

Annex 1 to the Bi-Annual report

Table of Contents

I. Background	1
II. Output 3.1 (Pilot sites)	2
III. Outcome 4 (Monitoring and Evaluation)	16

I. Background

As part of the monitoring of implementation of this Joint Programme, an Extended PMC meeting which included the participation of beneficiary pilot sites and their respective Regional Councils was held from the 13-14th of February 2012. The purpose of this meeting was to review progress and pave the way forward on by focusing on:

- The milestone achievements of the Joint Programme to date;
- Key implementation bottlenecks and challenges;
- Mitigating factors;
- Lessons learned, best practices and success stories;
- Key recommendations for the acceleration of progress during the no- cost extension period (31st March -31st December 2012);
- Sustainability of the Joint Programme interventions

This meeting served as a platform for the Joint Programme stakeholders and partners to review the pace of implementation and exchange ideas that will help the programme to achieve the expected results and meet the set objectives in a timely and sustainable manner. At the end of this meeting, a number of pilot sites showed positive signs that they will be able to complete their work plan within the agreed timeframe, these include: Duineveld Tannery; Kapande Cultural Village; Omusati Cultural Trail; Opuwo Cultural Village; Ozombu Zovindimba Heritage Center; and Tsumkwe Cultural Village. On the other hand, some pilot sites may require additional support from the implementing partners in order to achieve the expected results within the remaining timeline, these are: Omugulugombashe Interpretative Center; Katima Cultural Trail; King Nehale Cultural Center; Khorixas Cultural Center; and the Geopark.

II. Output 3.1 (Pilot sites)

1. Duineveld Tannery (Hardap Region):

In close collaboration and coordination with all major stakeholders, an action plan was designed based upon different reports and analysis that were elaborated during Year 1 and 2 of the MDGF Joint Programme on Sustainable Cultural Tourism in Namibia. The Hardap Regional Council was mandated for an overall role of the implementation and management of funds.

Progress:

- A fully functional management structure is in place e.g., Constituency Development Committee (CDC), Settlement Development Committee (SDC) and the Local Management Committee (LMC). These committees together with the Hardap Regional Council spearhead the planning, implementation, as well as monitoring and evaluation of the MDGF interventions at this pilot site;
- Local Management Committee members received the International Computer Driving Licence (ICDL) training at TAZAC;
- A 2 hectare piece of land was acquired for the construction of the tannery;
- Architectural designs for the production room, office space, roadside stall the waste disposal system were completed, presented and approved by the local stakeholders;
- Clearing and de-bushing of the site was successfully completed by members of the local community under the “cash/food for work programme” of the Hardap Regional Council (HRC);
- Fencing materials were procured and the erection of the fence will be completed parallel with the construction;
- The architect who was appointed as a Principal Agent developed the tender documents; tenders were obtained and the tender committee awarded the tender to J Stauss Builders & Welders on 9 February 2012;
- Construction started on 15 February 2012.

Challenges:

- Delayed registration of the Dune Tannery as a “Community Trust”;
- Administrative procedures that take time, i.e. 3 Signatories required for signing programme cheques;

- There is limited understanding of the programme from some segments of the local community;
- There are individual elements (persons) who try to derail the implementation process.

Proposed solutions/ way forward:

- The MDGF Programme Management Unit will consult the Lawyer tasked with the registration of the tannery and speed up the registration process;
- Locate the signatories wherever they are to obtain their signatures
- Conduct regular awareness raising and feedback sessions among local community members in order to create better understanding of the programme which will help to inculcate the culture of co-existence and sense of ownership among the local communities. This will also help in enhancing transparency and accountability from the side of the implementing partners as they will regularly be required to report on progress and programme implementation challenges.
- The individuals who were interfering with the implementation process are now taken on board as members of the “Help/Advisory Committee”; they are now directly involved and show a sense of responsibility. This decision was taken by the local stakeholders and it is evidently aiding the pace of implementation.

