

- 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.

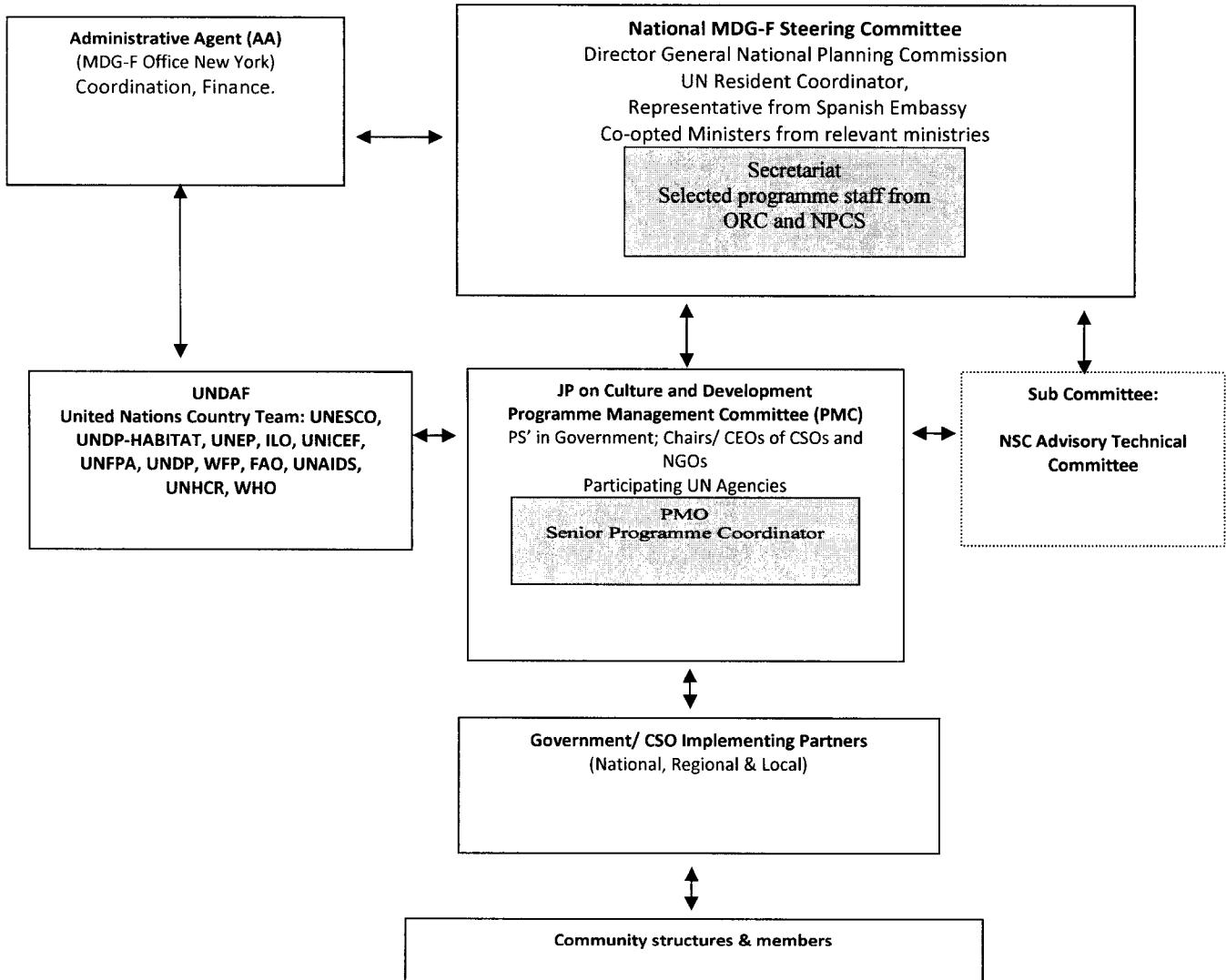
UN Resident Coordinator (as per MDG-F Secretariat Operational Guidelines):

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.

A handwritten signature consisting of the letters 'HK' followed by a stylized cursive line.

Proposed Management Structure for the MDG-F JP on Culture and Development



Cash Transfer Modalities

The cash transfer modality options for the UNDG Excom agencies (UNDP, UNICEF and UNFPA) are either direct cash transfers to Government (e.g. national execution advances), reimbursement, UN agency implementation, or where an UN agency pays on behalf of Government upon receipt of payment request from Government. The current cash transfer modalities which prevail for the respective UNDG Excom UN agencies will hold until such time that a more uniform cash transfer approach is suggested for all Excom Agencies in Namibia under the Harmonized Approach to Cash Transfers (HACT). Discussions between the United Nations Country Team (UNCT) and the Government of Namibia are on going concerning HACT, following the conclusion of the recently undertaken micro and macro assessment under HACT.

PWZ

UNESCO is a non-ExCom UN agency and as such as not adopted HACT. Their current cash transfer modalities will apply. Funds will be transferred to UNESCO HQ and then to UNESCO Windhoek. Sometimes UNESCO establishes a Letter of Agreement (LOA) where funds needed are released upfront. Other times, Government or NGO partners are contracted with a set of terms of references on deliverables tied to results and due fund instalments. UNESCO predominantly uses the direct payment cash transfer modality, whereby implementing partners provide a request letter to UNESCO for payment which must be accompanied by three quotations (this scenario usually applies to procurements).

In the case of UNDP-HABITAT, prior to issuance of funds by the approved programme, a Memorandum of Understanding is signed between UNDP (for HABITAT) and the implementing partner (Government or NGO), which is tied to the life-cycle of the approved programme (usually, five years, but in this instance only for 3 yrs, 2008-2010). UNDP predominantly uses the direct payment cash transfer modality, whereby implementing partners provide a request letter to UNDP for payment, accompanied by three quotations. The direct payments are done based on interventions spelled out in the Annual Work Plans of each approved programme. In addition, UNDP also issues quarterly advances to implementing partners, following a request letter signed by the Permanent Secretary of a Government Ministry (or Executive Director in the case of a NGO), which is approved by the UNDP Resident Representative. In cases where cash is advanced to an implementing partner, some projects have opened project bank accounts where funds are kept after being deposited by UNDP. Usually, these project accounts are subject to annual audits, a UNDP financial requirement which holds for all nationally executed projects.

UNEP Nairobi Office will manage Funds according to UNEP's financial rules and regulations. Funds will be transferred to UNDP Namibia or to partners in this JP as per existing modalities as spelled out in the MOUs and/or subcontracts of UNEP.

ILO: Funds will be managed according to ILO's financial rules and regulations. The funds will be transferred to ILO HQ in Geneva. ILO Pretoria will manage the funds.

Fund Management Arrangements

Based on the approval by the NSC and the receipt of duly signed Submission Form and relevant Joint Programme Document, the Administrative Agent will transfer approved funds to the particular Participating UN Organization(s), after ensuring consistency with programme document signed by the Participating UN organizations.

Each organization 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 regulations and rules.

Each participating UN Organization establishes a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent. Participating UN organizations are entitled to provide certified financial reporting according to the budget template. Participating UN organizations are entitled to deduct their indirect costs on contributions received according to their own regulations and rules, taking into account the size and complexity of the particular programme.

Subsequent instalments will be released in accordance with Annual Work Plans approved by the NSC. The release of funds is subject to meeting a minimum commitment threshold of 70% of the previous fund release to the Participating UN Organizations combined commitments (Commitments are defined as legally binding contracts signed, including multi-year commitments which may be disbursed in future years)²⁶. If

²⁶ Please note that in an earlier version of the MDG-F Operational Guidance Note issued by the MDTF Office reference was made to expenditure. For administrative purposes this was changed to a minimum commitment threshold.

the 70% threshold is not met for the programme as a whole, funds will not be released to any organization, regardless of the individual organization's performance.

On the other hand, the following year's advance can be requested at any point after the combined disbursement against the current advance has exceeded 70% and the work plan requirements have been met. If the overall expenditure of the programme reaches 70% before the end of the twelve-month period, the participating agencies may upon endorsement by the NSC request the MDTF Office to release the next instalments ahead of schedule. The RC will make the request to the MDGF Office on NSC's behalf.

Any fund transfer is subject to submission of an approved Annual Work Plan and Budget to the MDTF Office.

Feasibility, Risk Management and Sustainability of the Results

The main goal of this Joint Programme is to strengthen Namibia's capacity to achieve MDGs 1, 3, 6 and 7 through cultural tourism as a tool to attain sustainable development. Namibia's richness in cultural and natural heritage represents a basis for the development of cultural tourism. The activities proposed in this Joint Programme stem from existing projects and as such, some of the potential risks have been minimized - for instance, access to secure land tenure. The projects in the JP were carefully selected and screened so as to avoid those that may be affected by potential risks that may delay the implementation of the programme. There are, however, some potential risks associated with the JP but they are addressed by the specific activities for each joint output. The biggest challenge for inventorying immovable cultural heritage is that not all museums have computers and qualified personnel. The JP addresses this risk by making provision for equipment and training for such museums. Another risk associated with the development of an inventory of intangible heritage is that there is no legal framework for the preservation of such heritage. The JP addresses this potential risk by planning for the review and amendment of the existing National Heritage Act so that it covers intangible heritage. Another potential risk is at implementation level where there is weak capacity in qualified human resources. This risk will be addressed though by building capacity through various training programmes as outlines in the JP outputs.

The sustainability of the Joint Programme is ensured by the institutional setting that supports coordination and follow-up mechanisms such as the Inter-Ministerial Working Group (IMWG), Technical Steering Committee and the National Steering Committee. The relevant institutions will be encouraged to phase in the activities falling under their responsibility beyond the life-span of the programme.

Accountability, Monitoring, Evaluation and Reporting

The overall monitoring plan for the joint programme is summarized in Table 3 below.

The lead agency of an activity will be responsible for the monitoring and reporting of that particular activity, while the monitoring and reporting at output level will be done by the Project Manager.

The PMO is responsible for the monitoring and evaluation of activities such as inception report, quarterly reports, annual reports, final evaluation and auditing, while the Programme Management Committee will prepare a Technical Progress Report annually upon receipt of Annual Reports and information drawn from GRN/UN joint annual review meetings and Quarterly Reports. The Programme Manager prepares the Narrative Joint Programme Progress Report which will be submitted to PMC for approval and further submission to the MDTF Office. The final clearance stands with the National Steering Committee. The PMO will provide any necessary support to the MDG-F Secretariat for the mid-term review.



On an annual basis, UN Agencies are required to provide narrative reports on results achieved, lessons learnt and the contributions made to the Joint Programme. The reporting mechanism will be anchored in the Results Framework, Table 1 and the Monitoring and Evaluation Framework Table 2. UN Agencies will channel their report contributions directly into an integrated reporting system which will be devised by the MDTF New York. The Annual Programme Progress report will consist of three parts:

- a. AA Management Brief – Analysis of financial, narrative report, key management and administrative issues to be considered by the National MDG-F Steering Committee.
- b. Narrative JP Progress report, reviewed and endorsed by the PMC before its submission 28th February each year.
- c. Financial Progress Report. Each UN Agency will submit to the MDTF Office a financial report stating expenditures incurred by each programme during the reporting period by 31st March.

