



Ethiopia UN Country Team

16 September 2008

Dear Sophie

Dear Ms. Sophie De Caen,

I am pleased to inform you that the revised joint programme document on cultural diversity for sustainable development and change has been duly endorsed by the Ministry of Finance and Economic Development (MoFED) on behalf of the Government and people of Ethiopia.

This revised version was made possible after a rigorous and comprehensive process of consultations, collective thinking, and analysis and shared vision by the UN, the Government and other key Stakeholders.

Attached for your information and kind action are the finalized joint project document and a brief on the key issues that were addressed in this current round of revisions.

Thank you for your support which made this possible and we look forward to our continuous collaboration on the rest of the process.



UN Resident Coordinator,
UN Humanitarian Coordinator &
UNDP Resident Representative



Sophie de Caen
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Subject: UNDP Spain MDGs Achievement Fund - Cultural Diversity and Development Window - Steering Committee Minutes

Venue: Ministry of Finance and Economic Development (MoFED)

Date: 27/02/08

Participants:

1. State Minister of Finance and Economic Development: H.E Mekonnen Manyazewal
2. UN Resident Coordinator: Mr. Fidele Sarassoro
3. Spanish Development Cooperation Department Head: Ms. Maria Cruz
4. Minister of Culture and Tourism: H.E Mohamoud Dirir
5. UNESCO Cluster Office Country Representative: Mr. Nureldin Satti
6. UNESCO Culture: Ms. Hirut Girma
7. Ministry of Culture and Tourism, Mr. Negussie Simie
8. UN Division Head, MoFED: Mr. Admasu Nebebe
8. Ministry of Finance and Economic Development: Ms. Aynalem Fantaye

H.E Mekonnen welcomed and thanked the Steering Committee members, the Ministry of Culture and Tourism, UNESCO, UNDP, and the Spanish Government for their respective contributions to the Joint Project Document.

H.E Mr. Mohamoud Dirir thanked all the participants. He highlighted the significance of the project as it is the first of its kind and scale. He referred to the World Bank soft loan Cultural Industry Project as a project that could serve as learning experience in this sector. He also highlighted the culture of tolerance in Ethiopia and noted that this project seeks to build on this characteristic of Ethiopian society. The contribution of the project to capacity building was also mentioned. Moreover, he acknowledged the untapped potential of indigenous knowledge and practices to contribute to sustainable development.

Mr. Satti thanked the Ethiopian Government Representatives for their strong support and prompt actions during the drafting of the concept note and the Joint Project Document. He also expressed UNESCO's appreciation to the Spanish Government for their financial contribution to the field of Culture and Development and noted the importance of such projects.

Ms. Hirut provided a brief summary of the project components and proceeded to explain how the project document had been revised to address concerns regarding the strong emphasis of several components on assessments and trainings as well as the reliance on consultants. She noted that the JPD had been revised to reduce the budget allocated to component 1 and 4 as they consisted primarily of trainings and assessments. The budget has been reallocated to strengthen activities such as the establishment of the cultural industries and souvenir shops. Concerning the issue of consultants, Hirut stated that where MoCT lacked capacity, national consultants would be given

priority. The respective roles of UNESCO (lead agency) and UNDP (supporting agency) were also mentioned.

Ms. Maria Cruz expressed the Spanish Governments support for the project document and reiterated the importance of such projects.

Mr. Fidele confirmed that JPD had been drafted in compliance with the Operational Guidelines and emphasized the importance of ensuring that any changes to the document are reflected throughout the document. In addition, he stressed the importance addressing concerns or shortcoming raised in the assessment (SWOT analysis) through the proposed Joint Project document. Furthermore, he requested that information regarding the sustainability and exit strategy of the project be included.

