mainstreaming this critical area of social development.

Another crucial intervention is the support of existing and creation of new functional cultural heritage Small and Medium Enterprises (SME) at the local level that would guarantee local participation and sustainability of tangible and intangible cultural heritage. The proposal, therefore, has the potential to reposition cultural tourism in Namibia as a vehicle for poverty reduction by making sure that communities derive maximum benefits, while at the same time, encouraging the sustainable utilization, preservation and management of both the cultural and natural environment.

The field of cultural tourism is relatively new in Namibia and as such, no baseline studies exist from which empirical data on lessons learnt can be derived. Neither are there any official statistics or information available from which to develop relevant and reliable performance and other indicators. In recognition of this status quo, and in consistency with the approved Concept Note, the JP is designed to address this deficiency in its first phase, through a situational analysis and a certain number of focused baseline studies, research and analysis, participatory assessment of needs and identification of problems in order to ensure the best possible programme implementation. All research, baseline and assessment results will be placed within the knowledge sharing portal which will serve as a depository for data collected with regards to culture and development and will be readily available at all times to development and other partners wishing to invest in this sector. The custodian institution for the knowledge portal, the Ministry of Youth, National Service, Sport & Culture, will act as the clearing house.

In achieving the aims of this Programme, *UNESCO* will play a leading role. *UNESCO*, together with other UN agencies (*ILO*, *UNDP/ UN-Habitat*, *UNEP*) will work in collaboration with the key government institutions², the private sector³ and the participating communities in preparing and implementing the JP. The participating UN agencies have a wealth of comparative advantages that will add value and assist in leading the implementation of the Joint Programme. The comparative advantages are stated below (see Annex B for further information on UN Agencies' comparative advantages).

UNESCO

As the sole United Nations agency with a mandate in the field of culture, *UNESCO* is its (UN) leading advocate and works towards supporting the integration of culture in the development agenda at the country level. With 193 Member States and 6 Associate Members and over sixty years experience in the field of Culture and is universally accepted.

UNESCO's focus on culture in the JPD is based on the premise of Programme implementation characterized by ensuring the linkage between operational action and the solid normative foundation provided by international conventions, recommendations, declarations and tools elaborated by *UNESCO* in the field of culture. *UNESCO's* comparative advantage includes its experience in:

² NPC, MYNSSC, MoE, MGECW, MET, MME, MRLGRD, MIB, MoJ, Ministry of Trade and Industry
³ such as: FENATA, NTB, NCCI and NGOs, NANGOF NACSO, NTD, CBOs, CSOs

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- Developing tourism for the funding, protection, promotion, sustainable management and enhancement of heritage and for promoting intercultural dialogue and social cohesion.
- Using appropriate institutional, legal and financial tools that take into account the effect of tourism on heritage.
- Defining strategies for tourism that will motivate a better understanding of its impact and the vital need for progressive international, regional and local strategies.
- The selection of best practices and policies which encompasses the economic, social, cultural, and ethical dimensions of tourism to enhance national and local capacities, promoting a global approach.
- Preparing policies which take into consideration the relationship between: tourism and cultural diversity; tourism and intercultural dialogue; and tourism and development to contribute to the fight against poverty, protection of the environment and mutual appreciation.
- Developing the nature reserves and ensuring the appropriate recognition, preservation and utilization of important geological heritage.
- Creating, overseeing and promoting the major international standard-setting instruments in the field of culture and organizing International Conferences on Cultural policies and sustainable development and supporting their practical application in the field.
- Developing and facilitating the development of information-sharing portals in the field of Education, the Sciences, Culture and Communication and Information.
- Promoting a Culturally appropriate approach to HIV and AIDS.
- Promoting the Creative Industries - by enhancing quality control and marketing interventions, strengthening local markets and providing better access to international markets, particularly by means of North-South and South-South cooperation

In light of the need for a multi-sectoral and holistic approach to programme implementation, UNESCO will have the overall technical leadership role in implementing this Culture MDG-F joint programme. Using its comparative advantage, in coordinating the JP, UNESCO, aims at demonstrating the vital relationship between culture and development and its importance in economic and development planning and policies. Hence, UNESCO's mandate in coordinating the activities in the following JP outputs as identified in outcome 1, 2 and 3:

- Output 1.1: Knowledge base and information sharing portal development. Baseline on tangible and intangible heritage and training
- Output 1.2: Identification of new heritage sites.
- Output 1.4: Identification of pilot sites for implementation and replication (in collaboration with UNEP).
- Output 2.1: Harmonization and publicizing of relevant policies and Legislation on tangible/intangible heritage and customary laws.
- Output 2.3 Strengthening governance of Namibia's Geopark programme
- Output 3:1 Communities' capacities, end products⁴ and livelihoods upgraded through establishing pilot sites and HIV/AIDS awareness campaigns instituted
- Output 3.2 By way of LED approach, communities are empowered to generate employment and income from the pilot projects (in collaboration with ILO).
- Output 3:4: Promote skills transfer, built capacity and enhance market opportunities (in collaboration with ILO).
- Output 3.5: Support the establishment and management of a Geopark

The successful implementation of the programme will largely produce evidence-based data on these linkages which will permit Namibia to appropriately address such policy concerns. With Namibia's

⁴ "End product" is defined as the result of a completed series of processes or changes.

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common and diverse heritage as a backdrop, the research, capacity-building interventions and pilots, will enable a knowledge-based operationalization of this culture, economic creativity and development paradigm.

UNEP

UNEP is “the principal UN body in the field of environment” that “promotes the coherent implementation of the environmental dimension of sustainable development” within the UN system and “serves as an authoritative advocate for the global environment”. It also helps “strengthen the capacity of governments of developing countries and countries with economies in transition to achieve their environmental goals, targets and objectives, as well as environment-related internationally agreed development goals” including MDGs.

In this MDG-F Joint Programme, UNEP has a comparative advantage in Global environmental advocacy. Hence, its role in coordinating activities in the following outputs as identified in outcome 1 and 2:

- Output 1.1: Knowledge base and information sharing portal development. Baseline on tangible and intangible heritage and training
- Output 2.2: Communities/groups in the nine focus regions reaping benefits from cultural/natural heritage assets.
- Output 2.3: Strengthening governance of Namibia’s Geo-parks programme.

UNEP’s intervention in the joint programme is envisaged to support the Government of Namibia to more effectively integrate and implement the principles of cultural diversity into sustainable development policies and activities by promoting sustainable tourism in cultural and natural sites and empower the local communities in the management and ownership of cultural and natural heritage sites through appropriate policies and regulations.

UN-HABITAT

The main roles and responsibilities of UN-Habitat derive from the Habitat Agenda, adopted at the United Nations Conference on Human Settlements (Habitat II) in Istanbul in 1996. After 1996, the UN General Assembly mandated UN-Habitat with the overall responsibility for the coordinated implementation of the Habitat Agenda. A major objective of UN-Habitat is expressed as follows:

To continuously develop UN-Habitat's capacity to bring together all spheres of government, civil society and the private sector by strengthening partnerships for promoting sustainable urban development.

In the MDG-F Joint Programme, UN-Habitat will provide technical advisory and capacity building support for policy and institutional reform. Such support may be provided through Habitat Agenda partners, consultants or directly by UN-Habitat. The major role for UN-Habitat in this JP will be to facilitate strong working relations between Habitat Agenda partners – particularly National Habitat Committee, civil society, the private sector, local authorities and Ministry of Regional and Local Government, Housing and Rural Development (MRLGHRD) – in the implementation of the selected projects and help align efforts to achieve sustainable urbanization-related objectives. Within its mandate UN-Habitat will coordinate activities in the following outputs as identified in outcome 1 and 3:

- Output 1.1: Knowledge base and information sharing portal development. Baseline on tangible and intangible heritage and training
- Output 3.1 Communities’ capacities, end products and livelihoods upgraded through establishing pilot sites and HIV/AIDS awareness campaigns instituted

In so doing, cultural tourism initiatives will be used to develop and upgrade sustainable human settlements that are attractive and conducive for investment.

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ILO

The International Labour Organization (ILO) is the tripartite UN agency that brings together governments, employers and workers of its member states in common action to promote decent work throughout the world.

"The primary goal of the ILO today is to promote opportunities for women and men to obtain decent and productive work, in conditions of freedom, equity, security and human dignity."

Decent work is captured in four strategic objectives: fundamental principles and rights at work and international labour standards; employment and income opportunities; social protection and social security; and social dialogue and tripartism. At the country level, the ILO provides support through integrated decent work country programmes (DWCP) developed in coordination with ILO constituents. To boost employment opportunities among the ultimate MDG-F programme beneficiaries, ILO will use the Local Economic Development (LED) approach. The LED approach is a process where local actors shape and share the future of their territory with the aim of strengthening the economic capacity of a locality and thereby improving the quality of life for all. LED is defined by being based within a specific territory or area as a locally owned approach that aims to empower social partners and local actors. It involves public as well as private actors including civil society, and it focuses on boosting local economies and employment creation through interventions in sectors with economic potential. The LED approach enables the joint formulation and implementation of development strategies that are building on existing local endogenous resources and competitive advantages.

In the *MDG-F Joint Programme*, the major role of ILO in the JP will be to capacitate the community through local intermediary organisations and offer trainer development and product development support. Hence its commitment to coordinate activities in following outputs as identified in outcome 3:

- Output 3.1: Communities' capacities, end products and livelihoods upgraded through establishing pilot sites and HIV/AIDS awareness campaigns instituted (in collaboration with UNESCO)
- Output 3.2: By way of the LED approach, communities are empowered to generate employment and income from the pilot projects
- Output 3.3: Integration of cultural and natural asserts into national and international tourism networks

Situation Analysis

Namibia's cultural heritage is intrinsically linked to the country's colonial history. The inequalities between races and gender are manifested in the production, preservation and consumption of cultural heritage. Until 2004 cultural heritage was protected by the South African National Monuments Council (NMC) Act 28 of 1969 (which has since been replaced in South Africa in 1999). Although the NMC Act 28 of 1969 allowed for the nomination and declaration of different types of heritage, there was a proliferation of "colonial heritage" with particular focus on the architectural heritage or built environment. In Namibia, the South African NMC Act 28 of 1969 was replaced by the Namibian National Heritage Act 27 of 2004 that centralizes heritage management. However, lack of properly trained heritage workers in the various regions of the country continues to marginalize local communities from mainstream public heritage and perpetuates the unequal distribution of heritage sites and products.

In Namibia, the natural heritage industry is leading in both conservation and "harvesting" of benefits from tourism through the Community Based Natural Resource Management Programme. This is evident by the extensive strategies that have either been adopted or created since independence in 1990 (e.g. The National Capacity Self-Assessment for Global Environmental Management (NCSA), Community Based Natural Resource Management (CBNRM), and the Environmental Assessment Policy (EAP) for sustainable development and environmental conservation) which are all aimed at achieving the goals of the National Poverty Reduction Action Plan (NPRAP). Such environmental concerns are mainstreamed into related

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development policies, for example, Vision 2030, NDP3, MDGs and NPRAP, among others, through the carrying out of Environmental Impact Assessment (EIA) Studies, integral components of pre-project development feasibility studies.

The country report on the development of sustainable tourism in Namibia⁵ indicates that there is a growing demand for tourism products and cultural aspects. There is an increase in the number of foreign tourists that visit the country (e.g. 321,773 in 2005 – 405,904 in 2006) and according to the same report, “Namibia is the fourth fastest growing tourism economy in the world”⁶. Interestingly the Millennium Challenge Account (MCA) report records that the tourism industry in Namibia is one of the significant employers in the country accounting for 18% of the work force, thus contributing 14.2 % of the GDP. The MCA is a five-year programme signed between Namibia and the Millennium Challenge Corporation that is worth US\$304.5 million with some US\$67 million earmarked for tourism alone. It aims at “reducing poverty and accelerating economic growth” through improving the quality of education and increasing income among the marginalized and poor communities in Namibia. The MCA focuses on three main areas: Education, Tourism and Agriculture.

An increase in the demand for community-based tourism products is indicated by the corresponding increase in the number of tourists, who visited community-based projects, from 30,000 in 1999 to 90,000 in 2004. The Tourism Transformation Charter commits, among others, to assisting the previously disadvantaged Namibian communities in tourism business development. This support can be a useful tool for catalyzing community-based cultural tourism products. While the increase in visitors brings affluence to a selected range of places and operators, most of the population remains disadvantaged. Previously disadvantaged Namibians could not tap into the mainstream tourism since the industry “mirrored the pre-independence apartheid regime where development of business was unavailable to the majority of Namibians” (MCA Namibia Report, p157).

Moreover, that very success, which the country is undergoing, carries a risk, in the long run, of skimming the people’s identity, and turning the nation into a vast recreation area. Should such a scenario unravel further, then not only the poor would remain stripped of the benefits brought about by this type of development, but the nation itself might miss a fundamental step on its way towards full development. This is why the government of Namibia is considering putting more emphasis on the people’s cultural assets, so as to better balance both the influx and the impact of a most welcome stream of tourists in the country yearlong, and maintain the nation’s vivid cultural specificity unharmed.

Namibia has ratified a number of international conventions⁷ in the area of cultural/natural heritage. These conventions, and others, have given Namibia, as a country, a comparative advantage in addressing crucial issues pertaining sustainable land use management and further support the government in implementing the National Poverty Reduction Action Plan. These initiatives are both emphasized in the Common Country Assessment (CCA) and UNDAF for Namibia.

With regards to livelihoods/food security and related issues propounded in this document, it should be recalled that inherent within the livelihoods/food security paradigm are various challenges, including those related to poverty, gender and HIV and AIDS. For this reason, it should be firmly kept in mind that Namibia currently faces an HIV and AIDS crisis of devastating proportions, an epidemic considered to be the single most important threat to sustainable human development, and as such, an impediment to attaining the Millennium Development Goals and Namibia’s Vision 2030. According to the 2006 HIV sentinel

⁵Asheeke, J.W and Katjiuongua O, 2007, Development of Sustainable Tourism in Namibia Country Report. Unpublished Workshop Report

⁶ibid

⁷Convention on Wetlands of International Importance especially as Waterfowl Habitat, Ramsar, 1971; Convention Concerning the Protection of the World Cultural and Natural Heritage, Paris, 1972; The United Nations Convention to Combat Desertification (UNCCD) 1994; Convention for the Intangible Heritage, Paris, 2003; Convention on the Protection and Promotion of the Diversity of Cultural Expressions, Paris, 2005; Convention Biological Diversity; Convention on International Trade on endangered Species ; Habitat agenda and Agenda 21

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survey, the national prevalence rate among pregnant women stood at 19.9%, and that indicates increase from 19.7% in 2004.

Critical challenges that inhibit Namibia from achieving sustainable development and improved livelihoods in the sphere of cultural heritage that need to be addressed by the JP include the following:

- The fact that national regulatory frameworks, policies and programs on the cultural heritage of Namibia are not yet fully reflecting international best practice and local needs.
- Insufficient emphasis has been laid so far on the promotion of the living heritage and thus the diversity of cultural expressions of many of the ethnic groups making up its population in comparison to the promotion of its natural /cultural heritage. This observation applies particularly to the promotion of the rich living heritage of the ethnic minorities of the Namibian society who are among the economically most vulnerable groups of the population. The heritage of these ethnic minorities offers excellent potential to establish community based cultural tourism businesses and economically empower these communities in a sustainable manner.
- Although Government has made commendable strides in addressing gender inequality in general since independence, very few women can be found in decision-making roles in the cultural heritage sphere, despite their strong presence in this sector. As a result, women continue to earn relatively lower incomes in this sector.
- Limited market access for the intended target group (especially minorities and women).
- High-cost transportation, communication and infrastructure, which increase the cost of goods/ services produced in Namibia.
- Insufficient productive skills and technical knowledge. In fact, MCA observes that one of the constraints to tourism development in Namibia is the lack of skills among the rural poor. Since formal training is very expensive, particularly for the rural poor, this limits their potential to reap commensurate benefits created by these industries. While the MCA focuses on training in the hospitality industry the JP will focus mainly on the training of community tour guides and cultural practitioners targeting the women and youth. Therefore it is imperative that both formal and non formal training be envisaged in the JP. Such training will ensure the retention of skills in rural areas once the tangible spin-offs begin to be realised.