The MDTF Office will submit the Consolidated Joint Programme Progress reports to the Resident Coordinator who distributes it to the NSC members. Decisions and comments by the NSC should be duly recorded and shared with all stakeholders in order to ensure the full coordination and coherence of MDG-F efforts.

The timeline for submission of reports for the annual reporting is shown in the chart below.

Table 3 - Overall Monitoring Table

Type of Monitoring and Evaluation Activity	Coordinating Author /Consolidator	Approving Authority	Dead-Line
Inception report	PMO	PMC	Upon completion of the inception workshop
Quarterly Reports	PMO	PMC	At start/end of each quarterly period
Annual Narrative Programme Report	Participating UN Organizations jointly at Country Level	PMC	28 February
Annual Financial Progress Reports	MDTF Office by Participating UN Organizations	Financial Officer/ Comptroller	31 March
Annual audits			Fourth quarter each year
Mid-Term Evaluation			End October Year 2
Narrative Joint Programme Progress Report	PMC	PMC	28 February
Final Narrative Report and Financial Report	Participating UN Organizations jointly at Country Level	PMC	30 April of year following financial closure of JP activities
Final JP Evaluation			End October/November Year 3

The Programme Management Committee is accountable to the National MDG-F Steering Committee and it will ensure that all implementing partners agree on a Programme Monitoring Framework (PMF), Monitoring and Evaluation (M&E) Plan and reporting formats at its first meeting. Within the first six months, programme baselines should be established to enable sound monitoring and evaluation. A monitoring system should track the Participating UN Organizations' individual contributions to the programme outputs.



The agreed monitoring and reporting mechanisms of the Participating UN Organizations should to the extent possible limit transaction costs through integration of the monitoring and reporting processes while ensuring the best possible quality of the Narrative Joint Programme Progress.

The Programme Monitoring Framework is given in Table N° 4 below. This table outlines the Expected Results from the Results Framework, corresponding indicators (with baselines) and indicative timeframes, methods and collecting indicators, responsibility for doing so and risks and assumptions.

Quarterly reports will be made available to the donor.

The joint programme will have a final evaluation and mid-term review. The mid-term review will be organized by the MDG-F Secretariat.

Programme Period

The work will be carried out during thirty six months following the signature of the contract. The Inception Report will include the agreed timetable for programme activities and outputs.

Inception Phase: The purpose of this phase is to fine-tune and further detail the implementation plan with the realities of the situation and developments in Namibia, and of the beneficiaries and the stakeholders (Months 1-3)

- Programme office fully established
- Recruitment and contracting of key programme staff
- Preparation of the Implementation Plan and Procurement Plans
- Elaboration of a detailed set of programme performance indicators and Monitoring and Evaluation modalities
- Preparation of the criteria for the model pilot projects component
- Inception Workshop

Implementation Phase:

(Months 3-30)

- Recruitment of international and local experts
- Establishment of the Technical Advisory Committee (TAC)
- Implementation of the Pilot Projects
- Design of a detailed monitoring and evaluation framework
- Testing of the core set of MDG indicators
- Provision of information on programme activities and preparation of printed and audiovisual material to support capacity building and advocacy
- Development and dissemination of advocacy materials
- Publications
- Ensure that all Outcomes 1, 2 and 3 are implemented

Evaluation:

(Months 30-36)

- Evaluation of Lessons Learned from the Outcomes 1, 2 and 3.



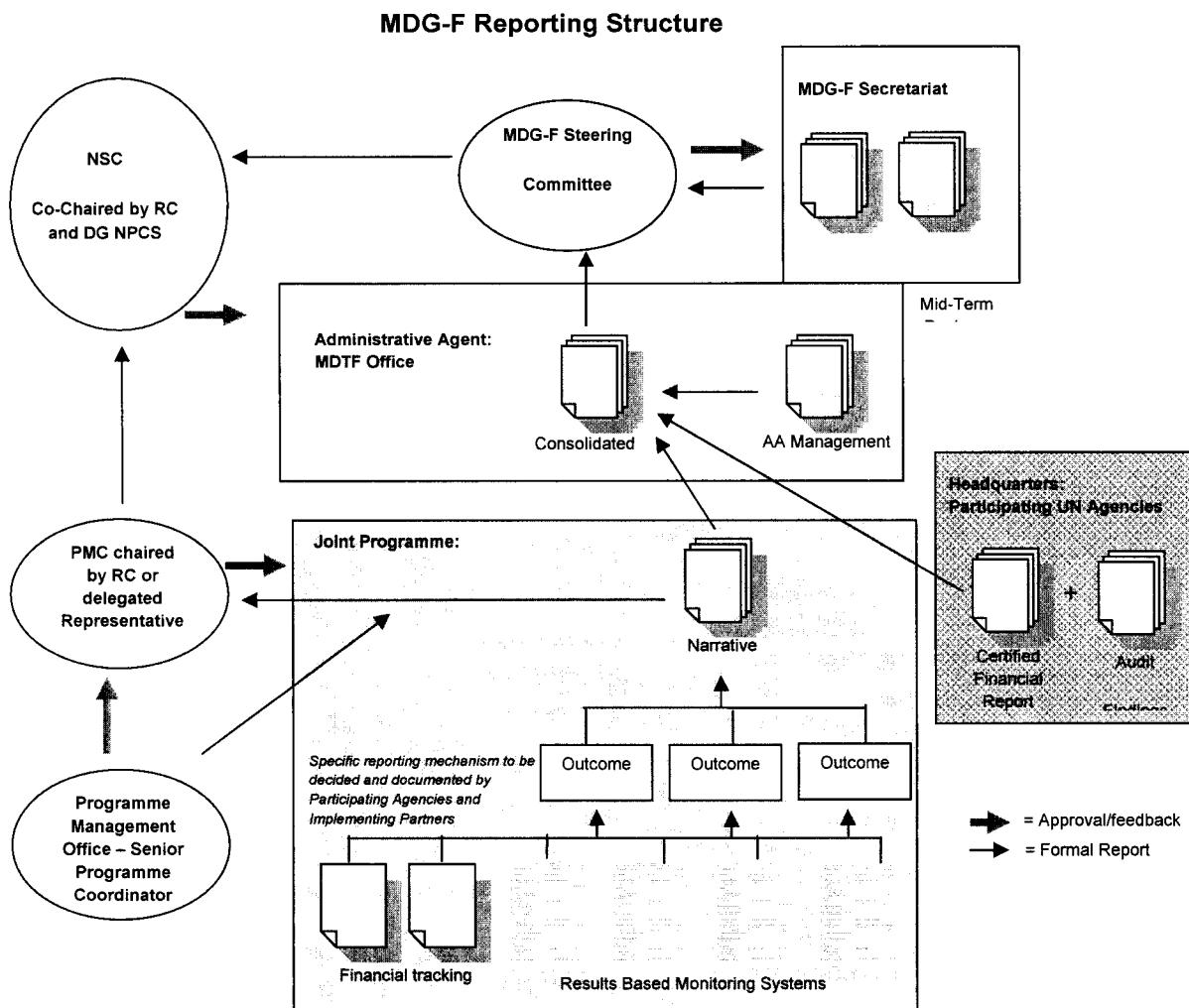


Table 4 Programme Monitoring Framework

JOINT PROGRAMME IMPACT : IMPROVED LIVELIHOODS OF EMPOWERED NAMIBIAN RURAL COMMUNITIES THROUGH CULTURAL TOURISM

Impact indicator: Percentage of Namibian rural households – particularly women headed households - in the project sites getting income from Cultural Tourism contributes	- MDG1 -MDG1, 3 and 7
JP Outcome 1 – Knowledge and capacity base enhanced, heritage identified and safeguarded	
Target: 1: By Year 2 of the programme cycle, assessment studies are completed, baseline provided	
Impact:	
i. Regulatory frameworks, strategies and policies aligned with relevant international standards and instruments	
ii. Parameters and benchmarks in place for validation of pilots sites and identification of new sites for replication	
iii. % increase in knowledge, awareness and recognition of cultural/natural heritage and cultural diversity	
■ communities level (male/female)	
■ policy-makers & leaders (national, regional, local & traditional)	
■ media coverage	
Target 2: By Year 3 of the programme cycle, access to cultural heritage and information sharing is improved at government (central and regional) and communities level	
Impact:	
i. Education curricula (secondary & tertiary, university) integrated with relevant cultural/natural heritage issues including lessons on traditional knowledge	
ii. Sharing-information portal in place by Year 2	
iii. Number of institutions, bodies and community-based organizations with increased capacity, strategies, structures for cultural/natural heritage documentation, protection, and cultural tourism development & monitoring	
Target 3: By Year 3 of the programme cycle, institutional capacity is reinforced and community mobilized through training to access employment in the cultural tourism sector	
Impact:	
i. Number of staff trained and skilled to train at their turn technical staff and community members	
ii. % of women, youth and disadvantaged groups engaged in tangible and intangible heritage protection and enhancement activities following skills enhancement and capacity building (target: 40%)	
JP Outcome 2 - Livelihoods are mainstreamed into sustainable cultural policies and standards are made compatible with expected cultural tourism	- MDG 1, 3 and 7
Target 1: By Year 3 of the programme cycle policies, strategies, laws are revised and/or enforced to support sustainable utilization of cultural/natural	
Impact:	
i. Number of national frameworks and policies reviewed and enforced to enable a conducive environment for sustainable cultural tourism developed	
ii. % increase in awareness, knowledge and understanding of sustainable use of and recognition of cultural/natural heritage and cultural diversity as leverage of poverty particularly for women and youth	
■ communities level (male/female)	
■ policy-makers & leaders (national, regional, local & traditional)	
■ media coverage	
Target 2: By Year 3 of the programme cycle partnerships are fostered and dialogue platform among local & traditional authorities, stakeholders, technical bodies, and communities are provided	
Impact: Number and relevance of initiatives and programmes arising from dialogue platform	