Mr. Fidele, H.E Mr. Mahamoud, and H.E Mr. Mekonnen requested that the link between the project objectives and the PASDEP (A Plan for Accelerated and Sustained Development to End Poverty) be strengthened. H.E Mr. Mekonnen recommended incorporating the relevant concepts in the area of Cultural Tourism to illustrate this link. H.E Mr. Mohamoud suggested incorporating the cultural industries training that targets unemployed youth and addressing the issue of begging. Furthermore, they highlighted the importance of identifying the gaps in capacity and proposing means to address it. They reiterated the importance of utilizing the existing capacity including the expertise of academic community and strengthening capacity through the project. H.E Mr. Mekonnen stated that the best strategy for capacity building in this context is "learning by doing". Mr. Fidele also pointed out the need to further strengthen the link between the project objectives and the achievement of the MDGs.

Moreover, the two Ministers requested that a comment referring to a problem stemming from former administrations be qualified. The Joint Project involvement of the private sector was acknowledged and was recognized as an essential component for the success of this undertaking. They also reiterated the Government's request that the majority of the funds be allocated to cultural industries related activities as it enhances economic development and improves livelihoods.

The Steering Committee approved the Joint Project document. They are scheduled to endorse it on Friday once the above comments are incorporated.

I. Country: Ethiopia

UNDAF Outcome(s): By 2011, at national, regional, organizational and business levels, capacity strengthened and knowledge developed for increased incomes for the poor, through enhanced labour factor productivity and more intensive and widespread use of technology in at least one economic growth corridor, with potential interventions related to expansion and diversification in agriculture, industry, and services.

<p>Prog/project Title: <u>Harnessing Diversity for Sustainable Development and Social Change</u></p> <p>Programme/project Duration <u>3 years</u> (Start/end dates):</p> <p>Fund Management Option(s): <u>pass-through</u> (Parallel, pooled, pass-through, combination)</p> <p>Managing or Administrative Agent: <u>UNDP</u> f/as applicable)</p>	<p>Total estimated prog/project budget: \$ 5,000, 0000.00 Out of which:</p> <p>1. Planned resources:</p> <ul style="list-style-type: none"> • Government _____ • Regular/Other Resources _____ • NGO or private _____ • UN Org.... _____ • UN Org... _____ • Donor ... _____ • Donor ... _____ <p>2. Unfunded budget: None</p>
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Names and signatures of (sub) national counterparts and participating UN organizations

United Nations Organizations	National Partners (including sub national partners.)
<p><i>UN Resident Coordinator</i> <i>Signature</i></p> <p><i>Name of Agency: United Nations Development Programme (UNDP)</i> <i>Date & Seal</i></p>	<p><i>Name of Head of Partner</i> <i>Signature</i></p> <p><i>Name of Institution: Ministry of Culture and Tourism (MoCT)</i> <i>Date & Seal</i></p>
<p><i>Name of Representative</i> <i>Signature</i></p> <p><i>Name of Agency: United Nations Educational, Scientific, and Cultural Organization (UNESCO)</i> <i>Date & Seal</i></p>	<p><i>Name of Head of Partner</i> <i>Signature</i></p> <p><i>Name of Institution: Ministry of Finance and Economic Development (MoFED)</i> <i>Date & Seal</i></p>
<p><i>Name of Representative</i> <i>Signature</i></p> <p><i>Name of Agency: United Nations Development Programme (UNDP)</i> <i>Date & Seal</i></p>	<p><i>Name of Head of Partner</i> <i>Signature</i></p> <p><i>Name of Institution:</i> <i>Date & Seal</i></p>

ACRONYMS

BoCT	Bureau of Culture and Tourism
BoFED	Bureau of Finance and Economic Development
CP	Country Program
CSO	Civil Society Organizations
CHP	Cultural Heritage Project
FBOs	Faith Based Organizations
GoE	Government of Ethiopia
MDGs	Millennium Development Goals
MoFA	Ministry of Federal Affairs
MoCT	Ministry of Culture & Tourism
MoE	Ministry of Education
MoFED	Ministry of Finance and Economic Development
NSC	National Steering Committee
TOR	Term of Reference
UNDP	United Nation Development Program
UNESCO	United Nation Education, Science and Culture Organization.
UNDAF	United Nation Development Assistance Framework
UNRC	United Nation Resident Coordinator
JPCO	Joint Project Coordination Office
PMT	Project Management Team
PASDEP	Plan For Accelerated and Sustainable Development to End Poverty