2. Ozombu Zovindimba Heritage Centre (Omaheke Region):

UN-Habitat together with Omaheke Regional Council, the Local Management Committee, the Ovaherero Genocide Committee and the appointed architect are responsible for the implementation of activities at this pilot site. A work plan was developed and agreed upon by all stakeholders in the region.

Progress:

- Feasibility studies (by African Business Development Agency) and Environmental Impact Assessment (by Southern Africa Institute for Environment Assessments) were completed as part of Year 2 activities;
- A fully functional management structure in place (Local Management Committee and Ovaherero Genocide Committee);
- 17 artists were trained in the ILO concept of Training on Start Your Cultural Business;

- An architect was appointed (Marley Tjitjo Architect Inc.) to design architectural plans and provide construction supervision, which means that the company will be involved until project handover;
- Architectural designs were developed, presented and approved by local stakeholders;
- A Quantity Surveyor appointed and delivered the required deliverables with cost estimates;
- An Engineer was appointed and the site inspection was completed during the reporting period;
- Sign Boards were designed, developed, and erected at various locations leading in the direction of the heritage site;
- The Architect finalised the tender documents and the process of obtaining potential bidders has begun;
- Construction is expected to start in March 2012.

Challenges:

- Lack of proper coordination and communication at local and community levels;
- Extended lack of proper structure for managing activities on this site may have a negative impact on timely completion of planned activities;
- Lack of expertise and training from the side of the Local Management Committee members. This hampers the planning and reporting to the implementing partners;
- The nearest water point to this site is located at approximately a 5km distance which makes it difficult to supply adequate water to the site once it is operational.

Proposed solutions/ way forward:

- The Local Management Committee has tasked the Ovaherero Genocide Committee, through its chairperson to ensure that all stakeholders are equally informed and involved in the implementation as well as monitoring and evaluation of the project;
- UN-Habitat, Nairobi Office is working to put in place the structure and human resources who will provide smooth continuation of activities planned for completion of this project. Meanwhile, one UN-Habitat Human Settlements Officer based in Nairobi is supporting implementation of the project through visiting Namibia and coordination with other stakeholders

who participate in implementation of this pilot project as well as the Joint Program;

- In addition to the different trainings provided to LMC members, an additional training will be provided through the Ministry of Trade and Industry and ILO, notably on governance and tourism management;
- There is funding planned in the Joint Programme for the provision of running water and sanitation. These funds will be used to make water easily accessible to the site once it is operational.

3. Munyondo gwaKapande Cultural Village (Kavango Region):

The Museum Association of Namibia, Kavango Regional Council, and the Local Management Committee together with UN-Habitat are responsible for the implementation of activities at this pilot site. A work plan was developed and agreed upon by all stakeholders in the region.

Progress:

- A functional management structure is in place. This include, the Management Committee (MC) consisting of five (5) females and four (4) males while the Advisory Committees (AC) consists of one (1) female and twelve (12) males;
- To date, a total of eight (8) MC and three (3) AC meetings have taken place during the reporting period;
- Three (3) MC members received tour guiding training through Namibia Tourism Board;
- As part of Year 2 activities, Financial Guidelines were developed and adopted by all local stakeholders. The guidelines help the project to effectively manage their financial matters in a transparent and sustainable manner;
- The Management Plan including an HIV Policy and Marketing Plan was completed and revised;
- The registration process as Section 21 `not-for-profit' company is currently ongoing with a lawyer appointed to help with this;
- A corporate logo and letterhead for the project was designed and adopted for use by the local stakeholders;
- Two signboards for directions leading to the site are designed and will be erected during construction;
- The security fence was erected and the project partners are in the process of appointing a security guard to ensure further security at the site;
- Water installation materials are procured and will be used during construction;

- The Architectural designs of the site are completed and approved by local stakeholders;
- A site visit was undertaken by the consulting Engineer who advised the implementing partners on landscaping and planting;
- An architect availed by Kavango Regional Council designed a septic tank and 'French Drain';
- A building Contractor is appointed to construct the septic tank, six (6) traditional huts, a performance arena and story-telling area as part of the Cultural Village set up;
- An exhibition plan was completed and an initial list was drawn for artefacts to be sourced and exhibited at Kapande Cultural Village;
- An action plan for 2012 (period of no-cost extension) was adopted with 15 clear objectives.