Strategies


Background/Context

Namibia inherited a society that is characterized by social/economic inequalities and these are manifested in the current unequal regional distribution of officially recognized cultural heritage resources. The existence of the National Heritage Act 2004, National Arts and Culture Policy 2001 and the National Arts Council Act, 2007 provides a conducive environment for addressing the main areas of focus of the NDP3 with regards to cultural heritage.

One of Government's key goals is to create a "tolerant society that is proud of its diversity" (p. 41 of *Vision 2030*). There exists a wealth of unidentified cultural heritage closely linked to rural communities and indigenous peoples⁸. In light of the manifest unevenness in the types of heritage sites and products acknowledged and promoted in Namibia, the JP recognizes the need to redress this situation. Providing support for the identification and documentation of the country's heritage will provide core data to enrich the diversity of Namibia's documented cultural capital⁹, thus reduce the existing imbalance of the current

⁸ A study of declared national monuments in Namibia by Andreas Vogt, 2004 (National monuments in Namibia: an inventory of national monuments in the republic of Namibia. Gamsberg Macmillan, Windhoek) reveals that until 1990 the Namibian heritage landscape depicted only colonial heritage and even after independence there are no new indigenous heritage sites have been considered as national monuments/ heritage sites. The Heritage Hunt project of the Museums Association of Namibia (in collaboration with the UNESCO, Windhoek Office) aims at redressing the status quo by identifying heritage that is directly linked to the indigenous communities, particularly in rural areas

⁹ Namibia's cultural policy (2001) aims at promoting the diverse cultures of the country while at the same time emphasizing the unifying aspects of cultural heritage hence its slogan "Unity in Diversity".

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Eurocentric and geographically uneven distribution of officially acknowledged cultural representations. Subsequently, the history and cultural heritage of most communities in Namibia will be recognized and included as part of the rich national heritage. Actions in support of government's efforts will include identifying heritage related particularly to indigenous peoples and empowering the generators of this heritage to benefit economically by directly managing and exploiting cultural heritage resources in a sustainable manner through cultural tourism. It follows, therefore, that it is essential to adapt to new trends in cultural heritage identification with emphasis on indigenous heritage.

The JP activities will include research, inventorying and the celebration of the heritage sites found in each region, building on ongoing initiatives (e.g. the "Heritage Hunt"). Such activities will promote greater awareness of and respect for Namibia's cultural diversity, thus strengthen the construction of a diverse yet shared national identity. Interventions will be in line with major International Culture instruments ratified by Namibia, such as the Conventions: -Concerning the Protection of the World Cultural and Natural Heritage, -for the Safeguarding of the Intangible Cultural Heritage- on the Protection and Promotion of the Diversity of Cultural Expressions.

The production of cultural products that benefit targeted communities needs systematically planned programs. In this regard, Namibia's vision 2030, the NDP3 and the NPRAP concur on the need for concerted efforts to address poverty reduction through empowering local people and recognizing their ownership over their natural resources and cultural heritage. The major challenge to this effort is harmonization and awareness creation of both national heritage legislation and international cultural heritage conventions within policies. The international conventions, validated by the UNESCO Universal Declaration on Cultural Diversity, are rich in principles, ideas and concepts formulated to nourish national policies, strategies, legal and policy frameworks.

The JP strategies include the establishment of a knowledge base, the development of tools for the sustainable mainstreaming of poverty reduction into cultural/natural heritage protection and promotion, and the strengthening of institutions. Under this JP, the UN system in Namibia, through close interagency cooperation (a vital aspect of the JP) and the UNDAF, will contribute to the development of capacities for the integration of principles of cultural/natural heritage and diversity into sustainable policies and interventions and the creation of a knowledge bank/information portal. The knowledge bank/portal, validated by the national authorities, will be a source of valuable information for stakeholders intending to undertake future relevant interventions in Namibia. The Ministry of Youth, National Service, Sport & Culture, will also serve as the custodian and information clearing house for the portal.

It is well documented that the Cultural Industries, such as cultural tourism and handicraft production, thrive on a favourable cultural environment for its sustainability and depends on both cognitive and intuitive abilities. Without a doubt, Namibia is committed to the highest standards of conservation and protection of the sector line with the applicable conventions. However, national to local policy linkages are weak. To this effect, the joint programme will support government efforts in institutional capacity building through education, training and research. This will be done notably through the improvement of educational content at a level to be determined by the government. Formal and informal training of cultural managers and experts, as well as flexible professional exchanges in terms of conferences, seminars, workshops are planned within the JP.

Namibian heritage practitioners will receive formal training in institutions available within the Africa region¹⁰. Training will be aimed at providing the practitioners with a better understanding of critical processes in conservation in order to apply them at the macro/micro levels; improve their strategic planning skills relevant to heritage management, particularly in the African context; expand their awareness,

¹⁰ e.g. University of Botswana (Certificate in Museum Studies) and Robben Island in conjunction with the University of the Western Cape and the University of Cape Town (Postgraduate Diploma in Museums and Heritage Studies). Short courses in heritage management and conservation such as those offered by CHDA (Centre for Heritage Development in Africa, Kenya), and EPA (Ecole du Patrimoine Africain, Benin) and Africa 2009.

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knowledge, and understanding of current principles and practices in conservation of the built heritage; and enhance skills, judgements, and experience. The trained practitioners would then gradually incorporate and share the knowledge gained in their home institutions.

The JP will enhance capacity in rural communities through training and mentorship programs to support disadvantaged Namibians in tapping into mainstream tourism, through the judicious exploitation of their heritage resources. Programme initiatives will complement ongoing efforts of other programs such as the Millennium Challenge Account and the Global Environment Facility (GEF) in capacitating the rural poor through the provision of skills necessary for tourism development and environment protection. Synergies between this JP and the MCA will be developed, particularly in the areas of education and tourism - for example by integrating the cultural and natural heritage in tourism. While the MCA emphasizes the development and sustainable utilization of natural heritage for tourism purposes this JP intends to mainstream cultural heritage into the tourism sector.

The Government of the Republic of Namibia plans to make tour guide qualifications compulsory in 2009 for those involved in guiding. This means that a large proportion of community tour guides that are currently eking out a living from this enterprise will be excluded. In order to prepare them to meet the requirements, two tour guiding training programmes will be provided. A general tour guide training course for national qualifications level 1 to 4 and a specialized elephant guide course particularly in areas where elephant numbers are high, such as in the Nyae Nyae, West Caprivi and beyond. Elephant guiding is not only unique and uncommon in Namibia, but also links cultural tourism to biodiversity and reduces human-animal conflict. This will certainly secure formal employment in reputable tour companies for the participants while creating opportunities for self employment. It will also increase tourism in community-run conservancies.

Informal training will be offered to managers of cultural heritage SME enterprises in business and financial management or bookkeeping. This will ensure that cultural heritage enterprises are sustainable. Training will also take the form of exchange programmes for benchmarking, either at local or sub-regional level.

As a value added to the tourism thrust, the JP aims at supporting government efforts to assess national cultural assets related to the handicraft sector and its economic aspects. However, Namibian rural handicrafters face considerable challenges in marketing their products. Thus, there is a need to upgrade the value chains of these cultural products to ensure that the producers are empowered to receive a fair share of the benefits. At the same time, flaws in the implementation of trade legislation as well as weaknesses in trade support services need to be addressed. Trade policy related research and interventions in the 'enabling environment' are hence necessary to make the cultural value chains function better and increase trade and income opportunities. In light of these challenges, programme activities will include undertaking handicraft-specific baseline studies, research and needs analysis geared to encouraging the development and strengthening of craft-based micro enterprises. The studies will establish the present "landscape" of handicraft production in selected regions. Market research will be undertaken for appropriate subsequent market development. The studies, research and analysis will generate disaggregated data on business turnover, employment size, inter and intra sector linkages and the assessment of the potential growth of handicraft production. Activities will also consist of sensitizing and motivating Namibians to tap into their rich diversity of cultural expression and take advantage of those assets. The JP will support the development of country-specific designs and the production of quality of hand-made traditional and/or innovative craft products for the national tourism and international markets. Market access will be linked with human resource development to create a platform for participatory knowledge sharing and skills transfer as well as the strengthening and rolling out of community-based marketing organs for market development.

These efforts coupled with capacity building interventions within communities will contribute to reducing the income gap between the rural crafters in the second economy and the retailers in the first economy market. These efforts will also serve in improving the quality of products and encouraging new and innovative product development while facilitating opportunities for enterprise development and job creation. Particular efforts will be made to stimulate better access to national, regional and international

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markets, especially by means of North-South and South-South cooperation. It is furthermore expected that the active partnership participation of the private and public sectors will contribute to the improvement of cultural products, assist in the expansion of handicraft production and marketing as well as improve training in this sector. The thrust of these interventions which will focus on women girls, youth and indigenous groups and will contribute to the Namibia's NDP3 objectives for the attainment of MDG 1.

Given its high prevalence, HIV and AIDS is the leading cause of death in Namibia, a situation threatening sustainable livelihoods and national development. The JP foresees the streamlining of an HIV and AIDS education and prevention strategy within programme activities. Indeed, the conventional Sustainable Livelihoods framework has provided quite a clear basis for understanding how HIV and AIDS can impact on various aspects of livelihoods in many different ways¹¹. The links between HIV and AIDS and livelihoods/food security are well known. For instance, food insecurity can increase the risk of a person becoming infected with the HIV virus while HIV and AIDS can increase the vulnerability of households and communities to food insecurity. It is to be noted that the Government of Namibia has put in place aggressive programmes to fight the pandemic in all 13 regions¹² and calls upon all sectors in the country to contribute to the creation of "a HIV competent communities that will curtail the spread of HIV". In response to this call, actions within the JP will include the development of gender-responsive, culturally appropriate, information campaigns at the community level, particularly where programme interventions will be made. Since another Joint Programme has been developed on gender issues in Namibia, the gender emphasis in the culture JP will allow for complementarities.

In an effort to support ongoing government and other efforts, the JP will create an enabling environment for multiple development strategies to take place through pilot interventions at the community level. It will support the improvement of the livelihoods of local communities, while respecting the Namibian supreme law (the constitution) by promoting the right to cultural identity and expression as enshrined in Article 19¹³. To this end, the programme will pilot five models for the sustainable creation of employment and income opportunities for beneficiaries¹⁴ (focusing on women, marginalized and vulnerable social groups) through the promotion and protection of Namibia's cultural heritage, namely through Cultural Villages, Cultural Trails, Cultural Centres, Cultural Industries and through a Geopark¹⁵. These models were chosen because some data in Namibia and empirical data from other countries indicate that they have good potential to create a significant number of job opportunities, particularly for indigenous peoples and rural communities. Since employment sites are strictly local, employment arrangements will be more flexible (part-time, group based), and will enable the beneficiaries to tap into their existing traditional skills base. In the case of the Geopark, an added advantage is its novelty to the African continent – the park would be the first of its kind in Africa. To earn the Geopark label, an area must possess a significant geological heritage, a coherent management structure and an economic development strategy, based notably on sustainable tourism. Proclamation of Africa's first Geopark under UNESCO's patronage would not only ensure the appropriate recognition, preservation and promotion of Namibia's important geological heritage but would also guarantee, in line with the proclamation criteria, that actions are being taken to improve the socio-economic development of the local communities living in the designated parks. Furthermore a proclamation would have the added advantage of stimulating international interest and add new dimensions to tourism attractions in Namibia.

The programme will pilot these activities in project sites selected from a short-list originally proposed by the Namibian stakeholders (counterpart institutions) during the design stage of this JPD. The selection of

¹¹ See especially Loevinsohn & Gillespie (2003), Stokes (2003) and Harvey (2003).

¹² Including the prevention of Mother to Child Transmission services, Anti-retroviral therapy and Voluntary counselling and testing.

¹³ Article 19 of the Constitution of the Republic of Namibia, refers to Culture

¹⁴ Also defined as (Target Groups)

¹⁵ A Geopark is a territory with well-defined limits that serves local socio-economic development, comprising (i) a certain number of geological sites and/or (ii) a mosaic of geological entities of special scientific importance, rarity or beauty, representative of an area and its geological history, events or processes. (iii) characteristics of ecological, archaeological, historical or cultural value

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these project sites in the identified regions will be determined by a panel of Namibian experts and relevant community stakeholders and, where applicable, with advisory support by the JP partners. Most importantly, it will be informed by a catalogue of parameters that, in turn, relate to the first, third, seventh, and to certain extent, fourth MDG. Moreover, sites will be selected where the local (i) community shows high levels of poverty (both in terms of income poverty and poverty measured along satisfaction of basic social needs like access to housing, education and medical facilities and clean water), (ii) community offers promising intervention points to promote gender equality and to empower women (building, for example, on an existing community based business run by women), (iii) community records high incidence of HIV and AIDS or high vulnerability to be infected by the disease and (iv) natural environment is either under distress or highly vulnerable to stress induced by unsustainable resource management. The exact parameters and corresponding indicators with benchmarks will be developed by the panel of Namibian experts with advisory support from the JP partners, thus forming the basis for the development of a baseline survey instrument. The baseline survey instruments will then be used to assess each prospective site and to identify project sites for each pilot in the identified regions.

For day to day programme implementation, monitoring and evaluation at community level in the above-mentioned project sites, the JP will closely relate to the Constituency Development Committees in the focus regions responsible for community development. These committees are constituted of various stakeholders such as NGOs, line ministries, traditional leaders and local authorities. Through the Regional Councils, overall reporting will be overseen by the Ministry of Regional Local Government and Housing and the responsible participating UN Agencies.

In addition to, and regardless of, the planned pilots, the JP will target cultural SMEs as a way of redressing income inequalities and to creating employment for women as well as disadvantaged and vulnerable social groups. Thus, it is envisaged that the JP will assist in achieving the set goals in main areas of poverty reduction, sustained economic growth, employment creation, reducing income inequality, economic empowerment through the reduction of regional inequalities and gender equality and equity as expounded in Namibia's Vision 2030 and the NDP3 (2008-2012). In line with the *UNDAF Outcome 2*, this proposed intervention aims at ensuring that communities, especially women, marginalized and vulnerable social groups utilize their cultural heritage resources in a sustainable manner to maximize on benefits through the successful development and implementation of sound policies, training and other designed appropriate interventions.


Through the proposed interventions, the JP will compliment the MCA Namibia programme to: "Promote private and community-based investment in tourism" by addressing the following areas:

- Resource development and management (Some pilots will tap from the experience of the MCA tourism and business hubs).
- Marketing (The promotion of the pilots in this JP will benefit from the existing marketing initiatives of the MCA and the NTB).
- Empowerment and capacity building (The JP will enhance rural communities' capacities through training and mentorship programs, tapping from the comparative advantage of the MCA in the hospitality industry).

Raising awareness and improving access to resources are two key strategies towards poverty reduction. Therefore, under this Programme, women, marginalized communities and vulnerable groups will benefit by obtaining knowledge on the national policies, laws and strategies that support poverty reduction. The target groups will be made aware of their rights:

- to access cultural/natural heritage resources;
- to access-benefit sharing; and
- roles and responsibilities in the sustainable management and utilization of the resources.

Namibia's JP on Culture and Development, provides a unique opportunity to enhance community participation and ownership of cultural heritage tourism enterprises. The programs uniqueness lies in the fact that:

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- It is the first of its kind to mainstream cultural tourism into poverty reduction strategies and improved livelihoods.
- It emphasizes the creation of a knowledge base that will highlight the importance of cultural heritage tourism in host communities and environments.
- It will support an integrated approach to research, documentation, to inform and influence policy and practice on matters related to cultural heritage development, protection and sustainable management.

Background to the regions selected for pilots

The government of Namibia together with four participating UN agencies have identified six intervention areas (pilots) namely: Cultural Villages; Cultural Trails; Cultural Centres and Interpretive Centres; Cultural Industries and a Geopark, spread over nine identified regions. Through the integrated approach to tourism promoted by the Ministry of Environment and Tourism, the proposed pilot areas were identified by virtue of their close proximity to already protected areas such as the Naucluft and Skeleton Coast Parks, providing tourists access to formal recreation areas, while at the same time benefiting from the cultural aspects of the area e.g. Geopark.