II. Executive Summary

Ethiopia is an ancient country with a remarkably rich linguistic and cultural diversity. This diversity includes tangible and intangible heritage with both traditional and modern cultural expressions, languages, and centuries old know how in handicraft production. In fact, Ethiopia's cultural industry is perhaps one of the oldest in the world and is exceptionally diverse. The other intangible heritage of Ethiopia are equally rich with an exceptional variety including ceremonies, festivals, celebrations, rituals, and other living expressions. Moreover, eight of Ethiopia's cultural and natural heritage sites are listed on UNESCO'S World Heritage Site attesting to the outstanding universal value of Ethiopia's heritage. The rich cultural landscape is further enhanced by the representation of numerous religions including Christianity, Islam, Judaism, and other traditional religions. The peaceful coexistence of these religious communities for centuries is a testament to Ethiopia's social cohesion. Moreover, Ethiopia is a land endowed with immense biodiversity. Safeguarding and harnessing these assets would enable Ethiopia to capitalize on this rich heritage for the socio economic well being of the Ethiopian people.

In contrast to its rich cultural and natural heritage, Ethiopia is among the least developed countries in the world. The devastating impact of the poverty is extensive as evident by the latest Human Development index ranking. Ethiopia ranks 170 of 177 countries on the Human Development Index. Historically, state support for cultural pluralism was very limited and institutional capacity continues to be inadequate. Although the various cultural/religious communities have coexisted peacefully for centuries, inter religious dialogue was not encouraged under the former totalitarian regime. As in many developing countries, population pressure, environmental degradation, poverty, and global warming endanger Ethiopia's natural and cultural heritage. Moreover, living indigenous knowledge and practices in nature management have not been utilized to safeguard these resources. In addition, the creative industries are not well developed due to numerous reasons including an inadequate legal framework, ineffective implementation of laws, weak operational capacity, and inadequate entrepreneurial capacity. Furthermore, an improvement of the social status of the bearers of cultural traditions in the domain of traditional handicrafts and artists as well as fostering cultural dialogue and enhancing capacity could contribute to enhancing the role assigned to culture on the Ethiopian agenda for development.

To redress exclusion and promote pluralism, the current Ethiopian constitution recognizes the right of all ethno-linguistic communities to protect and promote their culture, language, and cultural heritage. Moreover, the Ethiopian government recently restructured to establish a separate Ministry for Culture and Tourism to reflect the government's recognition of the role of this sector to the country's development. Furthermore, the Cultural Policy is under revision to strengthen the cultural sector and facilitate the construction of an enabling environment.

The strategy is to mobilize the culture sector and utilize the important contribution of culture to poverty alleviation, social progress, and sustainable development. This project aims to further develop ongoing efforts to alleviate poverty (MDG 1) and harness the immense potential of the cultural as well as the natural diversity of Ethiopia towards sustaining Ethiopia's development and social progress. In order to realize this goal, the project will focus on the following objectives.

- Strengthening intercultural/religious dialogue to foster mutual understanding of heritage and the sharing of common values with a view of contributing towards social process and social cohesion.
- Development and implementation of policies as well as legal frameworks for the protection and safeguarding of Ethiopia's natural, and tangible, intangible, mobile, cultural heritage.
- Harnessing the potential of the cultural and creative industries, particularly heritage based activities such as handicrafts, and cultural tourism for income generation, economic development, and poverty alleviation.
- Enhancement of indigenous knowledge and practices of natural heritage management as well as strengthening the link between nature and culture based sustainable development.