Challenges:

- It is difficult to cost traditional building materials;
- Erosion of river bank may also delay implementation.

Proposed solutions/ way forward:

- Obtain bill of quantity from a professional quantity surveyor of the cost of traditional building materials;

4. Omusati Cultural Trail (Omusati Region):

The Ministry of Youth, National Services, Sports and Culture, National Heritage Council, Omusati Regional Council, the Local Management Committee together with UNESCO are responsible for the implementation of activities at this pilot site. A work plan was developed and agreed upon by all stakeholders in the region.

Progress at Ombalantu Baobab Tree

- The Centre was established 2002;
- Since it started, the Heritage Site has been operated by the management committee elected by the community giving guided tours at the site;
- The site is equipped with a kiosk, craft outlet, ablution facilities;
- Four camping sites are connected to a well organized ablution block;
- The project received USD 2, 200.00 in 2011 from the MDGF Joint Programme and used the funds to procure a tent and about 50 chairs which will be used

for the functions of the centre and hiring out at a minimal cost, which will help to sustain the centre.

Progress at Uukwaludhi Royal Homestead

- The site started operating in 1997, in the traditional homestead of King Taapopi;
- The site is equipped with a kiosk, craft outlet, ablution facilities;
- The site also received USD 2, 200.00 in 2011 from MDGF Joint Programme just like at Ombalantu Boaba Tree and used the funds to procure a tent and about 50 chairs which will be used for the functions of the centre and hiring out (especially during floods) at a minimal cost, which will help to sustain the centre.
- 2 out of 3 labourers received tour guide level1 training.

Progress at Okahao Baobab Tree

- Construction started on the boundary wall and ablution facilities are almost completed;
- All quotations for construction of the remaining structures of the project are obtained;
- Site Management Committee was established under Okahao Town Council.

Progress at Onatshiku

- The site management committee is in place;
- Architectural drawings were finalised and approved by local authorities;
- The materials are onsite for the erection of a security fence;
- The road leading to the site has been upgraded to make it easily accessible to the contractors and visitors.

Challenges:

- The budget for the sites within the trail is not sufficient ;
- There is a short supply of construction materials at some sites;
- There are communication barriers and lack of information flows between the stakeholders;
- Bureaucracy and cumbersome administrative procedures slow down pace of implementation.

Proposed solutions/ way forward:

- The budget will be revised and surplus funds will be reallocated to activities that are under budgeted;
- Negotiations are made with local suppliers to allow delayed payments;
- A number of consultation meetings were held with local stakeholders to enhance communication and information flow;
- Funds were transferred to the site through the National Heritage Council in order to avoid the mainstream government financial system.

5. Tsumkwe Cultural Village (Otjozondjupa Region):

The Ministry of Youth, National Services, Sports and Culture, The University of Namibia, Otjozondjupa Regional Council, the Local Management Committee together with UNESCO are responsible for the implementation of activities at this pilot site. A work plan was developed and agreed upon by all stakeholders in the region.

Achievements:

- 2 Focal persons (1 from the Tsumkwe Constituency Development Office and 1 from the Otjozondjupa Regional Council) were seconded to the project;
- A Project Management Committee consisting of 10 members (5 men and 5 woman) was established and trained;
- Awareness meetings were held with the local community to sensitize them on the project and its associated benefit to the community;
- Consultants were appointed to develop HIV/Aids plans, gender mainstreaming, management and conservation policies as part of Year 2 activities;
- 11 Artists within the Tsumkwe Constituency were trained on Start Your Cultural Business in November 2011;
- Clearing and de-bushing of the site is underway with members of the local community under the “cash/food for work programme” of the Otjozondjupa Regional Council;
- The University Central Consultancy Bureau(UCCB) was appointed as a principal agent to draft architectural plans, obtain bill of quantity and facilitate the tendering process;
- Consultative meetings took place involving UCCB (Principal Agent), the Ministry of Youth, National Services, Sports and Culture (MYNSSC), UNESCO, the Programme Management Unit (PMU) and the Otjozondjupa Regional Council;

- Architectural plans were finalized and approved by local stakeholders;
- UCCB is in the process of preparing tender documents and construction is expected to start in March 2012.
- Trainers were identified and contacted to train local community on water resource management and sanitation; the training will take place in April 2012.