The cultural tourism initiative being promoted here is within the spatial framework of some of Namibia's national protected areas. These protected areas are spread over approximately 30.8% of the country's land surface.¹⁶ Each of the nine identified regions, namely: Caprivi, Erongo, Hardap, Kunene, Kavango, Omaheke, Omusati, Oshikoto and Otjozondjupa, has its own unique advantages in terms of cultural diversity. *Map 1* below indicates the identified regions and the interventions that are proposed for each of them. These pilot areas are either located within or in close proximity to nationally protected and proclaimed game parks, nature reserves or tourist recreation areas. The national protected areas consist of 16 game parks, and 2 nature reserves proclaimed under the Nature Conservation Ordinance,¹⁷ 2 Tourist Recreation Areas proclaimed under the Accommodation Establishments and Tourism Ordinance.¹⁸

Regional councils and other stakeholders in all identified regions where pilots will be implemented have indicated strong commitment to support poverty reduction as indicated in their regional visions and development objectives as outlined in their Regional Poverty Profile Assessments of 2007. They are also committed to support these models in their poverty reduction drives. The highest prevalence of poverty in these regions is represented by women who are identified as beneficiaries from the proposed interventions.

Namibia can offer much more than what is currently sought after by mainstream visitors. Heritage sites, Cultural Trails, Cultural Villages, arts and crafts, traditional ways of life add a broad and rich variety of interests to the entertainment most visitors are expecting when coming to Namibia. Moreover, such assets are, by their very nature, enshrined in the people's lives and livelihoods, thus linking any spill over from tourism to their immediate welfare and social change. This opens promising prospects for poverty alleviation, as the money flows related to such cultural tourism would spread directly into communities, mainly through women, since many of the activities involved are traditionally carried out by them. Moreover, women already play a very significant role in Namibian culture activities, and it would be fairly easy to lift them into more prominent leadership positions in that respect, in particular as far as access to markets is concerned. This would in turn bring about a fairer distribution of the income from their production and work.

Although the regions have been identified, the selection of particular areas or constituencies where the identified pilot will be implemented will be selected by an assessment panel based on the information

¹⁶ 114,000 square km -source: pg 2 of the 2006-2011 project document on Strengthening the Protection Area Network (SPAN)

¹⁷ N° 4 of 1975

¹⁸ N° 2° 1973.

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with a broader range of stakeholders. The JP could benefit from these documented experiences.

Caprivi Region

The Caprivi region, situated in the north-eastern part of Namibia, has a total population of 79, 826 and the majority are women totalling 40, 749. About 72 % of the population resides in the rural areas surviving on subsistence agriculture and utilisation of the environment for their livelihoods. The country statistics show that Caprivi is the first poorest region in Namibia with Human Poverty Index (HPI) of 36 % compared to 24.7% of the entire country. It has the highest HIV and AIDS rate of 40% and lowest life-expectancy of 43 years for females and 41 years for males. Approximately 50% of the households are headed by women¹⁹. The Caprivi is home to one of the marginalised ethnic minority groups - SAN who reside in the western part of the region. Women and marginalised minority groups are the intended beneficiaries of interventions in this region. The envisaged intervention in this JP, the cultural trail, is aimed at employment creation, especially for women and the youth, while at the same time boosting tourism in the region given its strategic location (bordering four countries Botswana, Zimbabwe, Zambia and Angola). The cultural trail is located in two parks (i) the Mamili national park, a nature reserve of 320 sq km. through which the Chobe river flows and (ii) the Mudumu National Park another nature reserve spanning 110 sq km. Vegetation is predominantly Caprivi flood plain in both reserves.

Erongo Region

Located in the western part of the country, the Erongo region has a total population of 107 663 of which 53.5% are male and the remaining 46.5 % are female. The economy of the region is diverse, ranging from fishing, farming to small scale mining. The main source of household income is represented by wages and salaries for 67% of the total population. Due to high prevalence of poverty in the rural areas and general lack of access to services such as safe drinking water and availability of employment, rural to urban migration is very high. According to the Participatory Poverty Assessment of 2007, 80% of the Erongo population live in urban settings. This proposed JP will therefore ensure that skills are retained in the rural areas by creating employment opportunities through the establishment of a Geopark and a Cultural Centre, to benefit mainly the Khoisan group –Topnaar – who live in the Erongo region and whose main source of livelihoods is gathering the !nara fruit in the desert and along the coast. The proposed Geopark in this region is located along the Skeleton Coast which has a coast and game parks. The land area covers 16,390 sq km with a northern desert, central desert, northern western escapement and Iselbergs vegetation type.

Hardap Region

The region is situated in the southern part of the country with a total population of 68 249, and 31% of this population is employed in the farms. Subsistence and livestock farming form the mainstay of the livelihoods. Statistically only 27% of the entire population is employed, in spite the fact that earning a salary is the preferred form of employment in this region²⁰. The majority employed are men, constituting 72% of the population. This leaves women who comprise almost 50% of the population in abject poverty. The majority of the people who live in the region are Nama/Damara, descendents of the Khoisan whose original economic lifestyle depended on pastoral nomadism. In an attempt to diversify the existing economy the JP it aims to promote the traditional method of tanning and safeguarding the associated tangible and intangible heritage of the indigenous population in the region. In this region is the Hardap recreational resort, located in a game park of 252 sq km. Park vegetation consists of dwarf shrub savannah.

Kavango Region

Situated in the north-eastern part of Namibia is the fourth poorest region in the country with an HPI of 30.3%. The population of the Kavango region is 202,694, representing 11% of the total national population. Women constitute 52% of the total population in the region. Subsistence agriculture is the main economic

¹⁹ RoN/Republic of Namibia. (2003). *2001 Population and Housing Census – National Report: Basic Analysis with Highlights*. Windhoek: national Planning Commission.

²⁰ National Planning Commission (2007) *Regional Poverty Profile Assessment*. Windhoek: NPC

activity²¹ given the fact that 82% of the population resides in rural areas. The proposed Cultural Village in this region has a potential of becoming an important economic hub, with the prospects of making significant contributions to women income as well as employment creation. The proposed pilot will be located in the 225 sq km Mahango game park. Vegetation consists of north-eastern Kalahari woodland, riverine woodlands and islands Okavango valley.

Kunene Region

The region is situated in the north-western part of Namibia. It is characterized by wide spread poverty. According to the Regional Poverty Profile of 2007, 75% of the population live in rural areas. Women headed households constitute 40% of the total population, with wages and salaries followed by farming as sources of livelihoods in the region. In addition women, orphans and female headed households are the poorest in the community. It is home for some of the marginalised groups – Ovahimba, Ovatjimba and Ovahimba. The potential for the proposed interventions (Cultural Village and a Geopark) in creating employment opportunity, in the process of safeguarding tangible and intangible cultural heritage is immense. GEF has an ongoing (2008-2009) community based project on the establishment of a community-based game guard system to conserve and manage biodiversity (mainly wildlife) and natural resources in the conservancy in a way that would enhance livelihoods. Another project was implemented in 2006 - Pro-Life Environmental Heritage - which sought to establish an information centre within the Sorris-Sorris Conservancy (Kunene) to actively educate small miners on the importance of the environment and to suggest alternative ways of mining.

Omaheke Region

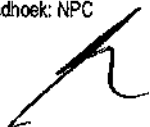
Located in the eastern part of the country, the region has a total population of 68, 039. Of these, 47.7 % are females. Nearly three quarters (72%) of the population live in rural settings with cattle farming (both subsistence and commercial) as a major source of livelihoods, supplemented by game ranches, hunting, guest farms and conservancies. Game farms and conservancies attract tourists to the region and offering farm owners with an alternative source of income from game farming, hunting and ecotourism. Thus, more than 50% of the Omaheke region is in private hands. The proportion of unemployed women stand at 30.6% compared to 19% for men. According to the Regional Poverty Profile of 2007, Omaheke is the third poorest region in the country, with HPI of 32. The proposed Cultural Centres and interpretive centres in this region will not only boost the tourism industry that serves as a hub for employment creation especially for women and other marginalised groups-SAN in the region but also support the promotion of culture as a value product. This region, a rich cultural area still very much a wilderness with beautiful wild Kalahari scenes, is adjacent to the Kalahari national park which stretches deep into Botswana. It is also a stone's throw from the famous Transkalahari highway, a principal route linking major tourist destinations in Namibia with the Gauteng Province of South Africa. Traditionally, approximately 40% of tourists visiting Namibia come from South Africa.

Omusati Region

Located in the north-central part of Namibia, the Omusati region has a population of 228, 842. Out of this figure 126 368 are females and 102 473 males. Given this scenario, the Regional Poverty Profile Assessment of 2007, indicates that the majority (62%) of the households are headed by women compared to 38% of their male counterparts. It is the seventh poorest region in Namibia, with an HPI of 27.1, which is still higher than the average of 24.7 for country as a whole. Subsistence agriculture is the source of livelihoods for 45.5% of the population in the region. Although the region records 35% overall unemployment rate, figures vary from one constituency to another within the region. Tsandi constituency records the highest unemployment rate of 63%, followed by Okahao constituency with 61% and Otamanzi constituency with 60%. In most cases women are most affected as they constitute the majority of the population in the region. As such, the proposed pilot (Cultural Trail), if properly located, preferably in one of the constituencies where there is high prevalence of unemployment, will create employment and serve as an

²¹ 52% of the household in the region derive their livelihood from subsistence agriculture, National Planning Commission (2007) *Regional Poverty Profile Assessment, Kavango*. Windhoek: NPC

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alternative source of income, especially for women, who head the majority of the household in the region. The proposed pilot, adjacent to the Geopark, will be located on the Skeleton Coast and in close proximity to Etosha national game park.

Oshikoto Region

Located in the northern part of Namibia, the region has a total population of 161 007, with 91% of the population classified as rural²². Women constitute 53% of the population and at the same time 50% of households are headed by them. In terms of Human Poverty Index, Oshikoto ranks the fifth poorest region in Namibia with an HPI of 29.9, and 45% unemployment rate. Agricultural production constitutes the main source of income for 56% of the households, supplemented by wages and salaries as well livestock farming especially in the communal areas. The proposed JP interventions (Cultural Centres and Interpretive Centres) in this region have a potential to reverse the current trends and provide an opportunity for women, who are considered the majority, to benefit from employment created by these Cultural Industries. Undoubtedly, the potential is immense, especially if the selected areas for pilots are in the rural areas where the bulk of the population resides. The proposed cultural and interpretative centre is located in close proximity to the 22,270 sq km Etosha national game park. Vegetation type here consists, among others, of Etosha grass, dwarf scrubland, Pans and Mopane shrubland.

Otjozondjupa Region

Located in the central part of Namibia, with total population of 135 384, of which 59% are classified as rural. The region is home to the indigenous -SAN people who are mostly employed in the communal farms and are by far the worst off, with the highest rate of poverty (58.1%). Yet, they have a rich cultural heritage. According to the Regional Poverty Profile Assessment of 2007, women have the highest unemployment rate of 39% compared to 28.3% of their male counterparts in the region. The proposed JP interventions (Geopark and a Cultural Village) can benefit from the strategic location of the region which lies on major routes of tourist destinations. Tourism is an important factor in the development of this region. The Geopark stretches across the 3842 sq. km. Khaudum game park. Vegetation is of eastern drainage vegetation. The JP will draw benefits from the results of a 2005-2006 GEF project undertaken in this region on Conservancy Land Use, Tourism Planning and Infrastructural Development. The project's aim was to obtain the necessary resources for the implementation of responsible land use, tourism and development plans. This capacity-building activity included comprehensive, participatory tourism development planning, drawing on local knowledge as well as best practices in the modern environmental and cultural tourism industries.

The various proposed pilot areas are connected to the protected areas to stimulate sustainable demand and tourism growth as cultural tourism thrives best when associated with formalised tourist destinations. There is therefore a symbiotic relationship that should be taken into account during the process of planning, programme design and implementation of the cultural tourism activities in these areas. In this way, communities located in or around the areas will optimally benefit by using their talents and cultural resources to enhance their livelihoods thus reducing poverty.

Lessons Learned

The field of cultural tourism is relatively new in Namibia, and as such, no baseline studies exist from which official and empirical data on lessons learnt can be derived. Furthermore, it is well known that participation is central to ensuring community empowerment and enhance national ownership. Community acceptance of tourism depends greatly on the extent to which the attraction reflects the needs and desires of local people and their integration into the industry. The JP will therefore ensure the full participation of the people as well as sound communication between projects and the people.

²² National Planning Commission (2007) *Regional Poverty Profile Assessment, Oshikoto*, Windhoek: NPC

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In recognition of this status quo, and in consistency with the approved Concept Note, the JP is designed to address this deficiency by gathering data, in its first phase, through a situational analysis and a certain number of focused baseline studies, research, participatory assessment of needs and identification of problems in order to ensure optimum programme implementation. This data will principally inform the selection of specific location in the identified regions where pilots and a number of capacity-building and training activities will be implemented. Furthermore all research, baseline and assessment results will be placed within the knowledge sharing portal which will serve as a depository for data collected with regards to culture and development for and will be readily available at all times to development partners wishing to invest in this sector.

Programme partners will strive at the best possible programme implementation through the accurate allocation of resources, adequate empowerment of the main beneficiaries, provision and/or use of appropriate technology, adequate and culturally appropriate promotion of the programme, use of effective training methodologies and generally, the creation of an enabling environment for policy to benefit the people.

However, there are number of lessons learned, first from assessing the gaps and overlaps from the existing national heritage laws and legislations and secondly from reviewing similar projects that have been established within the area of cultural/natural heritage industry.

Although Namibia has a law (National Heritage Act, 2004) that regulates heritage practice, and, in addition, ratified a number of International Conventions on Cultural Heritage, by and large, it is acknowledged that the major challenge is its enforcement due to low staff complement at the National Heritage Council and its related bodies. Therefore, the activities suggested in this JP Outcome 1, are aimed at addressing this challenge by enhancing knowledge and capacity. Furthermore, Namibia has policies for natural heritage but there is a need for review and harmonization of such policies with those concerned with cultural heritage.

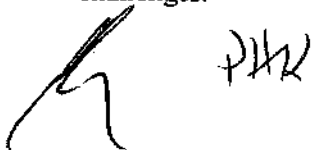
Although a driving force of cultural diversity, living heritage is very fragile. Fortunately in recent years, living heritage has received international recognition and its safeguarding has become one of the priorities of international cooperation. It has been observed that the Namibian National Heritage Act 27 of 2004 does not adequately cover heritage such as the living heritage (e.g. cultural practices, rituals). Therefore JP outcome 2 aims at reviewing existing policies, legislations and institutional frame works, devising mechanisms for implementation and awareness creation; developing training activities involving simple and efficient techniques for safeguarding objects, with a special emphasis on the creation of pedagogical tools; heritage sites development by strengthening professional networks and partnerships; improving educational content and access to knowledge through awareness-raising and educational activities; and inventorying of tangible and intangible heritage.

The second lesson learned from projects that have been established within the area of cultural/natural heritage industry is that of co-management of heritage assets. The Twyfelfontein Heritage site is a classical example of shared site management between the National Heritage Council and the local community.

UNESCO and the Namibia National Commission for UNESCO, in this case have a comparative advantage for having worked in the process of nomination of Twyfelfontein as Namibia's first site on the World Heritage list. In the course of the development of the Twyfelfontein World Heritage site, it has been observed that:

- Informally trained but well performing tour guides need recognition by the formal system of accreditation for commensurate remuneration and employment
- community tour guides at many cultural heritage sites remain inadequately trained

The Joint Programme Outcome 3 targets interventions at local level to respond to the above-mentioned challenges.



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The third lesson learned is that there is an imbalance of regional distribution of declared heritage resources. JP Outcome 1: addresses this status quo through the proposed inventory and assessment activities.

The fourth lesson is the lack of coordination in the marketing of cultural heritage products, that results in fewer tourists that visit cultural heritage sites compared to those that visit natural heritage sites. The Namibia Tourism Board together with other relevant institutions such as the Ministry of Trade and Ministry of Environment and Tourism are tasked to market tourism sustainably and will be the lead national implementing agents in the identification of the market demands and promotion of relevant programme "models" that are reflected in JP Outcome 3.