As national ownership is key to ensuring sustainability of the project, the strategy focuses on the empowerment of communities through a participatory approach and capacity building at all levels of government. The activities are also aligned with the national development plans.

As the joint programme seeks to alleviate poverty, the joint programme is in line with the Millennium Development Goals (MDGs) and the poverty reduction strategy known as the Plan for Accelerated and Sustainable Development to End Poverty (PASDEP) (2006 – 2011). The PASDEP recognizes the under utilized tourism market in Ethiopia and aims to make Ethiopia one of the top ten tourist destination in Africa by the year 2010 with special emphasizes on maximizing the poverty alleviating impact of tourism. To achieve this objective, the Government seeks create a conducive environment for the tourism sector and improve destination management to protect against degradation. Furthermore, the Government aims to enhance the sectors linkages to the local population particularly rural communities, women, and youth residing in the vicinity of tourist attractions, promote the active participation of the private and public sectors, contribute to the improvement cultural products, assist in the expansion of handicraft production and marketing as well as improve training in this sector.

Likewise, the joint programme recognizes the direct as well as indirect contribution of culture to sustainable development. Therefore, it is designed to facilitate a conducive environment for sustainable development and promote income generating cultural activities. The objectives of the JPD are consistent with concept note and have the combined effect of sensitizing communities, improving dialogue, facilitating cultural and natural heritage protection, strengthening cultural industries and cultural tourism, and incorporating indigenous knowledge of natural heritage management with a view of enhancing social cohesion, creating a conducive environment for the development of the culture sector and natural heritage management, building capacity, and promoting cultural/creative industries as drivers of economic and social development.

The Joint Programme contributes to the national priorities articulated in the PASDEP through activities aimed at enhancing the legal and policy framework for the protection of the cultural and natural heritage, strengthening the national implementation framework including the management of heritage, and utilizing indigenous knowledge and practices for natural heritage protection. Consistent with the aims of the PASDEP, the Joint Programme entails developing a cultural tourism strategy based on brand identity, links the private and public sector to strengthen sustainability, and harnesses the potential of cultural/creative industries such as handicraft and cultural tourism. The developing and strengthening of the production capacity, quality control, and marketing of the craft industry is also in line with the PASDEP priorities.

The joint programme supports the achievement of MDG I (Eradicate extreme poverty and hunger) by strengthening social cohesion, safeguarding heritage, developing institutional capacity, producing income generating activities, and creating an enabling environment for cultural industries. The Joint Programme also contributes to the achievement of MDG 3 (Promote gender equality and empower women) as the project seeks to ensure the full participation and engagement of women. Moreover, component four of the programme also focuses on enhancing indigenous knowledge and practices of natural heritage management, thereby, contributing to the achievement of MDG 7 (Ensure environmental sustainability).

United Nations agencies and the Government of Ethiopia jointly designed the programme. It will be implemented in close consultation, collaboration, and partnership with the various levels of government, private sector, and local communities. The key implementing government agency is the Ministry of Culture and Tourism (MoCT) on the federal level and the Bureau of Culture and Tourism (BoCT) on the regional level.

The project will be implemented in six regions; namely, Addis Ababa, Amhara, Tigray, Harare, Oromia and Southern nations, nationalities and peoples' (SNNP). The specific locations for implementation of the project will be decided in close cooperation with the MoCT and BoCT.

To achieve the objectives outlined in the project document, the joint programme requires a total budget of 5,000,000.00 dollars for the implementation period of three years.

Situation Analysis

Background

For promoting cultural diversity and dialogue among peoples and strengthening the contribution of culture to sustainable development, UNESCO refers to the following international goals and commitments: The MDGs in particular MDG 1, the 2005 World Summit Outcome document in particular para. 14 “acknowledging (...) the cultural diversity throughout the world” and that “all cultures and civilizations contribute to the enrichment of humankind”; the Convention concerning the protection of World Heritage sites (1972); Convention for the safeguarding of the Intangible Cultural Heritage (2003), Convention for the protection and promotion of the Diversity of Cultural Expressions (2005), Stockholm Conference on Cultural Policies for Development (1998); and the United Nations Global Agenda for dialogue among civilizations (2001).