Challenges:

- Changes in Regional Council staffing disrupted leadership commitment to the project;
- There is limited understanding of the programme from some segments of the local community;
- Lack of proper coordination and communication among local stakeholders;
- Road to the site needs constant rehabilitation.

Proposed solutions/ way forward:

- Regional Council management was sensitized about the project;
- Awareness raising meetings held with local community members which enhanced their understanding of the project, which increased their interest and improved commitment to MDGF interventions in the area;
- UCCB will be responsible to coordinate and communicate with all stakeholders. UCCB has the required capacity to support the Regional Council in this regard;
- Otjondjupa Regional Council took the responsibility to mainstream the rehabilitation of the road leading to Tsumkwe Cultural Village into the ongoing regional roads rehabilitation programme.

6. King Nehale Cultural Centre (Oshikoto Region):

The Ministry of Youth, National Services, Sports and Culture, King Nehale Conservancy, Oshikoto Regional Council and the Local Management Committee, with the support of UNESCO, are responsible for the implementation of activities at this pilot site. A work plan was developed and agreed upon by all stakeholders in the region. Key interventions that need to take place urgently include:

- Complete the demarcation of the area;
- De-mine explosives in the area;
- Organise a handover meeting with the former project coordinator;

- Finalise tender docs for construction
- Submit the first report to UNESCO and request for the second tranche of funds

Progress:

- A Project Management Committee is in place consisting of 18 members from local stakeholders and the community around King Nehale. The committee hosted several meetings since its establishment.
- A Partnership Agreement signed with the Oshikoto Regional Council (ORC);
- A Focal Person was seconded to the MDGF Joint Programme by the Oshikoto Regional Council; their obligation mainly relates to the implementation as well as monitoring of activities at King Nehale Cultural Centre;
- Environmental Impact Assessment is completed;
- A Tourism concession application was developed and submitted to the Ministry of Environment and Tourism; if approved this will give the King Nehale Cultural Centre concession rights into the Etosha National Park;
- The project location was identified, a plot of 2 hectares has been identified within Omuthiya Town and availed to the project;
- The subsequent application for the land to be registered in the name of the project was approved by the Omuthiya Town Council and is pending the approval from the Minister responsible for Land Management.
- A professional Town Planner is on site busy with the process of demarcation of the identified plot;
- NAMPOL (Namibian Police) agreed to de-mine potential explosives in the area (previous war battle ground); this is subject to the completion of the demarcation process, currently underway;
- Oshikoto Regional Council availed the services of a professional architect to work on the design of the King Nehale Cultural Centre;
- Architectural plans were developed and approved by local stakeholders.

Challenge:

- Unavailability of local consultants in the area/region;
- Resignation of previous project coordinator without proper handover of work and information;
- Language barriers (English not the main language);
- Transport problems for community members to attend meetings.

Proposed solutions/ way forward:

- The implementing partners rely on consultants from elsewhere within the country;
- The Programme Management Unit will support the handover of documents from the former project coordinator to the Local Management Committee;
- All meetings are translated into Oshiwambo (local vernacular) and if possible some programme documents are translated as well;
- The King Nehale conservancy helps to transport local community members from nearby villages to the Cultural Centre. This is not a permanent solution.

7. Katima Cultural Trail (Caprivi Region):

The Ministry of Youth, National Services, Sports and Culture, Katima Mulilo Town Council and the Local Management Committee, with the support of UNESCO, are responsible for the implementation of activities at this pilot site. A work plan was developed and agreed upon by all stakeholders in the region. Key interventions that need to take place urgently include:

- Architectural plans to be finalised;
- Obtain written letter/Council resolution on the erf availed for the project;
- Review TORs of implementing partner to include the current timeline;
- Submit the first report to UNESCO and request for the second tranche of funds.