The fifth lesson learned is that community based conservancies have potential to generate impressive amounts of income through sustainable management and utilization of natural resources that can benefit women, disadvantaged and vulnerable social groups. Therefore, JP outcome 3, aims at using cultural heritage as pilots to address MDG 1 and 7, and further maximize community benefits accrued from such cultural assets.

A sixth and final lesson learned is that while there clearly is a tourism market in Namibia, a market research is needed about the supply and demand sides of the tourism sector in order to tailor and target products and services which are unique to Namibia's location, traditions, peoples and cultures, and which can also meet international standards of service and demand for tourism to Namibia.

In light of the abovementioned challenges and lessons learnt within the Namibian context, the following Joint Programme is being proposed.

The Proposed Joint Programme

The Joint Programme identifies the following three outcomes to achieve its goals:

OUTCOME 1 - Knowledge and capacity base enhanced, heritage identified and safeguarded.

OUTCOME 2 - Livelihoods are mainstreamed into sustainable cultural policies and standards are made compatible with expected cultural tourism.

OUTCOME 3 - In pilot sites, social development is integrated in cultural policies to reduce poverty among poor communities, improve their livelihoods and further empower women

Outcome 1: Aims at enhancing a national knowledge base and developing linkages between customary/traditional practices, tangible and intangible cultural/natural heritage and livelihoods. This will commence with the review of existing databases of organizations involved in cultural heritage management and cultural tourism to assess gaps and overlaps. The main target will be the use of this knowledge base to redress regional inequalities and spatial distribution of sites so that at least one new site may be proclaimed as national heritage sites in each of the 13 regions of the country. The data collected will have to be stored in a common format that will provide easy accessibility such as, web-based electronic database and will be disseminated through other social marketing campaigns that will educate the public such as radio, television, newspapers and community media centres. Inventories of tangible and intangible heritage will be developed. UNESCO will be the lead agent of this outcome. Further, the joint outcome 1 will include assessing and reviewing customary laws, cultural and traditional laws, as well as policies and institutional arrangements on customary, traditional practices so that they inform the development of cultural/natural heritage SME's to improve livelihoods of indigenous peoples. UNESCO will also lead in the Situational analysis, baseline studies and assessments.

Outcome 2: Aims at mainstreaming Livelihoods into sustainable cultural policies and making standards compatible with cultural tourism expectations. It furthermore aims at capacity building and creating awareness regarding quality service and products and sustainable use of cultural/natural heritage resources. It will achieve this by reviewing existing legislations, policies and institutional frameworks. The MYNSSC



will diligently sensitize parliamentarians on the need to ratify international cultural heritage conventions and actively create awareness at local community level of the existence of national cultural heritage legislations, policies and institutional frameworks that can enhance their livelihoods. In addition, this JP outcome 2 will mainstream gender and HIV/AIDS issues in heritage legislation. This will complement outcome 2 of the Gender JP: "Setting things right- towards gender equality and equity". The MET will sensitize local communities on the needs to maintain the quality standards of cultural tourism services and products. UNEP and UNESCO will be the lead agencies and although the MYNSSC will be the main implementing partner, other partners such as MET, NACOBTA, NTB, UNAM, Polytechnic of Namibia, NIED and private sector partners can assist in advocacy.

Outcome 3: Aims at using the national knowledge base and streamlined policies and legislations to enable poor communities to work their way out of poverty through the implementation of local economic development strategies built around cultural tourism sites. The activities will initially focus on territorial diagnosis and institutional mapping within the pilot regions to validate and further identify for replication pilot sites with good potential, as well as to test selected community based cultural tourism promotion models (refer below under results framework for more information on these models). The selection process of the pilot sites and the choice of pilots will ensure that technical support through the JP will particularly benefit most vulnerable communities, among them communities made up by indigenous people and/or affected strongly by HIV and AIDS, and that the support interventions are tailored to the local capacity of the intended beneficiaries.

Under the lead of ILO and pending the chosen pilot(s) - with technical inputs from UN/HABITAT and UNESCO - the resident communities around the pilot sites will be taken step by step through the ILO Local Economic Development approach, to empower them to take active part in, and benefit from, the planning, construction and operation of the pilots. Direct economic benefits for the local community will be employment created in the process of planning, constructing and later operating the ventures, and self-employment created in businesses indirectly linked to these ventures, like souvenir stores or wayside restaurants catering for visitors. Also, as a result of the institutional networks established at the outset of the local economic development process, communities will gain a more prominent voice in the local level policy dialogue at all levels. Furthermore, bearing in mind that social development is an important dimension of the local economic development approach championed by ILO, the local communities will have gained improved access to both physical infrastructure and social service infrastructure as a direct result of the JP. Youth employment promotion and the socio-economic empowerment of women will be cross-cutting concerns through the Local Economic Development process. Gender awareness and women's empowerment, entrepreneurship development in the Cultural Industries sector, training of community tour guides at selected heritage sites, establishing cultural tourism trails, information centres, Cultural Villages, a Geo-park and promote/enhancing handicraft production are other major activities of the JP in outcome 3. In addition, it will train young women in traditional and modern methods of tannery. These activities will be coordinated by UNESCO, UN/Habitat, and the ILO. The main national implementing partners will be MYNSSC, MET, NACOBTA, MTI and the private sector.

In achieving the aims of the JP, UNESCO, ILO, UNDP/HABITAT and UNEP will work in close collaboration with key government institutions, private sector and NGOs.²³

²³ such as the National Planning Commission (NPC), Ministry of Youth, National Service, Sport and Culture: Directorate of National Heritage and Culture Programmes, National Museum of Namibia, National Heritage Council, Museums Association of Namibia, Directorate of Arts: National Arts Council, College of the Arts, National Art Gallery, National Theatre of Namibia, Ministry of Education: Namibia National Commission for UNESCO, National Institute for Educational Development, University of Namibia, Polytechnic of Namibia, Ministry of Gender Equality and Child Welfare, Ministry of Environment and Tourism, Ministry of Mines and Energy, Ministry of Regional, Local Government, Housing and Rural Development: Regional, Local Councils and Traditional Authorities, Ministry of Information and Broadcasting, the Namibia Tourism Board, Namibia Broadcasting Corporation and Electronic & Print Media Houses, Ministry of Justice, Ministry of Trade and Industry, the private sector, Federation of Namibian Tourism Associations, Namibia Chamber of Commerce and Industry and Non-Governmental Organisations: Namibian Association of Community Based Natural Resources Management Services Organisations, Namibia Community Based Tourism Association, Integrated Rural Development and Nature Conservation and Rural Institute for Social Empowerment, NANGOF, Office of the Prime Minister, Pan African Centre of Namibia.

 PH2

Results Framework

The JP outcomes 1, 2 and 3 contribute to the achievement of *UNDAF outcome 2.1 and 2.2* and the *MDGs 1, 3, 6 and 7*, which seek to reduce poverty by ensuring that livelihoods and food security among the most vulnerable groups are improved in highly affected areas. The JP will specifically focus on poverty reduction and improvement of livelihoods. The table below reflects the summary of the results framework. The following outputs will be the deliverables through which the achievements of the JP outcomes will be measured over the period of three years.

OUTCOME 1 - Knowledge and capacity base enhanced, heritage identified and safeguarded.

- **Output 1.1:** Knowledge base and information -sharing portal development, baseline on tangible and intangible heritage and training.
- **Output 1.2:** Identification of new heritage sites.
- **Output 1.3:** Identification and documentation of legal, cultural and community barriers between cultural tourism and poverty reduction
- **Output 1.4:** Identification of pilot sites for implementation and replication

OUTCOME 2 - Livelihoods are mainstreamed into sustainable cultural policies and standards are made compatible with expected cultural tourism.

- **Output 2.1:** Harmonization and publicizing of relevant policies and Legislation on tangible/intangible heritage and customary laws.
- **Output 2.2:** Communities/groups in the nine focus regions reaping benefits from cultural/natural heritage assets.
- **Output 2.3:** Strengthening governance of Namibia's Geopark programme

OUTCOME 3 - In pilot sites, social development is integrated in cultural policies to reduce poverty among poor communities, improve their livelihoods and further empower women

- **Output 3.1:** Communities' capacities, end products and livelihoods upgraded through establishing pilot sites and HIV/AIDS awareness campaigns instituted
- **Output 3.2:** By way of LED approach, communities are empowered to generate employment and income from the pilot projects
- **Output 3.3:** Integration of cultural/natural heritage asserts into national and international tourism networks
- **Output 3.4:** Promote skills transfer, built capacity and enhance market opportunities
- **Output 3.5:** Support the establishment and management of a Geopark

Implementation of this programme proposes the introduction of five pilots (see Annex C expected under each pilot) which will support the development of local cultural business enterprises and products at community level, particularly focusing on women and disadvantaged/marginalized groups. The selected the minimum number of pilots is based on the existing cultural/natural assets that will be developed and replicated throughout the country. These five pilots spread within 9 identified regions of Namibia include the following:

Cultural Trails

Owned and managed by local communities will be developed and packaged for tourists. Once developed, the trails will have direct impact on communities through income-generation and employment opportunities, thus enhancing livelihoods. The proposed Cultural Trails will be located in selected areas in the Omusati and Caprivi region respectively. In both regions livelihoods are based on subsistence agricultural production. Particular effort will be made to target women and the youth. Secondly other cultural enterprises will benefit from being on or near the trails. The indirect benefits derived from the spin-offs created by these interconnected interventions will be experienced by the broader communities. Facilities and infrastructure (e.g. good road network and provision of safe drinking water) will have to be

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maintained, and communities around the Cultural Trails, will benefit from such improvements, thereby, enhancing their own livelihoods and general social cohesion. Particular attention will be given to marginalized and vulnerable social groupings identified through various Poverty Assessment studies.

Cultural Villages

The envisaged Pilot **Cultural Villages**²⁴ to be located in selected areas in the Kavango and Kunene regions will be a place for acquiring entrepreneurial skills and where target groups can set up their cottage industries for the production of handicrafts and presentation of living heritage. This pilot will establish functional links with the Namibia Tourism Board, Namibia Chamber of Commerce and Industry and Namibia Community Based Tourism Association as well as relevant partners in the private sector in order to market home-grown tourism products locally, regionally and internationally. Through close collaboration with such institutions, communities will benefit from their wealth of experience which will contribute to the sustainability of the proposed pilots.

Cultural Industries and Cultural Industries Promotion

This involves strengthening capacities at the community level for the production of handicrafts for the tourism industry in several regions of Namibia, linked to the Khomas Region. Moreover, the pilot Cultural Industry model proposed in the Hardap region will be a source of income to the communities residing in the selected areas where pilots will be implemented. Cultural Industries promotion (through an Award of Excellence) will provide a window of opportunity for national, regional and international exposure of home-grown handicraft. Interventions include:

- Skills transfer, training in design, marketing, entrepreneurship, intellectual property and copyright sensitization as well as apprenticeship training in the Hardap region.
- Enhancing the provision of market opportunities and market access to ensure sustainability of the handicraft sector.
- Establishing of rigorous standards of excellence for related handicrafts and encouraging innovativeness while preserving traditional crafters' know-how.
- Launching of an Award of Excellence for Handicraft Products (having national and sub-regional reach) which recognizes the highest level of craft excellence, distinguishing a product as a benchmark for craft production.

Cultural Centre and Interpretive Centre

Will be places for acquiring entrepreneurial skills and where target groups can set up their cottage industries for the production of handicrafts and presentation of living heritage. The proposed pilots will be situated in the Oshikoto, Kunene and Omusati regions.

Geopark

A bill to review the Parks and Wild Life Management Act has been submitted for approval in 2008 to the Parliament and will allow to strengthen protected areas' regulation and to launch in Namibia the Geopark programme²⁵. The Directorate of Geological Survey in the Ministry of Mines and Energy has been entailing since 2004 action to assess the geological and socio-cultural assets and potentials in a vast area located in the North West of Namibia and worked on a proposal for the establishment of the Gondwanaland Geopark which falls within three of Namibia's political regions, namely Erongo, Kunene and Otjozondjupa.

The proposed **Namibian Geopark** - Africa's first - comprises of significant geological features. The JP will ensure that it is culturally and environmentally sustainable to foster socio-economic development. The Existing social infrastructure will be utilized by basing its management on Community Based Natural

²⁴ A Cultural Village is community centre where various authentic cultural practices are displayed in the form of performances, lived experience and other cultural activities portraying a particular culture. It also includes production-lines of artefacts and outlets for marketing cultural products.

²⁵ A Geopark is a territory with well-defined limits that serves local socio-economic development comprising (i) a certain number of geological sites and/or (ii) a mosaic of geological entities of special scientific importance, rarity or beauty, representative of an area and its geological history, events or processes. (iii) characteristics of ecological, archaeological, historical or cultural value

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Resources Management Initiative of the Ministry of Environment and Tourism, thus strengthening the communities and expanding their mandate to manage the geological attractions of their area. Its poverty alleviation strategy will be based on income generation by providing guiding services to tourists by organizing the small scale mining society of the area to better market their products, and by providing opportunities for further marketing of cultural products produced locally. This has a direct impact on the area by improving human living conditions and the rural environment, thus strengthening identification of the population with their area and triggering cultural renaissance.

Additional benefits of setting up the Geopark include: (i) increased tourism (ii) employment opportunities for local communities (iii) better returns for small scale mineral specimen miners; (iv) increased awareness of the geo-environment amongst Namibians and the rest of the continent; (v) better protection of endangered sites. UNESCO has been working with Namibia on advocating the Geopark concept since August 2004 when a national workshop was organized. Ever since then, UNESCO has been providing technical advice and support to the national authorities, namely through the Ministry of Environment and Tourism in cooperation with the Geological Survey of Namibia (Ministry of Mines and Energy) for the setting up a Geopark in Namibia.

In coordinating the MDGF joint programme, UNESCO - together with UNEP, ILO and UN-Habitat - aims at demonstrating that the relationship between culture and development should become a major policy concern. The successful implementation of this programme - "Sustainable Cultural Tourism in Namibia" - will largely produce evidence-based data on these linkages, permitting Namibia to close the gap between public discourse and actual practice.