JP 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		-MDG 1, 3, 6 and 7		
<p>Target 1: By Year 3 of the programme cycle productive employment and decent work for at least 65% of the trained communities, including women and young people, is achieved in the cultural tourism sector</p> <p>Impact:</p> <ul style="list-style-type: none"> i. Proportion of communities households, particularly women headed households engaged in SMEs operating in the sustainable cultural tourism sector in target communities ii. % of increase in target community members (particularly women and youth) wage & regular income deriving from cultural tourism 				
<p>Target 2: By Year 3 of the programme cycle within the target communities HIV and AIDS preventive plans are integrated within management plans and the proportion of population aged 15-24 years with comprehensive correct knowledge of HIV and AIDS is doubled</p> <p>Impact: % increase in awareness and understanding of HIV and AIDS preventive plan particularly women and youth in target communities (male/female)</p>				
<p>Target 3: By Year 3 of the programme cycle locally produced quality products eligible to compete for the Award of Excellence entering the international handicraft market</p> <p>Impact: % of locally produced goods accessing the market</p> <ul style="list-style-type: none"> ▪ National market ▪ International (SADC and global) market 				
<p>Outcome 4 - Programme coordination and M&E</p> <p>Target: By Year 3 of the programme cycle coordination and M&E system is in place and impacts & results of the implemented activities evaluated</p> <p>Impact: Number of partnership and effective dialogue platform created, linkages with other sectoral programmes built and concerted efforts strengthened</p>				
JP Outcome 1				
Knowledge and capacity base enhanced, heritage identified and safeguarded.				
Expected Outcomes & Outputs	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Risks & assumptions
Output 1.1 Knowledge base and information sharing portal development; baseline on tangible and intangible heritage and training	<p>Indicator: Quantitative baseline data for the perspective pilot sites identified and comprehensive assessment developed</p> <p>Baseline: Quantitative baseline on Namibian cultural heritage unavailable</p> <p>Timeframe: Year 1 – Year 2</p>	<p>Assessment reports by UNESCO Project review reports Project reports</p>	<p>Review and analysis of annual and quarterly project progress reports</p>	<p>UNESCO, UNEP, UN-Habitat & MYNSSC, MET, MRLGHRD</p> <p>Stakeholders are willing to collaborate</p> <p>Delays in implementation due to limited experience of all stakeholders in such of inter-sectoral and inter-agency collaboration</p>

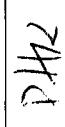
DHK ✓

	Indicator: Comprehensive database on tangible and intangible heritage developed, disseminated & available on line (products, cultural practitioners etc.); Number of directorates and public using the national database and portal Baseline: Lack of a comprehensive and digitalized catalogue of cultural heritage and of a national information-sharing portal on the culture sector	Database Assessment reports by UNESCO Project review reports Project reports External number of access made on the portal	Review and analysis of annual and quarterly project progress reports Final evaluation	UNESCO & MNSSC	Underestimation of the workload would delay the results Delays in start-up and implementation of activities at country level due to limited facilities (especially electricity and internet connections) resources and personnel
Timeframe: Year 1 – Year 3	Indicator: Number of community youth (at least 60% girls) trained on documentation of intangible cultural heritage and socio-cultural issues Baseline: Lack of Intangible Cultural Heritage inventories	Training reports Project reports Inventory(ies) of Intangible and Tangible Cultural Heritage	Review and analysis of annual and quarterly project progress reports Final evaluation	UNESCO & MNSSC	Lack of interest in participating Low literacy rates Trainers use youth-friendly methodologies
Timeframe: Year 1 – Year 3	Indicator: Access Benefit Sharing products inventories established on natural resources & intellectual property (IP) Baseline: Quantitative baseline unavailable	Inventories Project progress reports Culturally-relevant and appropriate manuals on ABS and related IP rights in place	Review and analysis of annual and quarterly project progress reports	UNEP & MET	Delays in start-up and implementation of activities at country level due to inadequate facilities, resources and relevant expertise Communities with high sense of ownership, committed to and interested in participating in program-me activities and taking entrepreneurial initiatives Local authorities committed to the processes engaged in by communities
Timeframe: Year 2	 Indicator: Regulation in place to upgrade sustainable human settlements Baseline: Inappropriate operative framework of the legislation on cultural tourism and sustainable human settlements	Town and Regional Planning Act amended	Review and analysis of annual and quarterly project progress reports	UN-Habitat & MRLGHRD	Political commitment and willingness to facilitate the process
Timeframe: Year 1 – Year 2	Indicator: Traditional land use planning training programme developed & implemented Baseline: Limited access to and integration of culture and Traditional Knowledge into the education system and professional curricula	Consultation reports Training materials and tools	Evaluation and assessment of periodic training reports	UN-Habitat & MRLGHRD	Difficulty in obtaining data There will be high-level commitment to support the process
	Timeframe: Year 1 – Year 3				P.H.J.

	Indicator: Number of planners trained on traditional knowledge on cultural layout planning of settlement & architectural designs Baseline: Limited capacity & technical knowledge of professionals in the domain of Cultural Heritage Timeframe: Year 2 – Year 3 Indicator: Number of teachers and teacher-trainers trained on cultural and natural heritage issues Baseline: Limited access to and integration of culture and Traditional Knowledge into the education system and professional curricula Timeframe: Year 2 – Year 3 Indicator: Assessment on community-based handicrafts needs & capacity is completed Baseline: Quantitative baseline unavailable	Training reports	workshops	Evaluation and assessment of periodic training reports Final evaluation	UN-Habitat & MRLGHRD	Reasonable number of youth & women eligible to participate
	 Timeframe: Year 1 – Year 2 Indicator: Number of Government officials & professionals trained (digital data management, IPR)	Training reports List of Project reports	workshops	Evaluation and assessment of periodic training reports Final evaluation	UNESCO & MNSSC	No critical shortage of trainers, technical staff, and technologies required for the process
	 Baseline: Limited capacity & technical knowledge of professionals in the domain of Cultural Heritage Timeframe: Year 1 – Year 3 Indicator: A dedicated Audiovisual display unit set-up within the MoE system Baseline: Lack of Intangible Cultural Heritage inventories Timeframe: Year 1 – Year 3	Assessment reports Project reports	Review and analysis of project progress quarterly progress reports Final evaluation	Review and analysis of quarterly progress reports Final evaluation	UNESCO & MNSSC	Lack of competent staff at the local level to carry out the activity
	 Timeframe: Year 1 – Year 3 Indicator: National Monuments Council reports 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 Timeframe: Year 1 – Year 3	Equipment documents Training reports List of Project reports	transfer workshops	Review and analysis of quarterly progress reports Final evaluation	UNESCO & MoE	No critical shortage of trainers, technical staff, and technologies required for the process
Output 1.2 Identification of new heritage sites	 Indicator: Number of Heritage Sites identified 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 Timeframe: Year 1 – Year 3	National Heritage list publicized National Monuments Council reports	Review and analysis of quarterly project progress reports Final evaluation	UNESCO & MNSSC	Delay in the identification process Communities are willing to participate fully	




	Indicator: National heritage sites proclaimed 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 Timeframe: Year 1 – Year 3	National Heritage Register publicized National Monuments Council reports	Review and analysis of quarterly project progress reports Final evaluation	UNESCO & MYNSSC	Delays in legal processes for proclamation Commitment at the policy level
	Indicator: Comprehensive plans (conservation, management, HIV & AIDS & marketing) for proclaimed Heritage Sites developed and implemented Baseline: HIV and AIDS prevention plan overlooked in sectorial tourism plans; thinly trained professional personnel in heritage site management Timeframe: Year 1 – Year 3	Project implementation reports Management plans Training workshop reports	Evaluation of training Materials Review & analysis of quarterly project progress reports Final evaluation	UNESCO & MYNSSC	Availability of expertise in the field reduces delay in the implementation
	Indicator: Number of professional heritage managers trained and seconded to institution with best practice Baseline: thinly trained professional personnel in heritage site management Timeframe: Year 1 – Year 3	Training workshop reports List of participants Training material produced & distributed	Evaluation of training Materials Review and analysis of quarterly project progress reports Final evaluation	UNESCO & MYNSSC	Delay in the trainees identification process Overloaded personnel The trainees will retain and apply the skills learnt
	Indicator: Baseline and assessment studies on the existing legislation, policies and programmes related to HIV and AIDS, poverty reduction and sustainable cultural tourism Baseline: 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 Timeframe: Year 1 – Year 3	Baseline and assessment reports Training reports Project implementation reports	Review and analysis of quarterly project progress reports Final evaluation	UNEP & MET	Availability of competent and qualified experts with a culturally appropriate approach
Output 1.3 Identification and documentation of legal, cultural and community barriers between cultural tourism and poverty reduction	Indicator: Dialogue Platform between communities, local & traditional authorities, and stakeholders provided Baseline: Communities not benefiting sufficiently from the current forms of tourism in Namibia; severe limitations in rural employment opportunities and alternative livelihood offers Timeframe: Year 1 – Year 3	Consultations and Workshops reports Project implementation reports	Review and analysis of quarterly project progress reports Final evaluation	UNESCO & MYNSSC	Stakeholders committed to cooperate

	Indicator: Actionable recommendations and guidelines for inclusion of culture and cultural tourism in social development at community level proposed & taken into account Baseline: 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	Report and guidelines Timeframe: Year 1 – Year 3	Review and analysis of quarterly project progress reports Final evaluation	ILO & MIT	Close commitment from local authorities and involvement of communities
Output 1.4 Validation of pilot sites for implementation and identification of new sites for replication	Indicator: Relevance of pilot sites identified according to set parameters and corresponding indicators with benchmarks; Equitable process selection and representativeness of stakeholders / potential actors involved 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 Timeframe: Year 1 – Year 2	Meeting Reports Set parameters and corresponding indicators with benchmarks Assessment report Timeframe: Year 1 – Year 3	Review of consultative meetings Quarterly reports Timeframe: Year 1 – Year 2	UNESCO & NPC	Delay at country level due to lack of relevant local expertise and resources to carryout the activities Stakeholders willing to cooperate to facilitate the process Timeframe: Year 1 – Year 2
Expected Outcomes outputs	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
Output 2.1 Harmonization and publicizing of relevant policies and Legislation on tangible/intangible heritage and customary laws	Indicator: Reviewed policy document shared and publicized; Baseline: 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 Timeframe: Year 1 – Year 2	Awareness-raising workshop reports Policy document Project progress reports Timeframe: Year 1 – Year 2	Quarterly, annual progress reports & final report for regular project management reporting system	UNESCO & MYNSSC	Political commitment and willingness to facilitate the process  

	Indicator: Number 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 Baseline: 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 Timeframe: Year 1 – Year 2	Awareness-raising workshop reports & list of participants Consultation meetings reports	Review and analysis of quarterly and annual project progress reports	UNESCO & MYNSSC Collaboration from relevant authorities and stakeholders
Output 2.2: Communities/groups in the nine focus regions reaping benefits from cultural/natural heritage assets	Indicator: Number of parliamentarians, regional governors & councillors and traditional authorities sensitized on the sustainable utilization of cultural / natural assets; training material addressed to communities produced and in use Baseline: Weak awareness of stakeholders on Heritage laws and policies; law capacity of communities in sustainable use of cultural / natural assets, including in services of cultural tourism Timeframe: Year 1 – Year 3	Awareness-raising workshop reports & list of participants Workshop material produced & distributed	Review and analysis of quarterly and annual project progress reports Final evaluation	UNEP & MET Collaboration from relevant authorities and stakeholders
Output 2..3 Strengthening governance of Namibia's Geopark programme	Indicator: Policy and guidelines for the Geoparks establishment in place Baseline: Policy and regulatory framework for Geoparks not yet in place Timeframe: Year 1 – Year 2 Indicator: Number of people sensitized on Geopark policy and legislation Baseline: Policy and regulatory framework for Geoparks not yet in place Timeframe: Year 1 – Year 2	Guidelines for management & monitoring structure of Geopark workshops reports & list of participants Equipment transfer documents	Review and analysis of quarterly and annual project progress reports	UNESCO & MME Guidelines developed ignored by stakeholders
		Workshops reports & list of participants Workshop material produced & distributed	Review and analysis of quarterly and annual project progress reports	UNESCO & MME Sustained national, donor and private sector interest to support future actions <i>PL</i>