In line with these principles, this joint programme seeks to harness the rich heritage and cultural creativity of Ethiopia for its economic development and social progress. The project aims to achieve this through the four aforementioned objectives further elaborated on page thirteen.

Due to time constraints, the situation analysis for preparing the project proposal was conducted using limited primary data and secondary data. This includes consultation with key stakeholders at the federal government level primarily regulatory bodies, implementing agencies, and private firms. Desk studies and document reviews that record best practices and successful efforts were also consulted. Nonetheless, a comprehensive assessment should be conducted in the initial phase of implementation. The assessment should be based on field observation as well as in consultation with implementing parties and beneficiaries at the local and district level.

The project will be implemented in six regions namely, Addis Ababa, Amhara, Tigray, Harar, Oromia and Southern Nations, Nationalities, and People Regional State (SNNPRS). The population of these regions account for more than eighty five percent of the total population of Ethiopia. The criteria used for selection of the regions include strengthening the impact of ongoing cultural heritage projects, population size, diversity and the development potential. In the first four regions, the joint programme will build on cultural heritage projects funded by World Bank soft loan (LIL program) now approaching the phase out stage. The specific locations for programme implementation will be decided in close cooperation with the MoCT and BoCT.

The planned activities will strengthen and support ongoing activities for the preservation and safeguarding of cultural and natural heritage as well as the development of the cultural industries and cultural tourism.

The major beneficiaries are community members, community leaders, cultural and religious institutions, faith based organizations, all levels of government, cultural enterprises, cultural associations, entrepreneurs, relevant private and Community Based Organizations. In addition, special consideration will be given to women, children and the youth.

MDGs Implementation in Ethiopia

The JPD seeks to contribute to the attainment of MDG 1 (Eradicate Extreme Poverty), MDG 3 (Promote Gender Equality and Empower women), and MDG 7 (Ensure Environment Sustainability). The following is the status of implementation of MDGs one, three, and seven in Ethiopia.

MDG 1: Eradicate extreme poverty and hunger

According to MoFED 2006-07 Report, the percentage of people living below the poverty line has declined from 39 percent in 2004/05 to 34.6 percent in 2006/07. In particular, substantial progress has been made in reducing rural poverty. This is attributed to extensive multi-faceted pro- poor programs including the expansion of cooperatives, menu based extension program to support the commercialization of smallholder agriculture, food security programs,

and productive safety net program. Emerging income inequality in urban areas is a key challenge. To address the needs of the low skilled urban poor, the Government is engaged in employment generating small and medium enterprise development. The PJD approach is consistent with the national priorities as it entails small-scale income generating activities geared at fostering development and strengthening cultural entrepreneurship. In particular, outcome 3 harnesses the cultural and creative industries through heritage based activities such as handicraft production and cultural tourism to generate income and alleviate poverty. Moreover, the JPD seeks to develop the institutional capacity of cultural industries, empower artisan, improve the market for cultural products, and creates an enabling environment for the cultural industries. In addition, the sustainable cultural tourism strategy will capitalize on Ethiopia's tourism potential and create employment opportunities for the local communities.