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Table 1. Summary of the Results Framework

UNDAF Outcome 2: By 2010, livelihoods and food security among most vulnerable groups are improved in highly affected locations									
JP OUTCOME 1: KNOWLEDGE AND CAPACITY BASE ENHANCED, HERITAGE IDENTIFIED FOR MANAGEMENT AND SAFEGUARDING									
Indicators: Due to the nature of the projects proposed in this window for culture and development, the required baseline data that could serve as indicators for the JP are not available, since there is no research so far carried out in this area.									
Preserving and Promoting tangible heritage, safeguarding and promoting intangible cultural heritage and supporting the development of legal instruments for copyright and neighboring rights including the protection of indigenous knowledge and practices									
JP Outputs (Give corresponding indicators and baseline)	UN Organization	SMART Outputs and Responsible	Reference to Country Programme Priority of Partner	Implementing Partner	Indicative activities for each Output in the Country	Resources allocated and indicative time frame	Y1	Y2	Total
Output 1.1 Knowledge base and information-sharing portal development; baseline on tangible and intangible heritage and training		By Year 1 of the programme cycle a baseline study will be carried out on existing database and at least 20 professionals will be trained in tangible cultural heritage documentation / database setting & data management; by Year 2 of the programme cycle an inventory/ies of tangible heritage in the target 9 regions will have been launched and professionals trained in data management -UNESCO	UNESCO Country programme 2008-2013	MYNSSC	Research and review of existing databases of government ministries and different organizations in the country	15,000.00			15,000.00
			UNESCO Country programme 2008-2013	MYNSSC	In-service training of professionals in tangible cultural heritage documentation / database setting and data management	10,000.00	10,000.00		20,000.00
		Two introductory training workshops for about 30 participants each from 3 of the 9 target regions will be conducted yearly (at least 540 community- beneficiaries in total) and inventories of cultural practitioners in the 9 regions will be initiated; by Year 3 of the programme cycle the institutional framework for documenting intangible heritage in Namibia will have been established -UNESCO	UNESCO 2003 Convention on Safeguarding Intangible Cultural Heritage NDP3 2008- 2012	MYNSSC	Training of youth groups (at least 60% girls) in the 9 target regions in documentation of intangible heritage and socio- cultural issues dominant in those regions	25,000.00	21,100.00	21,100.00	67,200.00
Indicators: quantitative baseline data identified and comprehensive assessment developed; comprehensive database on tangible and intangible heritage developed, disseminated & available on line (products, cultural practitioners etc.); # of directorates and public									

DHR

using the national database and portal; curricula developed; Access & Benefit-Sharing products inventories established on natural resources & intellectual property (IP); regulation in place to upgrade sustainable human settlements; # Government officials & professionals trained; a dedicated Audiovisual display unit set-up within the MoE system; % of women, youth and disadvantaged groups engaged in tangible heritage protection (target 40%)	By Year 1 of the programme cycle 1 advocacy workshop and training on copyright and IPR will be conducted for ministries' directorates and professionals as part of the ESARBICA Bi-Annual Conference; 30 Namibians will have received advanced training in IPR rights, including study trip abroad and network with specialised institutions in the region strengthened by Year 3 of the programme cycle – UNESCO	UNESCO Country programme 2008-2013 NPRAP NDP3 2008-2012	MoE	Train 30 Namibians on intellectual property rights (National Archives, teaching institutions and relevant ministries' directorates at central and regional level)	36,000.00	21,000.00	10,000.00	67,000.00
	By Year 1 of the programme cycle existing cultural data & associated resources in relevant national and regional archives will be assessed, trainees identified in the 9 target regions, and tailored training courses developed; about 30 staff from regional offices will be trained in digital data acquisition & management by Year 2 of the programme cycle (5 regions in Year 1 and 4 regions in Year 2); by Year 3 of the programme cycle selected trainees will receive advanced accredited training. Equipment and related training will be provided within the MoE system to support the set-up or strengthen a dedicated Audiovisual display unit by Year 2 of the programme cycle and will be inter-linked with regions by Year 3 of the programme cycle – UNESCO	UNESCO 2003 Convention on Intangible Cultural Heritage	MYNSSC	Assessment of the cultural archives in the regional offices of the National Broadcasting Corporation (NBC), Directorate of Heritage and Culture Programmes, Ministry of Information and in private holding	15,000.00	5,000.00		20,000.00
		UNESCO Country programme 2008-2013	MYNSSC	Training of staff in Cataloguing digital cultural archives	10,000.00	10,000.00	10,000.00	30,000.00
<i>Baseline:</i> Quantitative baseline on Namibian cultural heritage unavailable; lack of a comprehensive and digitalized catalogue of cultural heritage and of a national information-sharing portal on the culture sector; limited access to and integration of culture and Traditional Knowledge into the education system and professional curricula; limited capacity & technical knowledge of professionals in the domain of Cultural Heritage; lack of Intangible Cultural Heritage	By Year 2 of the programme cycle Access & Benefit-Sharing (ABS) inventories on natural resources and related IP will be established in target regions – UNEP By the end of Year 1 of the programme cycle baseline on Traditional knowledge on cultural layout planning of settlements and architectural designs will have been carried out in at least 3 towns and needs assessment studies carried out to be used in the pilots by Year 2 – UN-Habitat	UNESCO 2003 Convention on Intangible Cultural Heritage UNEP 1992 Convention on Biological Diversity UN-Habitat Agenda target 11	MoE MET MRLGHRD	Procure and set-up or strengthen a central dedicated Audiovisual display facilities and a dedicated digital conversion facilities Establish Access & Benefit-Sharing (ABS) inventories on natural resources and the intellectual property (IP) Carry out baseline and needs assessment studies on Traditional knowledge on cultural layout planning of settlements and architectural designs of buildings	20,000.00	15,000.00	15,000.00	50,000.00
						20,000.00		20,000.00
								16,500.00




<p>inventories; limited effective protection of the intellectual property rights of cultural practitioners and cultural goods producers; inappropriate operative framework of the legislation on cultural tourism and sustainable human settlements</p>	Through Technical Assistance, MRLGHRD will be provided with a review proposal document and recommendations by Year 1 of the programme cycle; by Year 2 of the programme cycle a review final document will be produced and the approval process for amending the Town and Regional Planning Act launched –UN-Habitat	UN-Habitat Habitat Agenda target 11	MRLGHRD	Review Town and Regional Planning Act	10,000.00	10,000.00	20,000.00
	Based on the results of the baseline study and needs assessment, recommendations aligned with international standards will be produced by end of Year 1 of the programme cycle; 1 university curriculum for land-use planning course (undergraduate level) will have been developed & accredited by Year 2 of the programme cycle –UNESCO and 20 planners trained (Windhoek) –UN-Habitat; by Year 3 of the programme cycle 20 registered planners will receive upgrading and hands-on application training –UN-Habitat	UNESCO Cluster programme 2008-2013	MRLGHRD	Development of university curricula on for land-use planning course	15,000.00	15,000.00	30,000.00
		UN-Habitat Agenda target 11	MRLGHRD	Training of Planners on Traditional knowledge on cultural layout planning of settlements and architectural designs (including the use of traditional knowledge to improve energy saving measures)		30,000.00	60,000.00
	By Year 1 of the programme cycle gaps concerning heritage subjects & contents in public secondary & tertiary education level curricula are assessed and appropriate teaching material is produced; by Year 3 of the programme cycle teaching materials are published and 15 Teachers-trainers to train at least 350 teachers on cultural and natural heritage issues –UNESCO	UNESCO EFA 2015	MoE	Assess gaps concerning heritage issues in secondary and tertiary education systems' subjects and contents	20,000.00		20,000.00
	NHC will be provided with equipment and staff training to launch a comprehensive portal for cultural and natural heritage information-sharing by Year 2 of the programme cycle; collected data on culture will be migrated and fed into the portal, to be fully operational by the end of Year 3 of the programme cycle –UNESCO	UNESCO Country programme 2008-2013	NHC	Develop, adapt and publish teaching materials on cultural/ and natural heritage Train teachers and teacher trainers on heritage Develop a national cultural/natural heritage website- collect, collate, and coordinate actions relating to the development of the portal		30,000.00	55,000.00
						10,000.00	35,000.00

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	By Year 1 a needs and capacity assessment will have been carried out among handicrafters (taking into account disaggregated data) in the 9 target regions with a focus on the perspective pilot sites to deliver skills development/ transfer, entrepreneurship and business training to the target communities – UNESCO	UNESCO Country programme 2008-2013 NDP3 2008-2012	MYNSSC	Assess and collect baseline information on handicrafters' needs and capacities for community-based capacity-building actions	26,000.00	14,000.00		40,000.00
1.1.1 Sub-Total					238,500.00	241,100.00	146,100.00	625,700.00
Output 1.2								
Identification of new heritage sites	New heritage sites from the 7 regions not yet covered by the Heritage Hunt programme will have been identified by Year 1 of the programme cycle in consultation with regional, local and traditional authorities as candidates for inscription on the National Heritage Register and provided with site profile description and scaled map; list of candidate sites with description will be published by Year 2 of the programme cycle – UNESCO	UNESCO Country programme 2008-2013	MYNSSC	In consultation with the Regional, Local and Traditional authorities draw up a list of proposed sites for proclamation on the National Heritage Sites Register, not yet covered by the Heritage Hunt	10,000.00	10,000.00		10,000.00
Indicators: # of heritage sites identified; National Heritage Sites proclaimed; Comprehensive plans (conservation, management, HIV & AIDS & marketing) for proclaimed Heritage Sites developed and implemented; # of professional heritage managers trained								
Baseline: Cultural heritage not mainstreamed into the tourism sector; Imbalance of regional distribution of declared heritage resources; Cultural assets and profiles not sufficiently protected and enhanced while prospecting tourism growth; HIV and AIDS prevention plan overlooked in sectorial tourism plans; thinly trained professional personnel in heritage site management								
	By Year 2 of the programme cycle one cultural site in each of the 6 regions covered by the Heritage Hunt will have been proclaimed national heritage site and its management plan prepared integrating HIV and AIDS & marketing plans and implemented by Year 3 of the programme cycle – UNESCO	UNESCO Country programme 2008-2013	MYNSSC	Shortlist sites that have potential for cultural tourism in each of the 6 regions that the Heritage Hunt has covered	10,000.00	0	0	0
	At least 15 heritage (top- and medium level) managers trained by Year 2 and seconded to institutions with best practices by Year 3 of the programme cycle; 30 professional heritage managers and Government officials receiving training on Preparation of Nomination Dossier by Year 3 of the programme cycle – UNESCO	UNESCO Country programme 2008-2013	MoE	Proclamation of the site (linking with on-going interventions at NHC) as national heritage site	0	0	0	0
				Draw up a site conservation, management, HIV and AIDS plan and marketing plan for the proclaimed sites	50,000.00	30,000.00	10,000.00	90,000.00
				Professional training of heritage managers (at least 60% women) and secondment of personnel	40,000.00	70,000.00	25,000.00	135,000.00
				Support the implementation of the UNESCO Convention 1972 in Namibia through professional training on the Preparation of Nomination Dossiers			40,000.00	40,000.00
1.2 Sub-Total					100,000.00	10,000.00	75,000.00	285,000.00

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<p>Output 1.3 Identification of legal and community barriers between Cultural tourism and poverty reduction</p> <p><i>Indicators:</i> Dialogue Platform between communities and local & traditional authorities, and stakeholders provided; baseline and assessment studies on the existing legislation, policies and programmes related to HIV and AIDS, poverty reduction and sustainable cultural tourism; actionable recommendations and guidelines for inclusion of culture and cultural tourism in social development at community level proposed & taken into account; participatory analysis for selected pilot sites and areas</p> <p><i>Baseline:</i> Lack of baseline on cultural tourism; legislation and policies for sustainable cultural tourism not in place; communities not benefiting sufficiently from the current forms of tourism in Namibia; severe limitations in rural employment opportunities and alternative livelihood offers</p>	Communities' leaders, local and traditional authorities, technical bodies, private sector and NGOs involved through consultation meetings in 5 regions by Year 1 and 4 regions by Year 2 of the programme cycle and guidelines to meet expected goals at community level produced –UNESCO	UNESCO Country programme 2008-2013	MYN SSC	Consultation meetings with local and traditional authorities, stakeholders & communities	30,000.00	20,000.00		50,000.00
	Baseline and assessment studies on existing legislation, policies and programmes relating to HIV and AIDS and sustainable cultural tourism will have been carried out at country level by Year 2 of the programme cycle and disseminated by Year 3 of the programme cycle –UNEP	UNEP 1992 Convention on Biological Diversity	MET	Carry out baseline and assessment studies on cultural tourism and the existing legislation, policies and programmes relating to sustainable cultural tourism and disseminate information and results to national authorities, CBOs and the public	15,000.00	20,000.00	20,000.00	55,000.00
	1 participatory territorial diagnosis and institutional mapping conducted for each of the proposed pilot project sites by early Year 3 of the programme cycle –ILO	ILO Convention no 169	MIT	Together with the target communities, carry out a territorial diagnosis and institutional mapping exercise for each of the proposed pilot project sites	25,000.00	15,000.00	15,000.00	55,000.00
	By the end of Year 2 of the programme cycle a comprehensive environmental /cultural impact assessment will assess the likely impacts of cultural tourism activities on the environment and will result into recommendations for review/reform of existing policies, laws etc. to take into account environmental sustainability considerations; by Year 3 of the programme cycle inventories of customary / traditional and national laws will have been developed and translated into at least 3 local languages, published and disseminated –UNEP	UNEP 1992 Convention on Biological Diversity	MET	Undertake an environmental cultural impact assessment and review customary law, cultural and traditional laws, policies and institutional arrangements on customary, traditional practices, cultural/natural heritage and livelihoods principles and practices	20,000.00	20,000.00	20,000.00	60,000.00
		UNEP 1992 Convention on Biological Diversity	MET	Prepare and disseminate the findings of the review / Stakeholder workshop		20,000.00	10,000.00	30,000.00
1.3 Sub-Total					90,000.00	95,000.00	65,000.00	250,000.00

Output 1.4 Validation of pilot sites for implementation and identification of new sites for replication	By end of Year 1 of the programme cycle the panel composed by Namibian experts with advisory support from JP partners will be set-up and exact parameters and corresponding indicators with benchmarks for the sites validation will be established and tested on the ground; by early Year 2 of the programme cycle the localities where the pilot models will be implemented will be validated and new sites identified for replication of the pilot models –UNESCO	UNESCO Country programme 2008-2013	NPC	Constitute an expert panel that will validate the localities based on empirical data from baseline studies, research, participatory assessments and environmental & cultural impact assessments	6,000.00	6,000.00	12,000.00
Indicators: Relevance of pilot sites identified according to set parameters and corresponding indicators with benchmarks; equitable process selection and representativeness of stakeholders / potential actors involved		UNESCO Country programme 2008-2013	NPC	Asses the baseline and collate the assessment studies on the feasibility of the proposed pilot models for the purpose of setting a selection criteria	42,000.00	8,000.00	50,000.00
Baseline: Lack of baseline, empirical data and defined criteria for the validation of sites where to implement the pilot models and for the identification of new sites for replication		UNESCO Country programme 2008-2013	NPC	Validation of pilot sites, identification of sites for replication and presentation to stakeholders	6,000.00	6,000.00	12,000.00
1.4 Sub-Total					54,000.00	20,000.00	74,000.00
Total of Outcome 1 in US\$					482,500.00	466,100.00	1,234,700.00
Budget Outcome 1 by Agency:							
UNESCO					396,000.00	331,100.00	918,200.00
UNEP					35,000.00	80,000.00	165,000.00
ILO					25,000.00	15,000.00	55,000.00
UN-HABITAT					26,500.00	40,000.00	96,500.00




UNDAF Outcome 2: By 2010 Livelihoods and Food security among most vulnerable groups are improved in highly affected locations									
JP OUTCOME 2: LIVELIHOODS ARE MAINSTREAMED INTO SUSTAINABLE CULTURAL POLICIES AND STANDARDS ARE MADE COMPATIBLE WITH EXPECTED CULTURAL TOURISM									
Indicators: Due to the nature of the projects proposed in this window for culture and development, the required baseline data that could serve as indicators for the JP are not available since there is no research so far carried in this area									
Promoting cultural rights in the SADC region and Promoting intangible cultural heritage and supporting the development of legal instruments for copyright and neighboring rights including the protection of indigenous knowledge and practices - CP Strategy									
Output 2.1	By Year 2 of the programme cycle	UNESCO 1972 and 2003 Conventions	MYNSSC	Research, review and harmonize national policies and legislative frameworks on tangible / intangible heritage	10,000.00	10,000.00			20,000.00
<p>Harmonization and publicizing of relevant policies and legislation on tangible/intangible heritage and customary laws</p> <p><i>Indicators:</i> Reviewed policy document for protecting Tangible & Intangible Cultural Heritage shared and publicized; # of stakeholders reached with information on international set tools for protecting Tangible & Intangible Cultural Heritage; platform provided to bridge national legal framework & policy with customary laws</p> <p><i>Baseline:</i> Insufficient alignment of national heritage legislation & policies to international cultural heritage conventions; weak linkages between national and local policies resulting in a lack of harmonization between policy & legislative framework and customary laws; weak awareness in tourism industry on international standard tools for the protection of Tangible & Intangible Cultural Heritage</p>	<p>Government is supported in the revision of National policy and legislative frameworks on tangible/intangible heritage in line with international instruments and 1 awareness raising campaign on international instruments to protect Tangible and Intangible Cultural Heritage will have targeted main stakeholders in the cultural/natural tourism industry; by Year 3 of the programme cycle workshops will be conducted in the 5 selected pilots to distribute the produced updated information on the legal framework and international instruments, to further ensure linkages between national and customary laws – UNESCO</p>	UNESCO 1972 and 2003 Conventions Vision 2015	MYNSSC	Build an increased awareness of (a) World Heritage (b) Intangible Cultural Heritage and national policies in the cultural/natural tourism industry	30,000.00	25,000.00			55,000.00
Output 2.2	By Year 2 of the programme cycle	UNEP 1992 Convention on Biological Diversity NPRAP	MET	Conduct an awareness campaign at different levels to inform parliamentarians, regional governors & councillors and traditional authorities on the sustainable utilization of cultural / natural assets	10,000.00	40,000.00	25,000.00		75,000.00
<p>Communities/groups in the nine focus regions reaping benefits from cultural/natural heritage assets</p> <p><i>Indicators:</i> # of parliamentarians, regional governors & chancellors</p>	<p>awareness will be raised among parliamentarians and decision-makers at central and regional level on international aspects, including MEAs, multilateral agreements, which need to be transposed into the national policies & plans – UNEP</p>	UNEP 1992 Convention on Biological Diversity NPRAP	MET	Conduct an awareness campaign at different levels to inform parliamentarians, regional governors & councillors and traditional authorities on the sustainable utilization of cultural / natural assets	10,000.00	40,000.00	25,000.00		75,000.00
2.1. Sub-Total									
2.2. Sub-Total									