	<p>Indicator: linkages with the formal education system and geological associations strengthened</p> <p>Baseline: Policy and regulatory framework for Geoparks not yet in place</p> <p>Timeframe: Year 1 – Year 3</p>	<p>Workshops reports & list of participants Brochures produced</p>	<p>Annual & quarterly reports Final evaluation</p>	UNESCO & MME	Resistance to change
JP 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					
Expected Outcomes & outputs	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
Output 3.1 Communities' capacities, end products and livelihoods upgraded through establishing pilot sites and HIV/AIDS awareness campaigns instituted	<p>Indicator: Model for replication of each proposed pilot project; Pilot sites with HIV and AIDS awareness campaigns component established</p> <p>Baseline: Lack of model piloted and tested</p> <p>Timeframe: Year 2 – Year 3</p>	<p>Pilot site implementation report Project progress reports HIV & AIDS Awareness-raising workshop reports</p>	<p>Review of quarterly and annual project progress reports Final evaluation</p>	<p>UNESCO, UN-Habitat & MYNSSC ILO & MIT</p>	<p>Lack of strong coordination among implementation partners, could stall implementation; Strong commitment of Local authorities to provide land plots</p>
	<p>Indicator: Number of professional workers (at least 60%) trained</p> <p>Baseline: weak ability in the cultural tourism sector and weak partnerships and networking in the market</p> <p>Timeframe: Year 2 – Year 3</p>	<p>Training reports & list of participants Training material produced & distributed</p>	<p>Review of quarterly and annual reports Final evaluation</p>	ILO & MTI	<p>Availability of qualified Programme management staff for project implementation</p> <p>Communities will retain skills transferred and knowledge provided.</p>
	<p>Indicator: Number of communities trained on how to seek/create employment and generate income</p> <p>Baseline: Lack of model piloted and tested</p> <p>Timeframe: Year 2 – Year 3</p>	<p>Training reports & list of participants Training material produced & distributed</p>	<p>Review of annual & quarterly reports Final evaluation</p>	ILO & MTI	<p>Local communities are willing to participate in the training</p>
	<p>Indicator: Number of partnership with other Development partners created/established</p> <p>Baseline: Lack of model piloted and tested; weak ability in the cultural tourism sector and Weak partnerships and networking in the market</p> <p>Timeframe: Year 2 – Year 3</p>	Database	<p>Partner profile portfolio compilation Final evaluation</p>	ILO& MTI	<p>Lack of strong coordination among implementation partners</p>



Output 3.2 By way of LED approach, communities are empowered to generate employment and income from the pilot projects	Indicator: Community action plan developed	Training reports & list of participants Training material produced & distributed Action plans	Progress reports Final evaluation	ILo & MTI	Lack of effective coordination among stakeholders
	Baseline: Communities thinly sensitized on income creation opportunities linked to cultural tourism; reduced skills capacity in business and managerial delivery; quality control mechanism and marketing device not introduced; low capacity of communities in the cultural resources management; linkages between communities and cultural institutions non-existent				
	Timeframe: Year 1 – Year 3				
	Indicator: Number of communities trained on how to seek/create employment and generate income; Number of groups engaged in income-generating activities linked to the pilot sites	Training reports & list of participants Training material produced & distributed	Review & analysis of quarterly and annual project progress and assessment reports Final evaluation	ILo & MTI	Delays in start-up and implementation of activities at country level due to inadequate facilities, resources and relevant expertise
	Baseline: Communities thinly sensitized on income creation opportunities linked to cultural tourism; reduced skills capacity in business and managerial delivery; quality control mechanism and marketing device not introduced; low capacity of communities in the cultural resources management; linkages between communities and cultural institutions non-existent				Communities with high sense of ownership, committed to and interested in participating in programme activities and taking entrepreneurial initiatives
	Timeframe: Year 2 – Year 3				Local authorities committed to the processes
	Indicator: Number of partnership with other Development partners created/established	Consultation meetings reports & list of participants	Review & analysis of quarterly and annual project progress and assessment reports Final evaluation	ILo & MTI	The trainees will retain and apply the skills learnt
	Baseline: Communities thinly sensitized on income creation opportunities linked to cultural tourism; reduced skills capacity in business and managerial delivery; quality control mechanism and marketing device not introduced; low capacity of communities in the cultural resources management; linkages between communities and cultural institutions non-existent				
	Timeframe: Year 2 – Year 3				

PJK

	Indicator: Number of communities mobilized and trained in maintenance & monitoring of heritage assets; Number of partnerships with cultural institutions to sustain heritage assets protection Baseline: Communities thinly sensitized on income creation opportunities linked to cultural tourism; reduced skills capacity in business and managerial delivery; quality control mechanism and marketing device not introduced; low capacity of communities in the cultural resources management; linkages between communities and cultural institutions non-existent	Training reports & list of participants Training materials produced & distributed	Review & analysis of quarterly and annual project progress and assessment reports Final evaluation	UNESCO & MYNSSC	Local communities willingness to participate, facilitate implementation
Output 3.3 Integration of cultural/natural heritage assets into national and international tourism networks	Timeframe: Year 1 – Year 3 Indicator: Number of local and international tourism networks with heritage assets components Baseline: Weak networking with the national & international tourism market Timeframe: Year 2 – Year 3 Indicator: Number of local and international networks reached Baseline: Weak networking with the national & international tourism market	Tourism magazines Media reports	Review and analysis of quarterly and annual project progress reports and tourism magazines Final evaluation	ILO & MET	Local communities willingness to participate, facilitate implementation Willingness of Tourism networks to integrate cultural/natural heritage assets into their work Interest of private sector maintained Availability of resources and expertise for proposed activities
Output 3.4 Promote skills transfer, built capacity and enhance market opportunities	Timeframe: Year 2 – Year 3 Indicator: Number of people trained on how to use low-cost technology linked to traditional handicraft skills (60%) being women 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 Timeframe: Year 1 – Year 3	Training reports & list of participants Training material produced & distributed	Review and analysis of quarterly and annual project progress reports and tourism magazines Final evaluation	UNESCO & MYNSSC UNESCO & MYNSSC	Limited availability of trainers Inconsistent commitment of the private sector Low community participation

PHK

	Indicator: % of small scale miners supported	Equipment transfer documents Consultation meetings reports & list of participants	Review and analysis of quarterly and annual project progress reports Final evaluation	UNESCO & MME	Lack of policies to regulate small scale mining activities
	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				
	Timeframe: Year 1 – Year 3				
	Indicator: Geopark business and management plans developed and their implementation monitored	Meetings reports & list of participants Business and management plans	Review and analysis of quarterly and annual project progress reports Final evaluation	UNESCO & MME	Lack of resources to implement the plans
	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				
	Timeframe: Year 1 – Year 3				
	Indicator: Virtual entry to the Geopark promoted (support for the setting-up of interpretive centre and infrastructure to run field-schools programmes & research)	Equipment transfer documents Business and management plans Brochures & promotional materials produced & distributed	Review and analysis of quarterly and annual project progress reports Final evaluation	UNESCO & MME	MME Committed to operate and maintain the Centre
	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				
	Timeframe: Year 2				

✓
PHR

				Review and analysis of quarterly and annual project progress reports Final evaluation	UNESCO & MME	Interest of communities to participate in training The trainees will retain and apply the skills learnt
	<p>Indicator: Number of local communities (at least 60% women & youth) trained as Geopark guides</p> <p>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</p> <p>Timeframe: Year 1 – Year 3</p>	<p>Training and Consultation meetings</p> <p>reports & list of participants</p> <p>List of guides accredited</p>				
	<p>Indicator: Number of stakeholders reached with information on the Gondwanaland Geopark programme</p> <p>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</p> <p>Timeframe: Year 2 – Year 3</p>	<p>Awareness raising campaign and events material & list of participants</p>	<p>Review and analysis of quarterly and annual project progress reports Final evaluation</p>		<p>Low awareness of participatory approaches</p>	

Ex-Ante Assessment of Cross-cutting Issues

In examining cross cutting issues in the JP on Culture and Development, a number of observations were made. These include the HIV and AIDS pandemic, sustainable use of the environment and national ownership and gender equality. The cross cutting issues are integral to the successful implementation of the Joint programme and will have to be addressed.

Sustainable Use of the Environment

The dichotomy between cultural and natural environments is superficial. Conversely, cultural tourism is enhanced by the natural setting of cultural enterprises and thus the sustainable use of natural resources not only enhances the cultural product, but also ensures that cultural tourism is maintained. Technical skills are essential for value addition and ensuring the sustainability of cultural heritage production lines. Such technical skill should be sensitive to and based on the principles of indigenous knowledge systems as opposed to “scientific” principles of conservation.

Ownership, Gender and HIV/AIDS

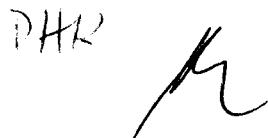
The Namibian society is characterized by social inequalities and economic disparities. HIV and AIDS is the greatest threat to national development and continue to be the leading cause of death in the country. According to the 2006 HIV sentinel survey the national prevalence rate among pregnant women has now increased to 19.9% from 19.7 in 2004. Knowledge of how to reduce the risk of transmission of HIV/AIDS is widespread (between 80-90% of both women and men know at least one method²⁷) but behaviour change does not seem to be happening consistently.

Women-headed households are over-represented among the poor. Female headed households account for 41% of all households and income per capita of these households is 40% lower than male headed households. Most of the poor households are relatively large and contain orphans²⁸. Girls living in impoverished conditions are outside the reach of traditional programmes and services and are subjected to lack of education and social mobility opportunities. Girls in impoverished conditions are considered to be highly vulnerable to HIV as well as to unwanted teenage pregnancies due to the fact that they are subjected to sexual coercion, violence and abuse. Furthermore, the majority of rural female-headed households are impoverished and particularly vulnerable to HIV and AIDS as a result of their unique socio-economic status and the need to undertake risky behaviour to provide sustenance to their families. Women's lack of access to preventive methods as well as cultural norms supportive of men having multiple, concurrent sexual partners, all contribute to the precarious position of women and girls in the context of HIV and AIDS.