MDG 3: Promote Gender Equality and Empower Women

Women represent 49.9 percent of the Ethiopian population and empowering women is crucial for Ethiopia's socioeconomic development. Although, there is a significant decline in gender inequalities in rural Ethiopia, the lives of women in rural Ethiopia are plagued with discrimination, disempowerment, and poverty. Moreover, gender inequality continues to prevail in urban Ethiopia. To the extent that gender inequalities have declined in rural Ethiopia, land ownership appears to be a major factor that distinguishes the situation of women in rural Ethiopia from those in the urban areas. To redress gender inequality, special consideration was given to gender while drafting social development policies such as the education policy and the health policy. Moreover, the Family Code and the Penal Code were recently revised to include gender sensitive provisions. In addition, the Government has identified the need for women focused programming in urban areas. In line with this need assessment, the JPD places an emphasis on training women in the cultural industries. The project employs a participatory approach that engages women in formulating small-scale income generating activities and provides seed funding for women cultural associations. Furthermore, women will play a center role in identifying tourism related enterprises and opportunities as well as assessing capacity building needs in community initiatives. They will also assist in the establishment of a community oriented tourism enterprise delivery. Women will be encouraged to participate in intercultural dialogue and their representation will be ensured in training as well as validation workshops. Therefore, the JPD strengthen opportunities for women, increases their access to funds, and enhances their representation.

Please refer to Annex C for gender-disaggregated statistics for the six regions.

MDG 7: Ensure Environment Sustainability

Limited awareness of environment issues on the part of the public and in bilateral and multilateral development efforts continue to pose a challenge. The limited capacity of the Federal Environment Protection Authority further hinders environment conservation efforts. The JPD utilizes a two-prong approach on the issue of environment sustainability. The first approach enhances tolerance and respect for natural heritage by strengthening the capacities of religious leaders. It compiles shared natural conservation values and raises awareness of these shared values. The second approach focuses on enhancing indigenous knowledge and practices of natural heritage management by linking traditional and modern practices, preparing nature based development strategies, and raising awareness on the environmental risks of tourism.

SWOT Analysis

The current situation of the four components will be analyzed using the SWOT matrix.

STRENGTH

Rich Cultural diversity: Ethiopia is the multicultural nation with more than 80 nations and nationalities each with its own distinct language and culture. The cultural landscape composed of rich and varied tangible and intangible cultural heritage is further enriched by the diverse religions practiced in Ethiopia including Christianity, Islam, Judaism, and numerous traditional religions. The peaceful coexistence of diverse ethnic and religious communities for centuries is a great testament to Ethiopia's social cohesion. The long-standing social interactions between the various ethnic and religious communities have resulted in shared values and practices including values regarding tolerance for diversity and respect for nature. However, little has been done to capitalize on this rich social resource to attain the development endeavors of the nation. Similarly, the cultural diversity has greatly contributed to the availability of diverse cultural products including crafts and fine arts.

Cultural Tourism: Given its rich cultural heritage including eight World Heritage Sites (as many as in Egypt), cultural tourism is highly undervalued and underutilized in Ethiopia. Cognizant of this issue, the Government has clearly stipulated the great needs of this sector and expressed its support for efforts to improve the management of the major cultural sites with a view of safeguarding Ethiopia's cultural heritage and enhancing the experience of tourists. (PASDEP) To this end, the Joint Programme is one of the major interventions pursued to realize this objective.

Rich Biodiversity: Equally diverse is Ethiopia's natural heritage. Ethiopia is endowed with a rich variety of biodiversity. The different climatic and landscape characteristics as well as the streams that shelter the abundant stocks of faunas and floras some of which are endemic demonstrate this diversity.

World Heritage Sites: Ethiopia has eight cultural and natural heritage sites registered on the UNESCO World Heritage list. Moreover, other efforts to register tangible and intangible heritage are under way.

Human Resource: Ethiopia is the second most populous country in Africa. The abundant supply of labor is a potential resource for development.

Political Stability: Ethiopia is political stable and decentralized to allow for pluralism.

Cultural Policy: The Cultural Policy, which is based on the constitutional provision, strengthens the support for cultural diversity.

Legal Instruments: Existing legal instruments such as the recently enacted intellectual property laws can create an enabling environment for cultural industries. Moreover, indigenous knowledge and natural heritage management practices can be incorporated into natural heritage protection efforts.