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and traditional authorities, and stakeholders sensitized on the sustainable utilization of cultural / natural assets; training materials addressed to communities produced and in use	By Year 2 of the programme cycle different target groups are sensitized on the existence of national heritage legislation, policies and institutional frameworks that enhance their livelihoods – UNEP	UNEP 1992 Convention on Biological Diversity	MET	Develop, test & translate into different languages, simplified manuals, hand books and simplified awareness materials on best practices for the different target groups	60,000.00	20,000.00		80,000.00
Baseline: Weak awareness of stakeholders on Heritage laws and policies; low capacity of communities in sustainable use of cultural / natural assets, including in services of cultural tourism	By Year 2 60 stakeholders (policy makers, CBOs, and NGOs) have been sensitized on sustainable use of cultural/natural assets –UNEP	NPRAP	MET	Conduct 3 Stakeholders' workshops on heritage policy (linked to ongoing MET activities)	10,000.00	10,000.00	10,000.00	30,000.00
2.2. Sub-Total					70,000.00	70,000.00	25,000.00	165,000.00
Output 2.3								
Strengthening governance of Namibia's Geopark programme	Government provided with Technical Assistance, requested infrastructure & equipment to develop Guidelines for management & monitoring structure of Geoparks by Year 2 of the programme cycle; 1 stakeholders meeting by Year 2 of the programme cycle; Geoparks Policy and legislation are effectively implemented by Year 3 of the programme cycle –UNESCO	UNESCO Executive Board, June 2001 (161EX/ Decisions, 3.3.1)	MME	Support law enforcement and implementation of the Parks and Wild Life Management Act, strengthening Government & institutional capacity to develop policy, management & monitoring guidelines for Geoparks	20,000.00	15,000.00		35,000.00
Indicators: Policy and regulatory framework for the Geoparks establishment in place; # of people sensitized on Geopark policy and legislation; linkages with the formal education system and geological associations strengthened	Geological Society supported by Year 3 of the programme cycle in partnership programmes establishment and field-schools programmes development, in cooperation with basic, secondary education system, as well as with Universities' relevant departments and curricula (Geology, Environment), as per the different educational needs of the public –UNESCO	NPRAP	MME	Support networking and partnerships development between geological associations and the primary, secondary schools & tertiary education system, to build the framework for Geopark education programme including field-school & research activities	20,000.00	15,000.00		35,000.00
2.3. Sub-Total					20,000.00	35,000.00	15,000.00	70,000.00
Total of Outcome 2 in US\$					100,000.00	145,000.00	65,000.00	310,000.00
Budget Outcome 1 by Agency:								
UNESCO					30,000.00	75,000.00	40,000.00	145,000.00
UNEP					70,000.00	70,000.00	25,000.00	165,000.00

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UNDAF Outcome 2: By 2010, livelihoods and food security among most vulnerable groups are improved in highly affected locations							
JOINT PROGRAMME OUTCOME 3: IN PILOT SITES, SOCIAL DEVELOPMENT IS INTEGRATED IN CULTURAL POLICIES TO REDUCE POVERTY AMONG POOR COMMUNITIES, IMPROVE THEIR LIVELIHOODS AND FURTHER EMPOWER WOMEN							
Indicators: Due to the nature of the projects proposed in this window for culture and development, the required baseline data that could serve as indicators for the JP are not available since there is no research so far carried in this area							
Promoting cultural rights in the SADC region and supporting the recognition of culture as poverty leverage							
Output 3.1 Communities' capacities, end products and livelihoods upgraded through establishing pilot sites and HIV/AIDS awareness campaigns instituted	By 2010 identified pilot models selected by screening panel, aimed reducing poverty are fully operational - UNESCO, ILO & UN-Habitat	UN-Habitat Agenda target 11 Vision 2030 NDP3 2008-2012	MYN SSC	Establishment of the following identified pilot models: Note further descriptions of activity per pilot model are attached as Annex C			
<i>Indicators:</i> Model for replication of each proposed pilot project; pilot sites with HIV and AIDS awareness campaigns component established; # of professional workers (at least 60% women) trained; # of communities trained on how to seek/create employment and generate income; # of partnership with other Development partners created/established <i>Baseline:</i> Lack of model piloted and tested; weak ability in the cultural tourism sector and Weak partnerships and networking in the market	Through a participatory approach and consultation meetings with the communities & established committees a feasibility study, marketing and presentation policies will be developed by Year 1 of the programme cycle simultaneously with the impact studies (see Output 1.4) in order to feed the Heritage Site management plan (see Output 1.2) of Year 2 of the programme cycle; by Year 1 of the programme cycle a Community-based Management Team will be constituted to manage the information Centre; training of the Centre staff at both levels, managerial and technical will be carried out by Year 3 of the programme cycle; research on the cultural assets in the territory including for contents of exhibitions will start by Year 2 of the programme cycle as basis of the signage design and exhibition design; Improvement of the infrastructures, provision of equipment for the Information Centre and the protection of the Heritage Site will be started by early 2 Year of the programme cycle; sanitation, solar electricity, ICTs and basic (office) equipment will be procured and installed by Year 3 of the programme cycle, to enable the Information Centre to be fully equipped and operational by end of Year 3 of the programme cycle; Promotional and marketing materials will be developed and made available for distribution by early Year 3 of the programme cycle; at least 15 trainees will be identified and will have received training of trainers as interpreters and tour guides by	UN-Habitat Agenda target 11 Vision 2030 NDP3 2008-2012	MYN SSC	PILOT 1. National Heritage site & Information centre (Omaheke region):			
				Feasibility study (including availability of local building material), Marketing, HIV & AIDS plan and presentation policies	5,000.00	5,000.00	10,000.00
				Establishment of the Community-based Management Team	5,000.00		5,000.00
				On-going research about the cultural assets of the region including for contents of exhibitions	5,000.00	5,000.00	10,000.00
				Provision of land (Local authorities to provide land)	0	0	0
				Improvement of infrastructure of the interpretive centre (communities to provide labour)	15,000.00	40,000.00	55,000.00
				Develop & install signage (interpretive centre and site)	5,000.00	5,000.00	10,000.00
				Provision of running water & sanitation	25,000.00	25,000.00	50,000.00
				Provision of solar electricity and telecommunications		20,000.00	20,000.00
				Provision of & installation of ICTs (including internet infrastructure), basic (office) equipment and related training in ITC		20,000.00	20,000.00
				Develop & distribute promotional & marketing materials	5,000.00	10,000.00	15,000.00
				Establish linkages with tour operators	5,000.00	5,000.00	10,000.00
				Training of interpreters & Tour guides	10,000.00	10,000.00	20,000.00
				Exhibition design and installation	5,000.00	15,000.00	20,000.00

Year 2 of the programme cycle; 75% of trainees will be able to train local trainees by Year 3 of the programme cycle; linkages with tour operators will be fostered by Year 3 of the programme cycle – UN-Habitat	3.1 – Pilot 1 Sub-Total	UNESCO Country programme 2008-2013	MYN SSC	Consultancy work and M&E	10,000.00	10,000.00	10,000.00	20,000.00
	By Year 2 of the programme cycle, consultations with local communities will serve as basis for the establishment of the Community-based Management Team of the Centre and for the development of the management policies / strategy, the marketing and presentation policies and in-depth research for the purpose of the contents of exhibitions; training of the Centre staff at both levels, managerial & technical will be organised by Year 3 of the programme cycle; Improvement of the infrastructures, and provision of equipment for the Cultural Centre will be started by early 2 Year of the programme cycle; sanitation, solar electricity, ICTs and basic (office) equipment will be procured and installed by Year 3 of the programme cycle, to enable the Centre to be fully equipped and operational by the end of Year 3 of the programme cycle; basic facilities will be set-up and handicrafts tools provided by Year 3 of the programme cycle; Promotional and marketing materials will be developed and made available for distribution by early Year 3 of the programme cycle; at least 20 trainees will be identified and received training of trainers as interpreters and tour guides by Year 2 of the programme cycle; 75% of trainees will be able to train local trainees by Year 3 of the programme cycle; linkages with tour operators fostered by Year 3 of the programme cycle – UNESCO	Vision 2030 NDP3 2008-2012	MYN SSC	PILOT 2. Cultural Centre (Oshikoto region): Development of Management policies & strategy Establish the Community-based Management Team and develop its capacity for the sustainability of the Centre Marketing, HIV & AIDS plans and presentation policies On-going research about the cultural assets of the region and for content of exhibitions Provision of land (Local authorities to provide land) Improvement of the building Design and install signage Provision of running water & sanitation Provision of solar electricity & telecommunications Provision of & installation of ICTs (including internet infrastructure), basic (office) equipment and related training in ITC Promotional & marketing materials Linkages with tour operators Training of interpreters & Tour guides Exhibition design and installation Setting-up of basic facilities and handicraft tools provision Consultancy work and M&E	10,000.00	90,000.00	165,000.00	265,000.00
Year 2 of the programme cycle, consultations with local communities will serve as basis for the development of the management & conservation plan, and the marketing & presentation policies; results of participatory research on the socio-cultural aspects will constitute the basis for the design of the trail for major	3.1 – Pilot 2 Sub-Total	UNESCO UN-Habitat	MYN SSC	PILOT 3. Cultural trail (Omusati region): Cultural Trail (UNESCO): On going research on the socio-cultural aspects (community to provide information) Design a trail for major cultural/historical sites	82,400.00	127,500.00	209,900.00	
	By Year 2 of the programme cycle, consultations with local communities will serve as basis for the development of the management & conservation plan, and the marketing & presentation policies; results of participatory research on the socio-cultural aspects will constitute the basis for the design of the trail for major	UNESCO Country programme 2008-2013	MYN SSC			5,000.00	2,000.00	7,000.00
						6,000.00	2,000.00	8,000.00

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	equipped and operational by end of Year 3 of the programme cycle; specific promotional and marketing materials complementing the trail's promotional material will be developed and made available for distribution by early Year 3 of the programme cycle—UN-Habitat																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
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depth research for the purpose of the contents of exhibitions; training of the Management Team staff at both levels, managerial & technical will be organised by Year 3 of the programme cycle; Support for the improvement of the infrastructure of the traditional village will be provided, provision of equipment and design/installment of signage for the Cultural village will be started by Year 2 of the programme cycle; sanitation, solar electricity, ICTs and basic (office) equipment will be procured and installed by Year 3 of the programme cycle; basic facilities will be set-up and handicrafts tools provided by Year 3 of the programme cycle; Promotional and marketing materials will be developed and made available for distribution by early Year 3 of the programme cycle; about 20 trainees will be identified and will have received training of trainers as interpreters and tour guides by Year 2 of the programme cycle; 75% of trainees will be able to train local trainees by Year 3 of the programme cycle; linkages with tour operators will be fostered by Year 3 of the programme cycle –UN-Habitat	2012	Support the improvement of the infrastructure of the traditional village, using basic traditional structures (communities to provide labour)	15,000.00	40,000.00	55,000.00						
						Provision of land (Local authorities to provide land and access to community forests for timber)	0	0	0		
						Develop and install signage	5,000.00	5,600.00	10,600.00		
						Provision of running water & sanitation	20,000.00	15,000.00	35,000.00		
						Provision of solar electricity	10,000.00	10,000.00	20,000.00		
						Basic refurbishment & equipment (administration)		10,000.00	10,000.00		
						Production & publication of promotional & marketing materials	5,000.00	10,000.00	15,000.00		
						Linkages with tour operators	5,000.00	5,000.00	10,000.00		
						Training of interpreters & village guides	10,000.00	10,000.00	20,000.00		
						Research for content and design of exhibitions	5,000.00	5,000.00	10,000.00		
						Consultancy work and M&E	15,000.00	15,000.00	30,000.00		
									105,000.00	135,600.00	240,600.00
						UNESCO MYN SSC Country programme 2008-2013	PILOT 7. Cultural Village (Ofjozondjupa region):				
						Vision 2030 NDP3 2008-2012	Establish the Community-based Management Team and develop its capacity	7,000.00	7,000.00	14,000.00	
							Management and conservation policies	5,000.00		5,000.00	
Marketing & presentation policies	5,000.00	5,000.00	10,000.00								
Support the improvement of infrastructures of the traditional village, using basic traditional structures (communities to provide labour)	20,000.00	35,000.00	55,000.00								
Provision of land (Local authorities to provide land and access to community forests for timber)	0	0	0								
Develop and install signage	5,000.00	7,000.00	12,000.00								
Provision of running water & sanitation	20,000.00	30,000.00	50,000.00								
Provision of solar electricity		25,000.00	25,000.00								
Basic refurbishment & equipment (administration)	5,000.00	10,000.00	15,000.00								

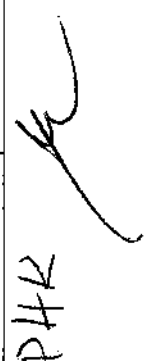
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developed and made available for distribution by early Year 3 of the programme cycle; at least 20 trainees will be identified and will have received training of trainers as interpreters and tour guides by Year 2 of the programme cycle; 75% of trainees will be able to train local trainees by Year 3 of the programme cycle; linkages with tour operators fostered by Year 3 of the programme cycle – UNESCO	UNESCO Country programme 2008-2013 Vision 2030 NDP3 2008-2012	MYNSSC	PILOT 8. Sub-Total	Promotional & marketing materials	5,000.00	10,000.00	15,000.00
By Year 2 of the programme cycle, consultations with local communities will serve as basis for the establishment of the Community Management Team of the Centre and for the development of the management plan and marketing strategy and in-depth research for the purpose of the contents of exhibitions; training of the Centre staff at both levels, managerial & technical will be organised by Year 3 of the programme cycle; infrastructure works will be supported, provision of equipment for the Cultural village will be started by early 2 Year of the programme cycle and sanitation, solar electricity, ICTs and basic (office) equipment will be procured and installed by Year 3 of the programme cycle, to enable the Village to be fully equipped and operational by Year 3 of the programme cycle; basic facilities will be set-up and handicrafts tools provided by Year 3 of the programme cycle; promotional and marketing materials will be developed and available for distribution by early Year 3 of the programme cycle; at least 20 trainees will be identified and received training of trainers as interpreters and tour guides by Year 2 of the programme cycle; 75% of trainees will be able to train local trainees by Year 3 of the programme cycle; linkages with tour operators fostered by Year 3 of the programme cycle – UNESCO	UNESCO Country programme 2008-2013 Vision 2030 NDP3 2008-2012	MYNSSC	PILOT 8. Sub-Total	Linkages with tour operators	5,000.00	5,000.00	10,000.00
				Training of interpreters & village guides	10,000.00	10,000.00	20,000.00
				Research for content and design of exhibitions	5,000.00	10,000.00	15,000.00
				Consultancy work and M&E	10,000.00	10,000.00	20,000.00
				PILOT 8. Cultural Village (Kunene Region):	102,000.00	164,000.00	266,000.00
				Establish the Community-based Management Team and develop its capacity for the sustainability of the Centre	7,000.00	7,000.00	14,000.00
				Development of HIV & Aids plan, Management and conservation policies	5,000.00	3,000	8,000
				Marketing & presentation policies	5,000.00	5,000.00	10,000.00
				Support the improvement of infrastructures of the traditional village, using basic traditional structures (communities to provide labour)	25,000.00	30,000.00	55,000.00
				Provision of land (Local authorities to provide land and access to community forests for timber)	0	0	0
				Develop and install signage	5,000.00	7,000.00	12,000.00
				Provision of running water & sanitation	20,000	30,000.00	50,000.00
				Provision of solar electricity		20,000.00	20,000.00
				Basic refurbishment & equipment (administration)	5,000.00	10,000.00	15,000.00
				Promotional & marketing materials	5,000.00	10,000.00	15,000.00
3.1 Pilot 9 Sub-Total				Linkages with tour operators	5,000.00	5,000.00	10,000.00
				Training of interpreters & village guides	10,000.00	15,000.00	25,000.00
				Research for content and design of exhibitions	5,000.00	10,000.00	15,000.00
3.1 Pilot 9 Sub-Total				Consultancy work and M&E	10,000.00	10,000.00	20,000.00
					107,000.00	162,000.00	269,000.00