These are manifested in the distribution and skewed ownership of cultural tourism enterprises. This proposal has highlighted specific measures that seek to streamline the ownership of cultural tourism enterprises in order to empower communities and other marginalized groups such as women and children. The proposal recognizes the need to redistribute wealth generated from cultural tourism among local communities in a way that is more beneficial to women and the youth, laying strong emphasis on ownership and knowledge of the sector and its management. The ultimate owner of the project is the Namibian Government. But it is not alone; the project is a joint venture involving the Government of Namibia, the UN reform scheme, the Spanish MDGF, the operating UN agencies and the stakeholders. At the basic level the two major groups of stakeholders play a major role, as per the

²⁷ MoHSS Preliminary NDHS 2007

²⁸ NPC (2006). Living Conditions in Namibia: The 2003/2004 Namibia Household Income and Expenditure Survey



very rules of the fund itself: the beneficiaries and the UN agencies involved. In view of the scenario described above, the current programming focus in Namibia is based on addressing the Triple Threat – to improve livelihoods and food security, improve capacities to deliver services as the impact of HIV and AIDS deepens. The UN system in Namibia aims to adopt an integrated programming approach within the Culture joint programme, through the promotion of cultural tourism. Addressing HIV and AIDS prevention proactively within this JPD thus becomes critical. In light of the intrinsic linkages between livelihoods/food security, gender, poverty and HIV and AIDS, the JPD therefore streamlines a culturally appropriate HIV and AIDS preventive education strategy within the chosen intervention areas. The strategy will mainly target girls, women and youth.

Capacity Building

The heritage industry in Namibia experiences a deficiency in skilled human resources. This programme takes cognizance of the acute shortage of qualified heritage workers and therefore interventions in the form of training are proposed. Since independence there have been a few heritage workers trained and qualified but they are not employed in the heritage sector partly because the working conditions in the sector are not conducive. Part of this programme will involve intense lobbying for policy makers for the valorization of cultural heritage in sustainable economic development. At community level the JP activities will build skills of community participants (women, youth, disadvantaged and vulnerable groups) to ensure that ownership of the programme is achieved. This will foster sustainability beyond the timeframe of the programme.

Legal Context or Basis for Relationship

This section confirms that the cooperation or assistance agreements²⁹, which are the legal basis for the relationships between the Government and each of the UN Organizations participating in this Joint Programme, will apply. Each Agency's activities under this Joint Programme will be governed by the respective applicable basic and other agreements of that Agency. The specific applicable legal arrangements between Namibia and each of the participating UN agencies are as follows:

Legal Context

Participating UN Agency	Agreement
UNESCO	UNESCO operates under the Agreement of the Establishment of a UNESCO office in Namibia between UNESCO and the Government of Namibia, signed on 25 September 1992.
UN-HABITAT	UN-HABITAT is represented by the RC and covered by the Standard Basic Assistance Agreement between the Government of the Republic of Namibia and the United Nations Development Programme (UNDP) signed on 22 March 1990
UNEP	UNEP as non resident agency, is represented by the RC and covered by the Standard Basic Assistance Agreement between the Government of the Republic of Namibia and the United Nations Development Programme (UNDP) signed on 22 March 1990
ILO	ILO as non resident agency, is represented by the RC and covered by the Standard Basic Assistance Agreement between the Government of the Republic of Namibia and the United Nations Development Programme (UNDP) signed on 22 March 1990

²⁹ Standard Basic Assistance Agreement for UNDP; the Agreement of the establishment of a UNESCO Office in Namibia and other applicable agreements for participating UN organizations.

The Country Programme Action Plan for 2006-2010 signed between GRN (National Planning Commission Secretariat) and all the Participating UN Agencies is the legal basis for all the components of this proposal which are all in line with the outputs and activities defined in the CPAP, in the case of ExCom UN Agencies and individual Letters of Agreement, in the case of Specialized UN Agencies like UNESCO, ILO.

UNESCO, for instance, as a specialized UN Agency of the United Nations, works closely in collaboration with the National Commission of Namibia for UNESCO with its counterparts in various intergovernmental committees and organizations.

Each participating UN Agency shall carry out its respective part of the Joint Programme activities in accordance with the regulations, rules, directives and procedures applicable to it. Accordingly, personnel shall be engaged and administered, equipment, supplies and services purchased, and contracts entered into accordance with the provisions of such regulations, rules, directives and procedures. On the termination or expiration of this Agreement, the matter of ownership shall be determined in accordance with the regulations, rules, directives and procedures applicable to each Agency, including where applicable, its basic agreement with the Government.

The UN RC/UNDP Resident Representative is authorized to affect in writing the following types of revision to this Project Document, provided that he/she is assured that the other signatories to the Project Document have no objection to the proposed changes:

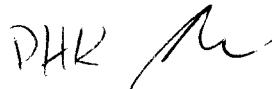
- a) Revision of, or addition to, any of the annexes to the Project Document;
- b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- c) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
- d) Inclusion of additional annexes and attachments only as set out here in this JPD.

Monitoring, Mid-Term Review and Evaluation

The Fund will establish an Evaluation Plan which ensures that all programmes supported by the Fund will undergo a final evaluation, which will assess the relevance and effectiveness of the intervention, and measure the development impact of the results achieved, on the basis of the initial analysis and indicators described at the time of programme formulation. Furthermore, the Fund Secretariat will lead Mid-Term Reviews and thematic reviews for all programmes.

Audit

Activities carried out by the Participating UN Organization shall be subject to internal and external audit as articulated in their applicable Financial Regulations and Rules. In addition, the MDG-F Secretariat will consult with the UN Agencies on any additional specific audits or reviews that may be required, subject to the respective Financial Regulations and Rules of the Participating UN Organizations. Participating UN Organizations will provide a summary of their internal audit key findings and recommendations for consolidation by the AA and submission to the Fund Steering Committee and NSC as applicable.



Annex A – Work Plan Year 1

WORPLAN YEAR 1 for Joint Programme on Sustainable Cultural Tourism in Namibia							Period: YEAR 1- 3		
Annual targets	Key Activities	TIME FRAME YEAR 1			UN AGENCY	RESPON- SIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3			Source of Funds	Budget description	Amount
JP Output 1.1 : Knowledge base and information-sharing portal development; baseline on tangible and intangible heritage and training									
By end of Year 1:									
1. A comprehensive assessment on existing baseline studies, cultural data & databases identification in repository institutions in the country are carried out, to further feed a newly developed national cultural/natural heritage website & sharing information portal. Needs assessment analysis will include Traditional knowledge on cultural layout planning of settlements in 3 selected towns; needs and capacity among handicrafters in the 9 target regions are assessed and baseline collected; gaps are identified in cultural heritage issues (subjects and contents) in secondary & tertiary education curricula	Research and review of existing databases of government ministries and different organizations in the country				UNESCO	MYNSSC	MDG-F	UNESCO: Local Consultants Travel & DSA Publications & printing Finance & Administration Miscellaneous	15,000.00
	In-service training of professionals in tangible cultural heritage documentation / database setting and management				UNESCO	MYNSSC	MDG-F	UNESCO: Local Consultants Travel Supplies Equipment Finance & Administration Miscellaneous	10,000.00
	Training of community youth groups (at least 60% girls) in the 9 target regions in documentation of intangible heritage and socio-cultural issues dominant in those regions				UNESCO	MYNSSC	MDG-F	UNESCO: Local Consultants Travel & DSA Transport Venue rental Supplies Miscellaneous	25,000.00
	Training of 30 Namibians on intellectual property rights (National Archives, teaching institutions and relevant ministries' directorates at central and regional level)				UNESCO	MoE	MDG-F	UNESCO: Local Consultants Travel & DSA Training Venue rental Supplies & train.material Miscellaneous Evaluation/ass. Reporting	36,000.00
2. Communities' active involvement in safeguarding intangible Cultural Heritage is sought through: two 2-day training workshops is conducted on documentation of intangible heritage and socio-cultural issues for 30 participants each from Kunene,									

CH

Omusati and Ohangwena regions (at least 180 beneficiaries); trainees are selected as results of the conducted workshops and received intensive training to train community members; inventories of cultural practitioners in the 9 regions are initiated	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	Training of staff in Cataloguing digital cultural archives	UNESCO	MYNSSC	MDG-F	UNESCO: Local Consultants 9,000 Travel Supplies 3,500 Finance & Administration 1,500 Miscellaneous 500	15,000.00				
3. Institutional capacity-building is strengthened and technical skills enhanced through training: 1 advocacy workshop and training on copyright and IPR is conducted for ministries' directorates at central and regional level and 30 professionals as part of the ESARBICA Bi-Annual Conference; 20 professionals are trained in documentation of cultural heritage and cultural data management; at least 15 archivists staff from regional offices in Kunene, Omusati, Oshikoto Kavango and Caprivi regions are trained in digital data acquisition & management; MoE is provided with equipment to set-up a dedicated Audiovisual display unit; based on the results of the baseline study and needs assessment, recommendations aligned with international standards are produced to develop 1 university curriculum on for land-use planning course (undergraduate level)	Procure and set-up a central dedicated Audiovisual display unit and a dedicated digital conversion unit	UNESCO	MYNSSC	MDG-F	UNESCO: Local Consultants 5,000 Travel Supplies 1,500 Equipment 1,000 Finance & Administration 1,500 Miscellaneous 500	10,000.00					
Carry out baseline and needs assessment studies on Traditional knowledge on cultural layout planning of settlements and architectural designs of buildings	UN-Habitat	MRLGHRD	MDG-F	UN-Habitat : Local Consultants 6,000 Equipment 13,250 Supplies 250 Miscellaneous 500	20,000.00						
Review Town and Regional Planning Act	UN-Habitat	MRLGHRD	MDG-F	UN-Habitat : Local Consultants 12,000 Travel Supplies 3,500 Publication & Reporting 500	16,500.00						
Development of university curricula on for land-use planning course	UNESCO	MRLGHRD	MDG-F	UN-Habitat : Local Consultants 4,000 Travel & DSA 2,500 Supplies 500 Finance & Administration 1,500 Miscellaneous 500 Publication & Reporting 1,000	10,000.00						
Assess gaps concerning heritage issues in secondary and tertiary education systems' subjects and contents	UNESCO	MoE	MDG-F	UNESCO: International Consultants 5,500 Local Consultants 2,000 Travel Supplies 3,000 Finance & Administration 500 Miscellaneous 1,000 Publication & Printing 1,500	15,000.00						
4. Actionable recommendations and a proposal document will inform the Town and Regional Planning Act, taking into consideration cultural heritage issues and the differences between urban and rural contexts (not yet included)				UNESCO : Local Consultants 6,000 Travel Supplies 2,000 Finance & Administration 1,500 Miscellaneous 1,000 Publication & Printing 3,500	20,000.00						