Progress:

- The Project Management Committee is in place with the following representation:
 - a) Katima Mulilo Town Council
 - b) Ministry of Youth, National Service, Sport and Culture,
 - c) National Youth Council,
 - d) Caprivi Women Concern for Development,
 - e) Residents of former Leprosy Centre,
 - f) Katima Craft Centre,
 - g) San Community,
 - h) Caprivi Promotional Project (CPP)
 - i) Ministry of Trade & Industry
 - j) Caprivi Regional Council
 - k) Tutwa Tourism and Travel

- As part of marketing efforts, an article about the trail has been developed and placed for advertising in the annual Caprivi Promotional Project magazine. The final draft of the magazine's fourth edition is expected around March 2012;
- Katima Mulilo Town Council availed a plot for the construction of the interpretive centre. The erf no: is 3980 situated along B8 road (Trans-Caprivi Highway);
- HESOC, a local consultancy dealing with heritage issues, was appointed as an implementing partner and they are currently developing story boards (to be placed at the various sites within the Cultural Trail) and HIV/AIDS plan;
- Training on Start Your Own Cultural Business was conducted by the Ministry of Youth, National Service, Sport & Culture and the Ministry of Trade & Industry on January 30th to February 3rd 2012;
- Architectural plans are ready, however, as the project received inputs from stakeholders with regards to the strengthening of the cultural aspects; the plans require revision by SANGIO Constructions.

Challenges:

- The current architectural plans lack cultural aspects, they require revision;
- The Katima Rapids being one of the sites to be developed is still part of government land though falling within town land - hence the need to seek government authorization for a go-ahead
- Change in Management at the Katima Mulilo Town Council has negatively impacted on the project;
- Uncertainty on the part of Town Council with regards to the allocation of the plot for the construction of the Interpretation Centre.

Proposed solutions/ way forward:

- The revised architectural plans will be presented to all stakeholders by SANGIO Constructions on 17 February 2012;
- Council is frequently engaging government to authorize the utilization of Katima Rapids for the project;
- New management was briefed about the project and they indicated their commitment to taking the project forward;
- Council resolved to avail erf no: 3980 to the project, the erf is situated along B8 road (Trans-Caprivi Highway).

8. Omugulugwombashe Interpretation Centre (Omusati Region):

The National Heritage Council of Namibia (NHCN), Omusati Regional Council, the Local Management Committee together with UN-Habitat are responsible for

implementation of activities at this pilot site. A work plan was developed and agreed upon by all stakeholders in the region.

Progress:

- The site conservation and management plan for the centre has been developed;
- Research on socio-cultural aspects of communities living around the five sites in Omusati Cultural trail was completed;
- The University Central Consultancy Bureau was appointed to produce technical design and tender documents for construction of the Interpretive Center;
- Draft architectural plans are produced, awaiting approval from the local authorities in Omusati (deadline 24 February 2012);
- Detailed design, bill of quantity and tender documents are available;
- Construction is expected to start in March 2012, following the tender process.

Challenges:

- Slow pace of implementation;
- There are no visual materials that can facilitate the understanding of the historical importance of the site;
- Risk of rainfall/floods.

Proposed solutions/ way forward:

- The Principal Agent will revise plans for timely completion of the project;
- Story boards will be erected within the framework of the MDGF, this will complement the information normally provided by the tour guides to the visitors;
- Construction is planned to take place before heavy rainfall.

9. Opuwo Cultural Village (Kunene Region):

The Ministry of Youth, National Services, Sports and Culture, Kunene Regional Council, Opuwo Town Council together with the Local Management Committee and with the support of UNESCO are responsible for the implementation of activities at this pilot site. A work plan was developed and agreed upon by all stakeholders in the region.