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	Handicraft-specific baseline studies, research and needs analysis conducted geared to encouraging the development and strengthening of craft-based micro enterprises; Value-chains of cultural products upgraded; producers empowered to receive a fair share of the benefits -ILO	ILO Convention no 169 Vision 2030 NDP3 2008-2012	MYNSSC	PILOT 9, Cultural industry (Hardap region): The specific activities will be decided after proper consultation with the local communities within the framework of the programme and Steering Committee	100,000.00	100,000.00	100,000.00	200,000.00
3.1 Sub-Total	3.1 - Pilot 10 Sub-Total				100,000.00	100,000.00	100,000.00	200,000.00
Output 3.2 By way of LED approach, communities are empowered to generate employment and income from the pilot projects	By end of Year 2 of the programme cycle market research on supply and demand for cultural tourism services will be conducted and the results disseminated; by Year 3 of the programme cycle target communities in the pilot projects are sensitized through consultative & stakeholders meetings and workshops, and fully aware of the income-generating opportunities and potential of the cultural heritage conservation pilot projects and take active role in planning & executing these projects; target communities will be supported in the preparation of action plans by Year 3 of the programme cycle -ILO	ILO Convention no 169 Vision 2030 NDP3 2008-2012	MTI	Commission a supply and demand diagnosis of community-based cultural tourism services covering both the local market and the international benchmark performers	35,000.00	976,900.00	1,298,100.00	2,285,000.00
Indicators: Community Action Plan developed; # of communities trained on how to seek/create employment and generate income; # of groups engaged in income-generating activities linked to the pilot sites; # of partnership with other Development partners created/established		ILO Convention no 169 Vision 2030 NDP3 2008-2012	MTI	Based on the research findings, sensitize the target communities about employment and income creation opportunities offered in connection with pilot cultural heritage conservation projects	60,000.00	60,000.00	60,000.00	120,000.00
		ILO Convention no 169, Vision 2030 NDP3 2008-2012	MTI	Facilitate the development of community action plans to take advantage of these opportunities	25,000.00	25,000.00	25,000.00	50,000.00
	By Year 2 of the programme cycle at least 30 (preferably local) vocational trainers are certified to train and coach apprentices in the priority trades; annually an M&E report will be produced evaluating the apprenticeship programme -ILO	ILO Convention no 169, Vision 2030 NDP3 2008-2012	MTI	Together with the community develop at least two modular material-based pilot apprenticeship programmes to boost employability of community members	25,000.00	25,000.00	25,000.00	50,000.00
		ILO Convention no 169	MTI	Train supervisors from target local community how to coach apprentices on-the-job	20,000.00	20,000.00	20,000.00	40,000.00
		ILO Convention no 169	MTI	Facilitate apprenticeship training for community members through the supervisors	20,000.00	20,000.00	20,000.00	40,000.00
		ILO Convention no 169	MTI	Monitor and evaluate apprenticeship programme	20,000.00	20,000.00	20,000.00	40,000.00

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between communities and cultural institutions non-existent	Customized edition of the ILO 'Start Your Cultural Business' (SYCB) training package will be available by end of Year 2 of the programme cycle; at least 500 young beneficiaries have graduated from SYCB training courses by end of Year 3; at least 50% of these graduates have started their own business; by the end of Year 3 of the programme cycle, at least 2-5 Business Development Services Organizations (BDS) are strengthened in the capacity to effectively and independently offer SYCB training -ILO	ILO Convention no 169 Vision 2030 NDP3 2008-2012	MTI	Together with target communities adapt the ILO SYCB training package in at least 1 of the marginalized communities to boost self-employment skills of community members	30,000.00	30,000.00	60,000.00
	Grass roots organizations and informal sector operators assisted in establishing partnerships with other development partners by Year 3 of the programme cycle.-ILO	ILO Convention no 169	MTI	Train community based BDS on how to train community members with the SYCB training package	25,000.00	25,000.00	50,000.00
	By Year 3 of the programme cycle produce an M&E report documenting the outcomes and impact of the employment initiatives - ILO	ILO Convention no 169 Vision 2030 NDP3 2008-2012	MTI	Facilitate partnerships with other development partners to bundle programme support services with other value-added services (like training subsidies and access to finance), to further stimulate demand and service uptake among the target groups	10,000.00	10,000.00	20,000.00
	Sensitization & basic training in cultural assets management, 'first aid' and maintenance provided to (30) CBOs in the target communities will be conducted by Year 3 of the programme cycle -UNESCO	UNESCO Country programme 2008-2013	MTI	Monitor and evaluate outcome and impact of the various employment promotion activities	25,000.00	25,000.00	50,000.00
	Target communities in Geopark, National Heritage Site and pilots reinforced through museums & cultural institutions linkages as well as the education system and through partnerships with cultural associations & unions by Year 3 of the programme cycle -- UNESCO	UNESCO Country programme 2008-2013	MYNSSC	Training of selected communities in heritage sites management, monitoring and preservation	10,000.00	9,601.00	19,601.00
			MYNSSC	Promotion of public-private partnerships to support communities in cultural / natural heritage maintenance, conditions monitoring & management and linkages between communities and cultural institutions, museums and selected schools		8,036.00	8,036.00
					30,000.00	277,637.00	602,637.00

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Output 3.3 Integration of cultural/natural heritage assets into national and international tourism networks <i>Indicators:</i> # of local and international tourism networks with heritage assets components; # of local & international networks reached <i>Baseline:</i> Weak networking with the national & international tourism market	By Year 3 of the programme cycle at least one supplier scheme between a large scale tour operator and community based tourism business is fully operational –ILO	ILO Convention no 169	MET	Raise awareness and mobilize support among tour operators and community based cultural tourism business people for a linkage scheme and pilot one linkage scheme	20,000.00	20,000.00	40,000.00
2.3 Sub-Total Output 3.4 Promote skills transfer, built capacity and enhance market opportunities <i>Indicators:</i> Locally produced quality products eligible to compete for the Award of Excellence entering the international handicraft market; # of trained people on how to use low-cost technology linked to traditional handicraft skills, 60% being women; # of people sensitized on issues of piracy & IP related to handicraft products; Market linkages & opportunities fostered	1 Strategic meeting will be organised within SADC recognition framework with key partners & coordinators of the programme to establish implementation procedures at the regional, sub-regional and national levels, periodicity of the programme, branding, capacity-building, and marketing opportunities by Year 2 of the programme cycle –UNESCO A network of handicraft promoters & producers will be enhanced and developed, participation in regional and international exhibitions and trade fairs will be promoted and supported, and regional organizations associated with the Award programme will be strengthened by Year 3 of the programme cycle –UNESCO	UNESCO Award of Excellence programme	MYNSSC	Establish, launch and implement, in collaboration with relevant public and private entities, the UNESCO Award of Excellence for Handicraft Products with cultural/traditional content within a SADC recognition framework	5,000.00 20,000.00	20,000.00	40,000.00 45,000.00
		UNESCO Award of Excellence programme	MYNSSC	Facilitate promotional and marketing opportunities at a global level	30,000.00	30,000.00	60,000.00
	Promotional & introductory workshops and awareness raising events addressing community based enterprises & producers on the benefits and procedures of the Award will be organized by Year 1 of the programme cycle; by Year 2 of the programme cycle training packages will have been developed with selected CBOs and private producers in the target regions; by	UNESCO Award of Excellence programme NDP3 2008-2012	MYNSSC	Develop training packages geared to promote quality craft products of traditional value; with a creative alliance of traditional skills and innovation in material; respect of the environment in materials and production techniques; and marketable, with a potential for entering the world markets	30,000.00	30,000.00	60,000.00

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Baseline: Unstable quality of cultural products; quality standards for handicraft products not yet set and market demand for Namibian handicraft products not enough strengthened; activities and cultural products thinly subsidized; lack of innovation and value addition in crafts sector; insufficient market linkages and opportunities for cultural products	Year 3 of the programme cycle at least 350 trainees will have received training, participated in workshops and seminars to enhance product quality, and improve producers' design and marketing skills; the first international panel of judges and experts in design, marketing and handicraft production will be gathered to judge a record number of entries for the running year and 1 exhibition of awarded products organized and its related catalogue published by Year 3 of the programme cycle – UNESCO	UNESCO Country programme 2008-2013	MYNSSC	Provide training (at least 60% women & girls) in the development of innovative products associated with low-cost technology to traditional handicraft skills (remaining sentence deleted)	17,000.00	15,000.00	15,000.00	47,000.00
	Conferences, seminars and workshops subsidised in the target regions by Year 3 of the programme cycle – UNESCO	UNESCO 2005 Convention on Diversity of Cultural Expressions	MYNSSC	Encourage professional exchanges among cultural practitioners, cultural goods producers and artists			8,000.00	16,000.00
	2 public awareness-raising campaigns for handicrafters in the pilot projects will be organized by end of Year 2 on copyright and piracy – UNESCO	UNESCO 2005 Convention on Diversity of Cultural Expressions	MYNSSC	Sensitize handicrafters on issues of copyright, intellectual property and piracy in relation to handicraft products			10,000.00	20,000.00
	3.4. Sub-Total				22,000.00	113,000.00	113,000.00	248,000.00
Output 3.5 Support the establishment and management of the Gondwanaland Geopark Indicators: Geopark established; % of small scale miners supported; Geopark business & management plans developed; # of local communities (at least 60% women & youth) trained as Geopark guides; # of stakeholders reached with information on the Gondwanaland Geopark programme	By end of Year 1 of the programme cycle 1 stakeholders meeting at local level (Erongo and Kunene regions) and 1 awareness raising campaign will be organized geared to strengthen communities active involvement in the Gondwanaland Geopark programme – UNESCO	UNESCO Executive Board, June 2001 (161EX/Decisions, 3.3.1)	MME	Hold public awareness campaigns and stakeholders meeting at local level on the Gondwanaland Geopark concept and on geoconservation issues	18,000.00	5,000.00		23,000.00
	Management, business, educational and monitoring plans developed by Year 2 of the programme cycle and support the annual monitoring of their implementation through provision of equipment and related training – UNESCO	UNESCO Executive Board, June 2001 (161EX/Decisions, 3.3.1) NDP3 2008-2012	MME	Develop management, monitoring, educational and business plans for the Geopark and support the periodical monitor of their implementation	18,000.00	8,500.00	7,500.00	34,000.00
	HIV and AIDS prevention material distributed in the 50 conservancies within the Geopark by Year 3 of the programme cycle – UNESCO	UNESCO Executive Board, June 2001 (161EX/Decisions, 3.3.1)	MME	Sensitization on HIV and AIDS prevention		5,000.00	5,000.00	10,000.00

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Baseline: Lack of the entire infrastructure for the presentation & promotion of the Geopark and of business & management plans supporting local communities income generating activities; informally trained but well performing tour guides don't have recognition by the formal system of accreditation to commensurate remuneration and employment; community tour guides at many heritage sites remain inadequately trained	By Year 3 of the programme cycle the Gondwanaland Geopark will be operational: 1 consultative meeting conducted per Year with the small scale miners; support for the setting-up of education infrastructure by Year 2 of the programme cycle; infrastructures for small scale miners and signage in place by Year 3 of the programme cycle –UNESCO	UNESCO Executive Board, June 2001 (161EX/ Decisions, 3.3.1) NDP3 2008-2012	MME	Procure and install infrastructure for small scale miners to sell their products (linked to MME and MET ongoing activities)	20,000.00	25,000.00	15,000.00	60,000.00
			MME	Demarcate and erect signage in the park area	20,000.00	10,000.00		40,000.00
			MME	Support the setting-up of education infrastructure (i.e. interpretive centre and field-schools infrastructures)	17,500.00	30,000.00	5,000.00	52,500.00
	2-3 tour guiding training programmes (addressed to the 50 conservancies within the Geopark) will be provided and promotional material developed and produced by Year 3 of the programme cycle –UNESCO	UNESCO Executive Board, June 2001 (161EX/ Decisions, 3.3.1) NDP3 2008-2012	MME	Train local communities and Geopark guides (at least 60% women & youth)	18,000.00	20,000.00	10,000.00	48,000.00
			MME	Produce promotional materials		10,200.00	10,000.00	20,200.00
	Recognition process in the application for the Global Geoparks Networks (in line with UNESCO Guidelines 2008) and participation in international meetings supported by Year 3 of the programme cycle –UNESCO	UNESCO Executive Board, June 2001 (161EX/ Decisions, 3.3.1)	MME	Support International Networking (Global Geoparks Networks) and Twinning programmes with Geoparks around the world			20,000.00	20,000.00
3.5. Sub-Total					111,500.00	113,700.00	82,500.00	307,700.00
Total of Outcome 3 in US\$					178,500.00	1,513,600.00	1,791,237.00	3,483,337.00
Budget Outcome 1 by Agency:								
UNESCO								
UN-HABITAT					133,500.00	795,600.00	1,015,637.00	1,944,737.00
ILO					10,000.00	318,000.00	395,600.00	723,600.00
					35,000.00	400,000.00	380,000.00	815,000.00
JOINT PROGRAMME OUTCOME 4: JOINT PROGRAMME MANAGEMENT, COORDINATION, MONITORING AND EVALUATION								
Output 4.1 Programme Inception workshops and M&E, Programme Offices running costs	1 National and 1 regional (Eroingo/Kunene regions) workshops by Year 1; annual planning workshops: M&E	UNESCO NPC	NPC	Programme inception and annual planning workshops	31,500.00	22,000.00	22,000.00	53,500.00
		UNESCO NPC	NPC	National Programme Coordinator and assistants	65,000.00	70,000.00	70,000.00	205,000.00
		UNESCO NPC	NPC	Monitoring and Evaluation	98,148.00	96,100.00	86,000.00	280,248.00
4.1. Sub-Total					194,648.00	188,100.00	178,000.00	560,748.00
Total of Outcome 4 in US\$					194,648.00	188,100.00	178,000.00	560,748.00
Budget Outcome 4 by Agency:								
UNESCO					194,648.00	188,100.00	178,000.00	560,748.00

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UN AGENCY	Year 1	Year 2	Year 3	Total
UNESCO	754,148.00	1,389,800	1,424,737.00	3,568,685.00
Programme Cost				
Indirect Support Cost	52,790.00	97,286.00	99,732.00	249,808.00
UNEP	105,000.00	150,000.00	75,000.00	330,000.00
Programme Cost				
Indirect Support Cost	7,350.00	10,500.00	5,250.00	23,100.00
UN-HABITAT	36,500.00	358,000.00	425,600.00	820,100.00
Programme Cost				
Indirect Support Cost	2,555.00	25,060	29,792	57,407.00
ILO	60,000.00	415,000.00	395,000.00	870,000.00
Programme Cost				
Indirect Support Cost	4,200.00	29,050.00	27,650.00	60,900.00
Total	955,648.00	2,312,800.00	2,320,337.00	5,588,789.00
Programme Cost				
Indirect Support Cost	66,895.00	161,96.00	162,424	391,215.00
Advanced Formulation	20,000.00			20,000.00
GREAT TOTAL				6,000,000.00