	Develop a national cultural/natural heritage website- collect, collate, and coordinate actions relating to the development of the portal	UNESCO	NHC	MDG-F	UNESCO: Local Consultants Training of staff Equipment Software Finance & Administration Miscellaneous	8,000 3,500 7,500 500 500	20,000.00
	Assess and collect baseline information on handicrafters' needs and capacities for community-based capacity-building actions	UNESCO	MYNSSC	MDG-F	UNESCO: Local Consultants Travel Supplies Administration & finance Miscellaneous Assessment Reporting Publication	12,000 6,500 1,500 1,000 1,000 3,000 1,000	26,000.00
JP Output 1.2: Identification of new heritage sites							
By end of Year 1:	Draw up a site conservation, management, HIV and AIDS plan and marketing plan for the proclaimed sites	UNESCO	MYNSSC	MDG-F	UNESCO: Sub-contract. Sub-contract.	34,000 16,000	50,000.00
1. New heritage sites from the regions already covered and those not yet covered by the Heritage Hunt are identified as potential candidates for inscription on the National Heritage Register and at least 3 management plans for cultural sites will be developed	Shortlist sites that have potential for cultural tourism in each of the 7 regions that the Heritage Hunt has covered	UNESCO	MYNSSC	MDG-F	UNESCO: Local Consultants Travel Worksh. Report & Printing Finance & Administration	5,000 3,000 1,000 500	10,000.00
2. At least 15 heritage (top- and medium level) managers are identified and trained	Professional training of heritage managers (at least 60% women) and secondment of personnel	UNESCO	MoE	MDG-F	UNESCO: Local Consultants Travel & DSA Venue rental Supplies Production train. material Finance & administration Miscellaneous	12,000 14,500 2,000 4,000 4,000 1,000	40,000.00
Output 1.3: Identification of legal and community barriers between Cultural tourism and poverty reduction							
By end of Year 1:	Consultation meetings with local and traditional authorities, stakeholders & communities	UNESCO	MYNSSC	MDG-F	UNESCO: Local Consultants Travel Supplies Finance & Administration Miscellaneous AssReporting (guidelines) Publication & Printing	12,000 6,000 2,500 1,000 1,500 3,500 3,500	30,000.00
1. Baseline & assessment studies on existing legislation, policies and programmes related to HIV and AIDS, poverty reduction and sustainable cultural tourism are initiated. A							

JP Output 2.2: Communities/groups in the nine focus regions reaping benefits from cultural/natural heritage assets									
By end of Year 1:		UNEP	MET	MDG-F	UNEP: Training Supplies Subcontracts Finance & Administration Miscellaneous Publication & Printing	22,500 2,000 21,500 5,000 3,000 6,000	60,000.00		
1. Training and campaign materials are produced and awareness campaign is raised among parliamentarians and decision-makers on international aspects, including MEAs, multilateral agreements; at least 20 stakeholders are sensitized on Heritage policy	Develop, test & translate into different languages, simplified manuals, hand books and simplified awareness materials on best practices for the different target groups								
Conduct 3 Stakeholders' workshops on heritage policy (linked to ongoing MET activities)		UNEP	MET	MDG-F	UNEP: Local Consultants Training Finance & Administration Miscellaneous	3,000 6,000 500 500	10,000.00		
JP Output 2.3: Strengthening governance of Namibia's Geopark programme									
By end of Year 1:		UNESCO	MME	MDG-F	UNESCO: Intern. Consultants Local Consultants Travel & DSA Equipment Transport Miscellaneous	6,000 4,000 3,500 4,500 1,000 1,000	20,000.00		
1. Governmental and institutional stakeholders are provided with technical assistance and equipment to develop Guidelines for the management & monitoring structure of Geopark, including key actors roles	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								
JP Output 3.1: PILOT 1. National Heritage site & Information centre (Omaheke region)									
By end of Year 1:		UN-Habitat	MYSSC	MDG-F	UN-Habitat: Subcontracts	5,000	5,000.00		
1. Feasibility study (including availability of local building material), Marketing, HIV & AIDS plan and presentation policies									
Establishment of the Community-based Management Team		UN-Habitat	MYSSC	MDG-F	UN-Habitat: Travel Transport Miscellaneous	3,000 1,000 1,000	5,000.00		
2. The Community-based Management Team is established; managerial skills of the Community Management team are assessed and tailored training to improve its capacities developed									

PPL

JP Output 3.2: By way of LED approach, communities are empowered to generate employment and income from the pilot projects						
By end of Year 1:	Commission a supply and demand diagnosis of community-based cultural tourism services covering both the local market and the international benchmark performers	ILO	MII	MDG-F	ILO: Intern, Consultants Local Consultants Travel Training Supplies & Administration Miscellaneous	35,000.00
1. Market research reports on the supply and the demand for cultural tourism services are conducted and results disseminated						
JP Output 3.4: Promote skills transfer, built capacity and enhance market opportunities	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	UNESCO	MYNSSC	MDG-F	UNESCO: Sub-contracts	5,000
1. The preparation for the launch of the UNESCO Award of Excellence for Handicraft Products is initiated	Provide training (at least 60% women & girls) in the development of innovative products associated with low-cost technology to traditional handicraft skills	UNESCO	MYNSSC	MDG-F	UNESCO: Local Consultants Travel & DSA Introductory Workshops Supplies Miscellaneous	17,000.00
2. Promotional and Introductory workshops and awareness raising events addressing selected community based enterprises & producers are organized on the benefits and procedures of the Award		UNESCO	MME	MDG-F	UNESCO: Local Consultants Transport Stakeholders Meetings Supplies & Campaign material Finance & Administration Miscellaneous Report	18,000.00
JP Output 3.5: Support the establishment and management of a Geopark	Hold public awareness campaigns and stakeholders meeting at local level on the Gondwanaland Geopark concept	UNESCO	MME	MDG-F	UNESCO: Local Consultants Transport Stakeholders Meetings Supplies & Campaign material Finance & Administration Miscellaneous Report	18,000.00
By end of Year 1:						
1. 1 stakeholders workshop with community leaders, local authorities from Erongo and Kunene regions & technical bodies are organized and 1 awareness raising campaign among the 50 conservancies within Gondwanaland Geopark, geared to strengthen communities active involvement in the Geopark programme	Develop management and business plans for the Gondwanaland Geopark and support their implementation	UNESCO	MME	MDG-F	UNESCO: Local Consultants Transport Finance & Administration Miscellaneous Report	18,000.00
2. Gondwanaland Geopark is provided with Management, Education and Business plans; signage is designed and its installation in the protected area initiated	Procure and install infrastructure for small scale miners to sell their products (linked to MME and MET ongoing activities)	UNESCO	MME	MDG-F	UNESCO: Sub-contracts Equipment Transport Miscellaneous	20,000.00
3. At least 20 trainees are selected and trained as Geopark guides; the setting up of education infrastructure is supported (i.e.	Demarcate and erect signage in the park area	UNESCO	MME	MDG-F	UNESCO: Sub-contracts Equipment Transport Miscellaneous	20,000.00

PHT/2

interpretive centre and field-schools infrastructures)	Support the setting-up of education infrastructure (i.e. interpretive centre and field-schools infrastructures)		UNESCO	MME	MDG-F	UNESCO:			17,500.00
4. 1 consultation meeting with small scale miners is carried out: small scale miners are provided with equipment to improve the infrastructures where to sell their products	Train local communities and Geopark guides (at least 60% women & youth)		UNESCO	MME	MDG-F	UNESCO:			
JP Output 4.1: Joint Programme Management, Coordination, Monitoring and Evaluation									
2 Programme Inception workshops (1 at national and 1 at regional level), M&E, and Programme Offices running costs	Programme inception & annual planning workshops		UNESCO	NPC	MDG-F	UNESCO:			31,500.00
Programme Management & Coordination			UNESCO	NPC	MDG-F	UNESCO:			
Monitoring and Evaluation			UNESCO	NPC	MDG-F	UNESCO:			
						Int. Personnel	14,000		98,148.00
						Technical assistance (Travel)	11,000		
						Equipment	20,000		
						Supplies	8,000		
						Misc./office runn. Costs	45,148		
									955,648.00
Total Planned Budget									1,022,543.00
Total Planned Budget including 7% indirect support costs									
7% indirect support costs	Total UNESCO								
	Total UNEP								806,938.00
	Total UN-HABITAT								112,350.00
	Total ILO								39,055.00
									64,100.00

PHL

Summary table of Year 1 budget by categories

	UNESCO	UNEP	ILO	UN-Habitat	TOTAL
1.1 Supplies, commodities, equipment and transport	126000	4500	3000	2000	135500
1.2 Personnel (staff, consultants, travel and training)	418800	47000	33000	25000	523800
1.3 Training of counterparts	17000	6000	19000	0	42000
1.4 Contracts	68500	21500	0	5000	95000
1.5 Other direct costs	123848	26000	5000	4500	159348
<i>Total Programme costs:</i>	<i>754.148</i>	<i>105.000</i>	<i>60.000</i>	<i>36.500</i>	<i>955.648</i>
<i>2.0 Indirect support costs</i>	<i>52.790</i>	<i>7.350</i>	<i>4.200</i>	<i>2.555</i>	<i>66.895</i>
Grand Total For AWP Year X	806.938	112.350	64.200	39.055	1.022.543

1/14' 

Annex B

UNESCO

As the sole United Nations agency with a mandate in the field of culture, UNESCO is its leading advocate and works towards supporting the integration of culture in the development agenda at the country level. This is done through the implementation of programmes and projects based on the protection and enhancement of Tangible and Intangible Cultural Heritage and Natural Heritage. With 192 Member States and 6 Associate Members and over sixty years experience in the field of Culture, UNESCO is universally accepted.

UNESCO has acquired considerable expertise as well as global and operational tools that can demonstrate the benefits of investing in culture, and justify new approaches to policy formulation. Programme implementation will therefore be 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 focus on culture in the JPD is therefore based on the following premises:

Training and capacity building

Supporting institutions that build capacity in cultural and natural conservation management e.g. in Africa: Africa 2009; Ecole du Patrimoine African (EPA); African World Heritage Fund (AWHF). Training and capacity building address issues such as:

- Development of tourism for the funding, protection, promotion, sustainable management and enhancement of heritage
- Use of appropriate institutional, legal and financial tools that take into account the effect of tourism on heritage.
- Cultural heritage, tourism and intercultural dialogue.
- Defining strategies for tourism, implement activities that seek a better understanding of the impact and complex phenomena of tourism and the vital need for progressive international, regional and local strategies.
- The selection of best practices and policies to enhance national and local capacities and; to promote a global approach which encompasses the economic, social, cultural, and ethical dimensions of tourism.
- Preparing policies while reconsidering 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
- Development of the nature reserves and eco-tourism;
- Economic aspects of heritage safeguarding and development of cultural tourism

Establishment of networks such as the UNESCO/UNITWIN Network for Culture:

This network can be seen as a platform for competences and co-operation for the Academics of the UNESCO Member States, in the field of Cultural Tourism, and an effective tool for North – South and South – South co-operation through the enhancement of capacities, education and knowledge sharing between universities, research institutes, civil society partners, public and private sector. This network can be seen as a platform for competences and co-operation for the Academics of the UNESCO Member States, in the field of Cultural Tourism.