Progress:

- A Project Management Committee is in place consisting of members from local stakeholders and the community around Opuwo. The committee hosted several meetings since its establishment.
- A Partnership Agreement signed by Kunene Regional Council on behalf of the pilot site with UNESCO and the Ministry of Youth, National Service Sport and Culture;
- A Focal Person was seconded to the MDGF Joint Programme by Kunene Regional Council; his obligation mainly relates to the implementation as well as monitoring of activities at Opuwo Cultural Village;
- Environmental Impact Assessment is completed;
- Land acquired with existing building;
- Cultural engravings completed on the wall;
- Traditional huts completed;
- Training on Start Your Own Cultural Business concept completed with the participation artists and cultural entrepreneurs;
- Sign Boards indicating the direction to the site were designed and installed at the various identified locations;
- Local Management Committee members undertook exposure visits to other Cultural Villages in order to learn best practices.

Challenges:

- Language barriers (English not the main language);
- Poor support from Kunene Regional Council;

Proposed solutions/ way forward:

- All meetings are translated into Otjiherero (local vernacular) and if possible some programme documents are translated as well;
- The Ministry of Youth National Services, Sports and Culture intervened and as a result the Kunene Regional Council seconded a focal person from their Office to spearhead the implementation of activities at this pilot site.

10. Khorixas Cultural Centre:(Kunene Region):

The Ministry of Youth, National Services, Sports and Culture, King Nehale Conservancy, Oshikoto Regional Council together with the Local Management Committee and with the support of UNESCO are responsible for the implementation

of activities at this pilot site. A work plan was developed and agreed upon by all stakeholders in the region.

Progress:

- A Project Management Committee is in place consisting of members from local stakeholders and the community around Khorixas. The committee hosted several meetings since its establishment.
- A Partnership Agreement signed by Kunene Regional Council on behalf of the pilot site with UNESCO and the Ministry of Youth, National Service Sport and Culture;
- A Focal Person was seconded to the MDGF Joint Programme by Kunene Regional Council; his obligation mainly relates to the implementation as well as monitoring of activities at Khorixas Cultural Centre;
- Environmental Impact Assessment is completed;
- Training on Start Your Own Cultural Business concept completed with the participation of artists and cultural entrepreneurs;
- Local Management Committee members undertook exposure visits to other Cultural Villages in order to learn best practices.
- Land acquired;
- Land cleared by local communities through the food for work programme supported by Kunene Regional Council;
- An Engineer was appointed as a Principal Agent for the pilot site.
- Construction is expected to start in March 2012.

Challenges:

- Language barriers (English not the main language);
- The project is funded by two donors and the different administrative procedures and reporting mechanisms delay the implementation process.

Solutions & proposed way forward:

- All meetings are translated into Damara Nama (local vernacular) and if possible some programme documents are translated as well;
- In future, a co-funded project must have a pool funding approach where funds are deposited into one bank and administration modalities consolidated into one unified structure.

11. Geopark:

The implementation of the Geopark activities has been delayed because they are depended on the passing of the Bill that would allow for the proclamation of the Geopark. The Ministry of Mines and Energy decided that the Geopark will be proclaimed under the Parks and Wildlife Bill/ Nature Conservation Ordinance; this is a positive move for the Joint Programme as there is now a legal framework under which to implement the Geopark interventions. Hence, the Geopark issue has been finally resolved and the activities of the Geopark will be implemented in partnership with the Desert Research Foundation of Namibia. These include:

- Compilation of a Management Plan for the Geopark
- Design of Corporate Identity and Texts for Information Boards and Production of Promotional Material (incl. Heritage Map)
- Architectural design for an information centre and provision of infrastructure for selling of minerals by small scale miners
- Convening of needs assessment workshop
- Design of training materials for future tour guides and HIV/AIDS campaign

III. Outcome 4 (Monitoring and Evaluation)

The current framework does include qualitative indicators which could further enhance the collection of detailed information on achievements, challenges, impacts and lessons learned on Outcome 3, particularly Output 3.1. Based on this gap, the programme enhanced the monitoring and evaluation information system. A supplementary M&E strategy was developed to ensure that detailed qualitative information on achievements, impact and challenges at the pilot sites is adequately captured. In this regard, a number of tools were developed for use by the Joint Programme.