Summary table 1

	Y1	Y2	Y3	Total
Outcome 1	26.500	40.000	30.000	96.500
UN-HABITAT				
UNESCO	396.000	331.100	191.100	918.200
ILO	25.000	15.000	15.000	55.000
UNEP	35.000	80.000	50.000	165.000
Subtotal	482.500	466.100	286.100	1,234.700
Outcome 2	0	0	0	0
UN-HABITAT				
UNESCO	30000	75000	40000	145.000
ILO	0	0	0	0
UNEP	70000	70000	25000	165.000
Subtotal	100.000	145.000	65.000	310.000
Outcome 3	10.000	318.000	395.600	723.600
UN-HABITAT				
UNESCO	133.500	795.600	1,015.637	1,944.737
ILO	35.000	400.000	380.000	815.000
UNEP	0	0	0	0
Subtotal	178.500	1,513.600	1,791.237	3,483.337
Outcome 4 - M&E	0	0	0	0
UN-HABITAT				
UNESCO	194648	188100	178000	560748
ILO	0	0	0	0
UNEP	0	0	0	0
Subtotal	194648	188100	178000	560748

Total		955,648	2,312,800	2,320,337	5,588,785
Indirect Costs (7%)					
Advanced formulation		66895	161896	162424	391215
		20000			20000
Grand Total		1,042,543	2,474,696	2,482,761	6,000,000

Summary table 2

7%					
		Y1	Y2	Y3	Total
Outcome 1	UN-HABITAT	1.855	2.800	2.100	6.755
	UNESCO	27.720	23.177	13.377	64.274
	ILO	1.750	1.050	1.050	3.850
	UNEP	2.450	5.600	3.500	11.550
Subtotal		33.775	32.627	20.027	86.429
Outcome 2	UN-HABITAT	0	0	0	0
	UNESCO	2.100	5.250	2.800	10.150
	ILO	0	0	0	0
	UNEP	4.900	4.900	1.750	11.550
Subtotal		7.000	10.150	4.550	21.700
Outcome 3	UN-HABITAT	700	22.260	27.692	50.652
	UNESCO	9.345	55.692	71.095	136.132
	ILO	2.450	28.000	26.600	57.050
	UNEP	0	0	0	0
Subtotal		12.495	105.952	125.387	243.834
Outcome 4 -M&E	UN-HABITAT	0	0	0	0
	UNESCO	13.625	13.167	12.460	39.252
	ILO	0	0	0	0
	UNEP	0	0	0	0
Subtotal		13.625	13.167	12.460	39.252
Total		66,895	161,896	162,424	391,215
	UN-HABITAT	2.555	25.060	29.792	57.407
	UNESCO	52.790	97.286	99.732	249.808
	ILO	4.200	29.050	27.650	60.900
	UNEP	7.350	10.500	5.250	23.100

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Summary table 3

Total with 7% included					
	Total	Y1	Y2	Y3	
Outcome 1					
UN-HABITAT	103.255	28.355	42.800	32.100	
UNESCO	982.474	423.720	354.277	204.477	
ILO	58.850	26.750	16.050	16.050	
UNEP	176.550	37.450	85.600	53.500	
Subtotal	1.321.129	516.275	498.727	306.127	
Outcome 2					
UN-HABITAT	0	0	0	0	
UNESCO	155.150	32.100	80.250	42.800	
ILO	0	0	0	0	
UNEP	176.550	74.900	74.900	26.750	
Subtotal	331.700	107.000	155.150	69.550	
Outcome 3					
UN-HABITAT	774.252	10.700	340.260	423.292	
UNESCO	2.080.869	142.845	851.292	1.086.732	
ILO	872.050	37.450	428.000	406.600	
UNEP	0	0	0	0	
Subtotal	3.727.171	190.995	1.619.552	1.916.624	
Outcome 4 - M&E					
UN-HABITAT	0	0	0	0	
UNESCO	600.000	208.273	201.267	190.460	
ILO	0	0	0	0	
UNEP	0	0	0	0	
Subtotal	600.000	208.273	201.267	190.460	
Total	5.980.000	1.022.543	2.474.596	2.482.761	
UN-HABITAT	877.507	39.055	383.060	455.392	
UNESCO	3.818.493	806.938	1.487.086	1.524.469	
ILO	820.000	64.200	444.050	422.650	
UNEP	353.000	112.350	160.500	80.250	
Advanced Formulation	20.000	20.000			

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Work Plan and Budget

The work plan and budget is presented in Annex A. Given the resources, timeframe and the general conditions available, the JP will take up the implementation challenges and pledges to reach the overall expected results and, more particularly, with regards to the following: Cultural Village (Kavango region) Cultural Trails (Caprivi, and Omusati regions) Cultural Centres (Oshikoto, Kunene, and Omaheke regions), Interpretive Centre (Omusati region); Geopark (Erongo, Kunene and Otjozondjupa regions) and Cultural Industries (Hardap region). Details of support for specific activities were provided by the respective Agencies.

Annual Review

The implementing partners and the participating UN Organizations shall jointly conduct scheduled annual budgeting and planning as well as review meetings for all activities in the Results Framework, which forms part and parcel of the overall UNDAF review. These elements of the JPD will feed into the UNDAF monitoring and evaluation plan which contributes to UNDAF's overall results framework. This will include an assessment of the risks and assumptions to determine whether they are still holding. A new work plan and budget will be produced with the necessary adjustments made based on the lessons learned from a review of the risks and assumptions and implementation progress achieved. The new work plan is to be approved in writing by the National Steering Committee. The JPD needs not be signed every year. Nevertheless, should there be any amendments these will need to be signed by all parties. However, any substantive change in the JPD scope will require revision of the JPD. It is important to point out that annual reviews of the JP will coincide with the timelines set aside for ongoing Government of Namibia and UN System joint annual programme reviews. It will thus be aligned with the existing set annual review schedule agreed upon by the UN and the National Planning Commission Secretariat.


Management and Coordination Arrangements

The United Nations Country Team (UNCT) has worked together to develop the United Nations Development Assistance Framework (UNDAF), with 2008 being the third year of implementation under the current UNDAF cycle (2006-2010). In this regard, the programming focus of the UN System in Namibia is pillared on the Triple Threat which aims to improve livelihoods and food security and capacities to deliver services as the impact of HIV and AIDS deepens.

The UN Resident Coordinator (RC) will take the lead in overall coordination and administrative issues of the Joint Programme, facilitating collaboration between Participating UN Organizations, Government and civil society organizations, to ensure that the programme is on track and that promised results are delivered. On behalf of Government, the National Planning Commission Secretariat will support the RC in carrying out the coordination and collaboration functions in line with the guidelines provided under the Operational Guidance Note for the Participating UN Organizations (MDG-F, 2 October 2007).

All support activities under this Joint Programme are anchored around Namibia's development priorities (e.g. Vision 2030, NDP3/4), MDGs and the principles of the Paris Declaration. Thus, the Joint Programme will ensure effective coordination with and contribute to the work of the relevant existing UN thematic groups, the UN inter-agency programme coordination groups as well as sectoral Government Donor Joint Technical Working Groups (TWGs) such as the Partnership Forum on HIV and AIDS and the Joint UN Team on AIDS. An overall Programme Coordinator (preferably based in the Programme Management Unit within a Government office) will ensure effective information flow, consultation and coordination between the Culture Joint Programme, UN thematic groups and TWGs and other existing national structures.

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Furthermore, the JP will seek to collaborate with other programmes and projects such as the Gender Joint Programme, the recently signed Millennium Challenge Account (MCA) Programme and the National AIDS Control Programme, all which are working toward similar goals within the same target programme implementation areas in order to generate the best outcomes at minimum cost.

The following UN Agencies will be involved in the implementation of the Culture Joint Programme: UNESCO, UNEP, ILO and UN-HABITAT. Each participating UN Organization (PO) assumes complete programmatic and financial responsibility for the funds disbursed to it by the Administrative Agent (AA) and can decide on the execution process with its partners and counterparts following the organization's own applicable regulations. UNESCO will be the lead UN technical agency and the Ministry of Youth, National Service, Sport & Culture, the lead Government technical line Ministry for the JP. Each output of the Joint Programme will be managed by the designated UN Agency and line Ministry.

Accountability – The MDG-F National Steering Committee

The MDG-F National Steering Committee (NSC) will have overall responsibility for Joint Programme MDG-F activities. Its role is to provide oversight and strategic guidance to the programme. It will provide strategic guidance and oversight and approve the Joint Programme Document including subsequent revisions, Annual Work Plans and Budgets.

The NSC will be co-chaired by the UN Resident Coordinator and the Director General of the National Planning Commission Secretariat or his/her representative. Membership of the NSC will also include a senior representative from the Spanish Embassy in Namibia, but it will formally exclude all implementing partners or participating UN Agencies to allow independence. At the first meeting of the NSC it was decided to co-opt relevant line ministers' representative (s) for the sector window approved. As such, the Ministers of Youth, National Service, Sport & Culture, Environment and Tourism and Education were co-opted since they would perform oversight functions on education and culture and tourism issues for government. Decisions on programme documents, including revisions and Annual Work plans and budgets will only be taken upon completion of a review by the Programme Management Committee.

To the extent possible, the NSC will use existing coordination mechanisms in Namibia to undertake the process of planning and stakeholder consultation that the programme operations will require. The NSC will normally meet semi-annually. Additional meetings based on the requirements of the Programme may be convened exceptionally. The meetings will be convened by the Chairperson. For emergency issues the NSC may conduct its business electronically.

The responsibilities of the NSC will include to:

- a. Review and adopt Terms of Reference (TOR) and Rules of Procedure of the NSC, and/or amend them, as necessary, in consultation with the Administrative Agent.
- b. Approve the Joint Programme Document before submission to the Fund Steering Committee.
- c. Review and endorse the Programme Document and Annual Work Plan and Budget submitted by Participating UN Organisations; ensure their conformity with the requirements of the Fund and in particular decisions of the MDG-F Steering Committee; ensure the quality of programme documents to receive funding from the Fund.
- d. Approve the strategic direction for the implementation of the Joint programme within the operational framework authorized by the MDG-F Steering Committee.
- e. Discuss the Programme requirements and priorities concerning, inter alia:
 - programme management, including consistent and common approaches to project costing, cost recovery, implementation modalities, results-based reporting and impact assessment,
 - information management, including appropriate Fund and donor visibility.

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- f. Ensure that appropriate consultative processes take place with key stakeholders at the country level in order to avoid duplication or overlap between the Fund and other funding mechanisms.
- g. Approve the reporting mechanism for the programme.
- h. Review findings of the summary audit reports consolidated by the Administrative Agent; highlight lessons learned and periodically discuss follow-up by Participating UN Organisations on recommended actions with Programme -wide impact.
- i. Suggest corrective action to emerging strategic and implementation problems.
- j. Create synergies and seek agreement on similar programmes and projects by other donors.
- k. Approve the communication and public information plans prepared by the PMC.

Coordination – The Programme Management Committee (PMC)

The NSC shall establish the PMC to assume responsibility for the operational coordination of the Joint Programme. The Programme Management Committee (PMC) of the Culture Joint Programme will assume responsibility for the operational coordination of the Joint Programme and its membership will consist of representatives of the implementing participating UN Organizations of the Joint Programme, namely UNESCO, ILO, UNEP, and UN-Habitat, and key government ministries, namely, MYNSSC, MET, MTI, MRLGHRD, MGECW and MoE and a technical representative of the Spanish Embassy in Namibia.

The NSC will oversee that the PMC:

- a. Ensures operational coordination.
- b. Appoints a Programme Manager or equivalent thereof;
- c. Manages programme resources to achieve the outcomes and output defined in the programme;
- d. Aligns MDG-F funded activities with the UN Strategic Framework or UNDAF approved strategic priorities;
- e. Establishes programme baselines to enable sound monitoring and evaluation;
- f. Establishes adequate reporting mechanisms in the programme;
- g. Integrates work plans, budgets, reports and other programme related documents; and ensures that budget overlaps or gaps are addressed;
- h. Provides technical and substantive leadership regarding the activities envisaged in the Annual Work Plan and provides technical advice to the NSC;
- i. Establishes a communication and public information plans;
- j. Makes recommendation on re-allocations and budget revisions to the NSC;
- k. Addresses emerging management and implementation problems; and
- l. Identifies emerging lessons learned;

As per the Operational Guidelines of the MDG-F Secretariat, the RC or his/her representative will chair the PMC. When needed, PMC may invite specific experts as observers to the PMC meetings. The PMC will normally meet quarterly, although start up activities may require more frequent meetings to ensure coordination and information sharing, to review and integrate the overall work plans (quarterly and annual work plans and progress reports), M&E Systems, public information plans and other programme related documents and ensure that budget overlaps or gaps are addressed prior to submission to the Steering Committee for approval.

As per the Operational Guidelines of the MDG-F Secretariat, both the NSC and especially the PMC will seek to integrate its work under the UNDAF thematic structures already in place in the country. The two committees may wish to organize occasional joint meetings to enhance communication between the oversight and operational coordination functions.

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PMC will integrate work plans, M&E systems, budgets, reports, public information plans and other programme related documents and ensure that budget overlaps or gaps are addressed. The PMC will appoint a Programme Manager.

Furthermore, the PMC will establish a National Programme Management Unit (preferably based in a Government office). As such, an overall National Programme Coordinator with relevant local support staff will be appointed by the PMC and will be responsible for the day to day coordination of the programme activities. The National Programme Coordinator will produce and deliver progress reports to the Programme Management Committee (PMC) on a quarterly basis.

The provision allocated to supporting the National Programme Management Unit in executing the overall *coordination and management function* of the programme, including decentralised management corresponds to the 5% of the overall operational budget. *Monitoring and evaluation*, communication, replication (which will form part of the functions of the National Programme Management Unit and is preferably based in a Government office and its appointment will follow Government driven procedures) corresponds to another 5% of the operational budget. These two separate lump sums are indispensable since the programme is not a series of sub-projects, but a consolidated programme with many facets which will be run in several distant places, with a view to promote a comprehensive model and a global leverage. The above-mentioned costs justify the need for strong leadership, coordination and monitoring and evaluation capacity to steer the Joint Programme on a day to day basis and keep the National Steering Committee abreast of the coherence in the progress made. An amount of 20,000 USD from the overall budget for *coordination and management function* of the programme is allocated yearly (through UNESCO) to the UN Resident Coordinator Office to ensure oversight functions.

Furthermore, since the JP is designed as a scheme to spill over into the future, there is a need to monitor it, evaluate it, and take action to prepare for its aftermath. Therefore, there is a need to earmark resources not only for monitoring and evaluation but also to allow other sites or communities residing outside the first shortlisted pilots to benefit from the experiences and lessons learnt. The reason for short listing a limited number of pilots is to allow successful completion of the programme and allow replication once the programme is over. Thus the budgetary disposal appears as follows:

10%	5% Coordination & Management	5% M&E, Communication &	Available for Programme Activities 83%
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Administrative Agent:

The fund management arrangements will follow the guidelines of the MDG-F Operational Guidance Note for the Participating UN Organizations, in line with the UNDG Guidance Note on Joint Programming. The Administrative Agent (AA) function rests with the Multi Donor Trust Fund (MDTF) Office at UNDP Headquarters in New York. The MDTF Office as AA will be responsible for:

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- a. Disbursing approved resources to the Participating UN Organizations.
- b. Consolidating the joint programme narrative report with financial reports from Participating UN Organizations; including analysis of financial and narrative data; and provide it to the NSC
- c. Providing the Consolidated Joint Programme Progress Reports, and other reports as appropriate to the donor, i.e. the Fund Steering Committee through the Secretariat,
- d. Streamlining the reporting systems and harmonizing reporting formats based on joint programming best practices.
- e. Facilitate the work of the Participating UN Organizations to ensure adherence to a results based reporting structures around outcomes and outputs.
- f. Ensuring that fiduciary fund management requirements are adhered to.

UN Resident Coordinator (as per MDG-F Secretariat Operational Guidelines):

The RC's role is to facilitate collaboration between Participating UN Organizations to ensure that the programme is on track and that promised results are being delivered. He or she will also be the main interface between the Secretariat and the MDTF Office on one hand and the UNCT on the other. The Resident Coordinator will exercise his/her authority over the programme by being entrusted with leadership of the overall programme design, ongoing programmatic oversight of the Fund's activities by co-chairing the National Steering Committee meetings.

The following diagram reflects the coordination, implementation and management modalities for the proposed Joint Programme in Namibia.

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