Creation and Overseeing of the major international instruments in the field of culture and organization of International Conferences on Cultural policies and sustainable development

- These provide the framework for proposed actions. UNESCO Offices at country level implement existing conventions, consolidating the feedback loop between normative, analytical and policy activities with the operational and practice at the field level
- World Heritage Convention and the List for Cultural and Natural World Heritage. Ratifying the World Heritage Convention is a sign that a Member State belongs to an international community of appreciation and concern for universally significant properties that embody a world of outstanding examples of cultural diversity and natural wealth. This brings about various benefits which include: support in identifying, preserving promoting and repairing World Heritage Sites; the prestige that comes from having sites inscribed on the World Heritage List often serves as a catalyst to raising awareness for heritage preservation; access to the World Heritage Fund for identifying, preserving and promoting World Heritage sites; sites on the List are a magnet for international cooperation and may thus receive financial assistance for heritage conservation projects from a variety of sources; support in the elaboration and implementation of a comprehensive management plan; technical training to the local site management team;
- Inventorying of, cataloguing and creating an information portal related to tangible and intangible heritage within the scope of the UNESCO Conventions
 - In establishing a country's heritage, inventorying is one of the very first steps that need to be taken before showcasing it within the context of Cultural Tourism. Inventorying implies training, 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; promoting and providing training in legal and policy instruments for heritage protection (movable) and awareness raising activities.
 - UNESCO has considerable experience in developing and facilitating the development of information-sharing portals in the field of Education, the Sciences, Culture and Communication and Information. The UNESCO Free Software Portal gives access to documents and websites which are references for the Free Software/Open Source Technology movement. It is also a gateway to resources related to Free Software.

▪ Proclamation of Geoparks

In 1997, UNESCO's General Conference approved an initiative to promote a global network of geosites having special geological features. Subsequently, a feasibility study on "Developing a UNESCO Geoparks Programme" was undertaken. Since then UNESCO has supported Geological heritage initiatives through the World Heritage Convention and bi-lateral cooperation through its Division of Earth Science. The Proclamation of Africa's first Geopark under UNESCO's patronage would ensure the appropriate recognition, preservation and utilization of Namibia's important geological and geomorphological heritage.

Supporting Social cohesion and intercultural dialogue

- UNESCO has developed intercultural Roads of Dialogue projects which highlight interactions illustrating actual dialogue in multi-ethnic societies e.g. the Silk Road project, the Slave Route, the Iron Roads in Africa, the Routes of al-Andalus. Such projects relate to cultural tourism and provide concrete opportunities to encourage genuine dialogue between visitors and hosts, to promote new types of cooperation, to become more familiar with the heritages of different territories, and to contribute to economic and human development.



Promoting a Culturally appropriate approach to HIV and AIDS preventive education and care

UNESCO is well vested in adopting a culturally-appropriate approach to HIV and AIDS preventive education and care and developing culturally sensitive materials. Tourism tends to expose vulnerable and previously remote communities more quickly to the effects of globalization – negative and positive. It is therefore imperative to proactively address and mitigate the potential negative impacts which include HIV and AIDS. Developing and implementing an HIV and AIDS preventive education strategy would be systematically linked to the increased and sustained cultural tourism policy in Namibia and it will particularly target local communities.

Promoting the Creative Industries

By encouraging diversity and contemporary creation, UNESCO endeavours to ensure that all cultures – with due respect for their equal dignity -- benefit from the development opportunities opened up by creative industries through 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.

UNESCO in the MDG-F Joint Programme

In coordinating the MDGF joint programme, UNESCO 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.

UNEP

1. 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.

Based upon its Mandate, there are *three inter-related areas* of UNEP interventions:

- **Global environmental advocacy;**
 - **Facilitating setting new global norms and standards;** and
 - **Technology support and strengthening capacity** – Bali Strategic Plan.
2. In this regard, UNEP envisages to mainstream environment into culture by taking the leadership in outcome 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. This action aims to strengthen the contribution of cultural and natural heritage through cultural tourism in order to sustain livelihoods and development, achievement of MDGs and ensure social cohesion.
 3. Through the UNEP intervention, the 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.



4. The UNEP interventions will directly contribute to achieve MDG 7: Ensure Environmental Sustainability as well as MDG 1: Eradicate Extreme Poverty. Also since the programme will be linked to Namibia's education curriculum on mainstreaming culture/natural heritage and livelihoods, cultural villages, cultural centre/museum, project on indigenous cultural heritage sites, the programme is envisaged to catalyze extensive awareness raising campaign thereby minimizing conflicts and trade-offs between the achievements of the different MDG targets in Namibia.
5. Implementation encompasses four dimensions of mainstreaming viz. national, sub-national, sectoral and budgetary planning. Analysis of policy and institutional frameworks for developmental planning and environmental management will be used to provide the challenges and opportunities in implementation.
6. UNEP implements several multi-million dollar country level programmes including UNEP/UNDP Poverty and environment Initiative, PADELIA etc. among others. As an implementing agency of the Global Environmental facility (GEF) UNEP has a portfolio of projects.
7. Added value to the MDG-F: UNEP is demonstrating its expertise and experience in the management of the substantive and financial matters related to project implementation activities for achieving MDGs. Lessons learnt from these activities will be shared and used in the implementation of this programme.

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. The *Habitat Agenda* has two main goals – adequate shelter for all, and sustainable human settlements development in an urbanizing world. These goals are reflected in MDG 7 on environmental sustainability. Under target 10 it seeks to *reduce by half the proportion of people without sustainable access to safe drinking water and sanitation by 2015*. Under target 11, it seeks to *achieve significant improvement in the lives of at least 100 million slum dwellers by 2020*.

UN-Habitat's objectives are expressed as follows:

- To develop and align its institutional and resource structure to ensure a balanced normative and operational programme of action for human settlements development;
- 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;
- To become the premier reference institution for global research, monitoring and dissemination of information and best practices on sustainable urbanization;
- To be the first port of call for pro-poor urban development policy, ideas and strategies;
- To be recognized as a 'center of excellence' in building capacity of governments, local authorities and Habitat Agenda partners through technical cooperation and training and learning; and
- To become a catalyst in creating innovative financing mechanisms for affordable housing, basic urban infrastructure and services to be scaled up by larger resources institutions at national and global level



UN-Habitat's Focus Area in the JPD:

To realize the UN MDG-F program's objective, whilst reflecting on its strategic objectives, UN-Habitat will be involved in three of the JPD focus areas or outcomes in which it enjoys a recognized comparative advantage within the UN System. For example, by working closely with local authorities or municipalities, villages and settlements it will be in a better position to promote participatory urban planning, management and governance. It will also be in a position to promote sustainable urbanization through environmentally sound basic urban infrastructure and services with due regards to small secondary towns and villages.

To achieve the above, UN-Habitat has chosen to work in partnership with the Council of the City of Windhoek to identify and create a database of pre-colonial sites that could be used to establish a Windhoek Cultural Trail that integrates the pre-colonial history. Database of traditional knowledge base on settlement layout and building techniques will be developed to strengthen and harmonize the Namibia's Town and Regional Planning Act, which in the long-run could be used to reflect on training needs of planners and architects on traditional knowledge on cultural layout planning of settlements and architectural designs. Finally, UN-Habitat will be involved in the establishment of three of the five identified models spread within 12 regions of Namibia.

The ultimate objective is to have urban issues reflected in national development strategies, and poverty reduction strategies where applicable. 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. A related role for UN-Habitat 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) - to help align efforts to achieve sustainable urbanization-related objectives.

Programme Implementation

The main partner with which UN-Habitat will cooperate is the MRLGHRD. UNDP, on the other hand, will provide the necessary logistical support to mainstream urban issues into the activities of the joint programme. This strategy is necessary because it will provide a platform for a robust advocacy, information and communication strategy to raise awareness and mobilize resources where needed.

In general, the joint programme will serve as an opportunity for institutional capacity building that will improve operational, policy and resource conditions that need to be addressed by leading urban sector institutions, such as MRLGHRD. Good governance, local economic development, informal sector and shelter, land, gender, basic urban services and environment will be assessed.

Financial Management

UN-Habitat will manage funds in accordance with its financial rules and regulations. Thus, the funds will be transferred to UN-Habitat's Head Quarter in Nairobi, whilst UNDP-Namibia will manage the funds on behalf of UN-Habitat.



ILO and its LED approach – and how to implement this LED approach in Namibia under the MDG-F programme

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. These objectives hold for all workers, women and men, in both formal and informal economies; in wage employment or working on their own account; in the fields, factories and offices; in their home or in the community.

To make its Decent Work Agenda actionable on a global level, the ILO has developed Decent Work-oriented approaches to economic and social policy in partnership with the principal institutions and actors of the multilateral system and the global economy. On the country level, the ILO provides support through integrated decent work country programmes (DWCP) developed in coordination with ILO constituents. They define the priorities and targets within national development frameworks and aim to tackle major decent work deficits through efficient programmes that embrace each of the strategic objectives. In Namibia, the DWCP is currently under preparation but one of the priorities already identified by local constituents in the ongoing consultations is the promotion of youth employment. ILO’s involvement in the joint UN MDG-F programme is *one* initiative formulated in response to this priority of local constituents, and aims at the promotion of decent employment for indigenous people in rural areas of Namibia, with particular focus on the Youth, and among these young people on women.

To boost employment opportunities among the ultimate MDG-F programme beneficiaries, ILO will use the Local Economic Development (LED) approach. The LED approach is as 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.

The ILO values expressed in the LED process are:

- Voice and representation: How do you involve people who are less well organized? Women, unorganized workers and groups risk being missed out in a territorial diagnosis and subsequent stages of the LED process. “Inclusiveness” is a key issue.
- Equity: Equal access for women and men to decision making and decent work.
- Social Security: Extending social protection to operators in the local informal economy.
- Job Quality: Raising awareness of and improving job quality at the local level.
- Self-Help and Cooperative Organization: Helping people to help themselves.



The ILO-LED approach used in MDG-F programme will encompass six steps. These six steps serve as a guide and, depending on the local context, may vary from one territory to another.

1. Start-up and preparatory activities to identify key stakeholders and local context.
2. Territorial diagnosis and institutional mapping to assess local economic potential and key institutions.
3. Sensitizing and promoting a LED Forum to generate participation and social dialogue in order for local actors to assume ownership of the development process. In some cases a LED forum is established that provide a platform for dialogue and decision making by local actors.
4. Design of an LED strategy and action planning in which local stakeholders carry out various types of assessments that inform the design of and LED strategy and appropriate interventions
5. Implementation of LED intervention and services that may range from small business support, finance and credit linkages, skill and capacity development through cooperatives, entrepreneurial organizations, employment intensive investments works, to social security schemes, including promotion of rights and attention to vulnerable groups. The local stakeholders are charged with implementing the plan according to their competences, resources and capacities. In a few cases, existing structures are enlarged to embrace new stakeholders in poor institutional environments and new structures are set up (such as Local Economic Development Agencies).
6. Feedback, monitoring and evaluation and sustainability of LED operations: This includes activities that will ensure that LED activities provide timely feedback, monitoring and evaluation, and lessons learned are incorporated in the interventions to ensure sustainability (also see below).

The local territories for the application of the LED approach will be the local community hosting the pilot projects to preserve the cultural heritage of Namibia. ILO will capacitate local intermediary organizations with a mandate and track record to reach out for these local communities to take community members step by step through the LED process in order to maximize the socio-economic returns that the donor investment in these pilot projects will render. More in particular, through the LED approach, these local communities will be involved in the planning and design stage for each project, benefit from employment opportunities generated through labourer-intensive investment strategies at the construction stage, and be capacitated to either take up wage employment to maintain and operate the newly created infrastructure and/or to start small businesses related to the project (like providing goods and services to visitors).