These tools are:

1. Pre and Post Implementation Target Group Questionnaire (Representative Sample)
2. Success Stories Questionnaire
3. Gender Mainstreaming tools
4. Training Evaluation Forms
5. Lessons Learned Questionnaire

Additionally, a mission took place on 06 to 20 November 2011 where the programme team visited all pilot sites in order to conduct the pre-interviews and to profile both direct and indirect beneficiaries of the Joint Programme. Post implementation

interviews will be conducted. Below are some of the key questions covered in the pre-interviews:

- How will you be involved in the planning and decision making process?
- How will you be involved in the implementation?
- How will you benefit from the project?
- What are the important changes for you that you expect as a result of this project?
- How do these changes benefit you as an individual?
- What challenges do you anticipate in the implementation of your activities?
- How will you resolve such challenges?

During the pre-interviews the programme team spoke to a number of different targeted beneficiaries; both direct and indirect. Below is the beneficiary categories covered during the interviews:

Direct Beneficiaries

- Local Management Committee (LMC) members; Advisory Committee; Women; Youth; San; Orphans and Vulnerable Children; and Himba speaking communities.

Indirect Beneficiaries

- Broader community members; Artisans; Cultural Entrepreneurs; and Construction Laborers.

Outcomes

Below is a summary of the outcomes of the discussions with the target beneficiaries:

- A number of interviewees are aware of their projects, however, they would like to be more involved through local LMCs;
- A lot of artists and Cultural Entrepreneurs look forward to selling their products at the Centers which will be constructed or enhanced with the support of the MDG-F JP;
- The MDG-F JP interventions are generally seen to have potential for job creation especially for the Youth and other disadvantaged groups;
- The initiative is expected to help in the promotion and preservation of cultural heritage;
- Majority of the target groups expect the MDG-F JP projects to assist them with training and capacity building;
- The initiative is expected to help to promote culture and development as a critical area in Namibia's development arena;

- The different target groups are ready to help the Cultural Centers on volunteerism and food-for-work basis, especially for clearing of land, fencing and construction labor.

Challenges and possible solutions

The table below summarizes the challenges/risks and possible solutions/lessons learned as understood from the target beneficiaries' point of view:

Challenges/risks	Proposed solutions/lessons learned
Lack of transport	Projects must consider procuring vehicles
Lack of proper communication and coordination	Local Management Committees (LMCs) must share information with all stakeholders,
Delays in the release of funding from Regional Councils and other implementing partners	It is important to harmonize administrative modalities for the implementation of joint programmes
Additional funding and sustainability of the MDGF interventions	Regional Councils must allocate funding to the pilot sites beyond the MDGF
No clear methodology for the distribution of benefits	The Conservancy approach of CBNRM programme must be adopted and replicated
Marketing and pricing	Proper training is required on marketing and pricing (the Start Your Cultural Business training is a good start)
Water and electricity	The provision of water and electricity is planned for all pilot sites
Rain/floods	Barring rains intensifying towards end of the rainy season completion of construction should be well on target
Perceptions	Further awareness raising is required to create common understanding
Lack of expertise at local level	Local consultants must be used during research and other areas, this helps build their capacities
Limited time	As a lesson learned, a programme of this magnitude must at least be implemented within a 5 year cycle
Fear of competitors	Projects in the regions must not compete, but rather complement each other
Land ownership	Land acquisition is a lengthy process, during planning it is important to

	consider ample time for this process
Language barriers	Documents must be translated to local languages and translations during consultation meetings is required
Quality assurance of cultural goods	The Ministry of Youth, National Service, Sports and Culture (MYNSSC) must put quality control mechanisms in place in order to improve the services of the craft industry in Namibia
Incentives	Local communities must be given opportunities for economic benefits during their involvement in programme implementation
Theft	The pilot sites infrastructures must be fenced off and security guards must be employed
Young people are not interested in their Culture	Culture must be mainstreamed into the national education system