To capacitate the communities through the local intermediary organizations, ILO will offer trainer development and product development support (take the Start Your Cultural Business package as a prominent example) and coach the local facilitators on the job. ILO will furthermore assist its local intermediary partner organizations to establish and run an LED monitoring and evaluation system that ensures service quality at each step of the LED process. The LED M&E system will evolve around a catalogue of key performance measures that reflect the MDG-F programme objectives, the decent work agenda of the ILO and the priorities of the local communities. The intermediary partner organizations with active support from the local communities will collect the M&E baseline data and progress information, and together these two local parties will analyze the data streams (where applicable with advisory support from ILO) and determine the best course of follow-up action. ILO will use the data generated by the LED M&E system to report implementation progress back to the MDGF-programme management unit, and to eventually facilitate an external end-of-programme impact evaluation with support from local stakeholders



Annex C

Cultural Village

A cultural village is a place set aside for the portrayal of indigenous cultural lifestyles. The kind of cultural village proposed in this JP is a vibrant living museum where the local community can depict their cultural diversity and can be an information and economic hub for local communities. The following activities will take place at cultural villages.

1. Craft market- where locals can make and trade their crafts. This will also be a centre where the traditional craft skills will be passed on to the youth.
2. Guide services into the neighbouring villages- Tourists can visit neighbouring homesteads and view the traditional lifestyles in real life as opposed to staged heritage. Some homesteads may generate income from hosting the tourists overnight.
3. Cultural performance – local people can organise themselves as cultural dance troupes and perform at the cultural village
4. Overnight facilities- these can be limited structures of traditional architectural designs but of acceptable minimum standards and/ or camping site where tourists can book in.
5. Restaurant to serve traditional food

Considerations when establishing a Cultural Village (Based on Cultural Village proposal from Kavango region)

Infrastructure

- a) Construction of a traditional village, basic traditional structures (communities to provide labour)
- b) Provision of land (Local authorities to provide land and access to community forests for timber)
- c) Signage
- d) Provision of running water
- e) Provision of solar electricity
- f) Management and conservation policies
- g) Marketing and presentation policies
- h) Promotional & marketing materials
- i) Linkages with tour operators
- j) Training of interpreters & village guides
- k) Research for content of exhibitions
- l) Research for the design of exhibitions
- m) Consultancy work

Cultural Trail

A cultural trail according to this JP is an interconnection of routes linking sites and places of cultural/natural and historical significance. The experiences within the trail have the potential to be developed and packaged for tourists. The indirect benefits derived from the spin-offs created by these interconnected interventions will be experienced by the broader communities, especially the marginalised,



women and youth living within the defined boarders of the trail. The following are the activities that will take place in a cultural trail:

Promotion of cultural and historical sites

1. Guide services linking cultural/historical sites – selling historical experiences as a product to tourists
2. Linking cultural trails with the existing cultural villages, conservancies and cultural attractions within the area for the purpose of marketing the services
3. Cultural performance – local people can organise themselves as cultural dance troupes and perform at selected sites along the trail
4. Craft market- where locals can make and trade their crafts along the trail

Considerations when establishing a cultural trail (based on the Cultural Trail Proposal from Caprivi region) infrastructure:

- i) Design a trail for major cultural/ historical sites
- ii) Research for content and design of historical sites story boards
- iii) Development and installation of Historical sites story boards
- iv) Production of promotion and marketing materials (e.g. guide books and website)
- v) Train local tour guides
- vi) Provide & maintain infrastructure (roads, sites) of the historical trail (Local authority to provide) and Ministry of Works and Transport to maintain feeder roads
- vii) Ongoing research on the socio-cultural aspects (community to provide information)
- viii) Benchmarking, in countries with best practices e.g. Kabaka Trail in Uganda
- ix) Management and conservation policies
- x) Marketing and presentation policies
- xi) Consultancy work

Cultural and Interpretive Centre

A cultural centre in the context of this JP 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. It will also serve as a centre for providing information about the cultural heritage of a selected region. The following are the activities that will take place at a cultural centre:

1. Provision of entrepreneurial skills to local community
2. Information centre – to provide information to tourists on heritage and related service provider in the region
3. Restaurant to serve traditional food and refreshments

Considerations when establishing a Cultural and Interpretive centre (based on the Oshikoto Cultural and Interpretive Centre Proposal from Oshikoto region) infrastructure:

- a) Construction of a interpretive centre
- b) Provision of land (Local authorities to provide land)
- c) Signage
- d) Provision of running water
- e) Provision of solar electricity and telecommunications



- f) Provision of internet infrastructure
- g) Promotional & marketing materials
- h) Linkages with tour operators
- i) Training of interpreters & Tour guides
- j) Consultancy work
- k) Management and conservation policies
- l) Marketing and presentation policies
- m) On going research about the cultural assets of the region
- n) Research for content of exhibitions
- o) Exhibition design and installation

Cultural Industries and Cultural Industries Promotion

Cultural industries in the context of this JP will be places of production of handicrafts for the tourism industry, while cultural industries promotion will provide a window of opportunity for national, regional and international exposure of home-grown handicrafts.

Activities for this model will be identified after the baseline studies.

Geopark

A **GEOPARK** is a nationally protected area containing a number of geological heritage sites of particular importance, rarity or aesthetic appeal. These Earth heritage sites are part of an integrated concept of protection, education and sustainable development. A GEOPARK achieves its goals through a three-pronged approach:

CONSERVATION

A Geopark seeks to conserve significant geological features, and explore and demonstrate methods for excellence in conservation. The management authority of each GEOPARK ensures adequate protection measures in consultation with collaborating universities, geological surveys or relevant statutory bodies in accordance with local traditions and legislative obligations.

EDUCATION

A Geopark organizes activities and provides logistic support to communicate geoscientific knowledge and environmental concepts to the public. This is accomplished through protected and interpreted geosites, museums, information centres, trails, guided tours, school class excursions, popular literature, maps, educational materials and displays, seminars and so on. A GEOPARK also fosters scientific research and cooperation with universities and research institutes, stimulating the dialogue between the geosciences and local populations.

GEOTOURISM

A Geopark stimulates economic activity and sustainable development through geotourism. By attracting increasing numbers of visitors, a Geopark stimulates local socio-economic development through the promotion of a quality label linked with the local natural heritage. It encourages the creation of local enterprises and cottage industries involved in geotourism and geoproducts.



Geparks have a management plan designed to foster socio-economic development that is sustainable, most likely based on agritourism³⁰ and geotourism³¹ and generally respect the following principles:

- *Demonstrate* methods for conserving and enhancing geological heritage and provide means for teaching geoscientific disciplines and broader environmental issues.
- *Market diversity*: Encourage a full range of appropriate food and lodging facilities, so as to appeal to the entire demographic spectrum of the geotourism market and so maximize economic resiliency over both the short and long term.
- *Tourist satisfaction*: Ensure that satisfied, excited geotourists bring new vacation stories home and send friends off to experience the same thing, thus providing continuing demand for the destination.
- *Community involvement*: Base tourism on community resources to the extent possible, encouraging local small businesses and civic groups to build partnerships to promote and provide a distinctive, honest visitor experience and market their locales effectively. Help businesses develop approaches to tourism that build on the area's nature, history and culture, including food and drink, artisanry, performance arts, etc.
- *Community benefit*: Encourage micro- to medium-size enterprises and tourism business strategies that emphasize economic and social benefits to involved communities, especially poverty alleviation, with clear communication of the destination stewardship policies required to maintain those benefits.
- *Protection and enhancement of destination appeal*: Encourage businesses to sustain natural habitats, heritage sites, aesthetic appeal, and local culture. Prevent degradation by keeping volumes of tourists within maximum acceptable limits. Seek business models that can operate profitably within those limits. Use persuasion, incentives, and legal enforcement as needed.
- *Land use*: Anticipate development pressures and apply techniques to prevent undesired overdevelopment and degradation. Contain resort and vacation-home sprawl, especially on coasts and islands, so as to retain a diversity of natural and scenic environments and ensure continued resident access to waterfronts. Encourage major self-contained tourism attractions, such as large-scale theme parks and convention centers unrelated to character of place, to be sited in needier locations with no significant ecological, scenic, or cultural assets.
- *Conservation of resources*: Encourage businesses to minimize water pollution, solid waste, energy consumption, water usage, landscaping chemicals, and overly bright nighttime lighting. Advertise these measures in a way that attracts the large, environmentally sympathetic tourist market.
- *Planning*: Recognize and respect immediate economic needs without sacrificing long-term character and the geotourism potential of the destination. Where tourism attracts in-migration of workers, develop new communities that themselves constitute a destination enhancement. Strive to diversify the economy and limit population influx to sustainable levels. Adopt public strategies for mitigating practices that are incompatible with geotourism and damaging to the image of the destination.

³⁰ Agritourism is a style of vacation that normally takes place on a farm. This may include the chance to help with farming tasks during the visit.

³¹ Geotourism is tourism that sustains, or even enhances, the geographical character of a place, such as its culture, environment, heritage and the well-being of its residents.

A handwritten signature followed by the date "24/12"

- *Interactive interpretation:* Engage both visitors and hosts in learning about the place. Encourage residents to show off the natural and cultural heritage of their communities, so that tourists gain a richer experience and residents develop pride in their locales.
- *Evaluation:* Establish an evaluation process to be conducted on a regular basis by an independent panel representing all stakeholder interests, and publicize evaluation results.
- Tourism will be based on community resources to the extent possible, encouraging local small businesses and civic groups to build partnerships to promote and provide a distinctive, honest visitor experience and market their locales effectively. Activities will be geared to helping businesses develop approaches to tourism that build on the area's nature, history and culture, including food and drink, artisanry, performance arts, etc.

The following are some of the activities expected to take place within the geopark:

1. Promotion of cultural, historical & natural sites within the geopark
2. Guide services linking cultural/historical and Natural sites within and the immediate vicinity of the geopark
3. Marketing existing services within the geopark
4. Cultural performance – local people can organise themselves as cultural dance troupes and perform at selected sites within the geopark
5. Craft market- where locals can make and trade their crafts along the geopark trail

Considerations when establishing a Geopark (based on the Geopark Proposal for Erongo, Kunene and Otjozondjupa regions) infrastructure:

- i) Hold public awareness campaigns activities on the Geopark concept
- ii) Hold consultative meetings with the small scale miners
- iii) Procure and install infrastructure for small scale miners to sell their products (linked to Ministry of Mines & Energy and Ministry of Environment & Tourism ongoing activities)
- iv) Develop management and business plans for the Geopark and support the implementation of the plans
- v) Develop marketing and presentation policies/plans
- vi) Demarcate and erect signage in the park area
- vii) Train local communities as Geopark guides
- viii) Produce promotional materials