Cultural Industries: Despite the lack of appreciation for the talent and contributions of artisans in Ethiopia, the cultural industries have survived for thousands of years. Artisans as well as artists have been subjected to discrimination and their products have sold for low prices until recently. Consequently, this has discouraged others from pursuing the trade. Manufactured products and the growing influence of trade liberalization fuelled by globalization has also severely affected this industry. The industry, however, has managed to survive.

Originality: Majority of the cultural products of the various nations and nationality are authentic cultural products with very little to no influence from foreign cultures. This gives Ethiopian artifacts and art a strong comparative advantage particularly when pursuing foreign markets.

Environmental Friendly: Most of the artifacts are made from natural products and are free from harmful effects. Moreover, the production and processing methods are environmentally friendly and safe for those involved in the production process.

Functionality: Most of the artifacts produced in the country serve a function. This can ease the marketing of such products locally and internationally.

Labor Intensive: The cultural industries are characterized as labor intensive and generally require low investment capital.

Employment and Empowerment: The cultural industry employs a considerable high proportion of women both in the formal and informal sector.

Diversification: Most Ethiopians often depend on a single or limited source of income. The promotion of the cultural industries will contribute to the diversification of income.

Autonomy: Organizations/ agencies working in the culture sector enjoy management and institutional freedom.

Liberalization of fine arts: Foreign films dominate the film industry in Ethiopia. However, after the demise of the military government, the adoption of a liberalized economic policy, and the active involvement of the private section, locally produced films began to emerge on the scene. Similarly, the publishing sector has gained momentum owing to the lifting of censorship and the rise of privately owned publishing houses.

WEAKNESS

Socio-cultural Context: The history of cultural homogenization perpetuated by the ideology of the feudal regime has adversely affected society's attitude. Similarly, the society's attitude towards people engaged in cultural activities particularly artisans and artists have not been accommodating or encouraging. This has greatly limited the development of the industry.

Weak Culture of Dialogue: Emanating from historical experiences that undermined the value of cultural diversity, dialogue across ethnic and religious communities has not been encouraged.

Local mechanisms: Due to the pressure of modernization and urbanization, indigenous knowledge and practices have been neglected as a source of knowledge.

Inadequate Local Participation: Owing to the neglect of local mechanisms, community participation in decision-making and management of natural heritage has been weakened.

Weak institutional Framework: The lack of comprehensive laws and policies as well as the poor enforcement and implementation of existing policy and regulatory frameworks has resulted in poor institutional framework. This is in part due to the lack of capacity.

Capacity: Although an assessment of capacity is an ongoing process, capacity or lack thereof has been assessed in a preliminary manner. National capacity is limited in several aspects including limitations of institutional capacity, human resource capacity, management capacity and technical capacity. There is a need to reinforce institutional capacity at the federal and regional level as this sector is poorly equipped both in terms of professional as well as physical capacity. The available human capacity is inadequate as demonstrated by the lack of professional competencies required by the specialized fields of culture. Moreover, the government has expressed the need for site

management plans including the site management needs of World Heritage Sites. Insufficient technical expertise in both the public and private sectors is also noted.

Inadequate Cultural Tourism Infrastructure: Infrastructure and capacity of the sector is weak.

Insufficient Protection: Insufficient protection of cultural heritage and inadequate site management. Moreover, intangible culture is not identified and safeguarded.

Poor quality of cultural products: Cultural products are mostly of poor quality. This is due to the lack of technical and financial capacity as well as the lack of equipment and working space.

Lack of standard: One of the requirements of markets particularly the international market is the ability to produce standardized products. Ethiopian artifacts have considerable demand in foreign markets. However, the products are not standardized. This is in part due to the poor innovation in the cultural industry. No significant changes have been made in the design and quality of the products. It should be noted, however, that innovation should not be understood as the need for diverting from traditional based production. Instead, the aim is to produce products that are culturally based yet market driven.

Poor market linkages: The players in the industry are not adequately linked to each other. Producers and traders often have limited contact with one another as brokers usually serve as agents between them. These agents also retain a good share of the profit. Consequently, this affects producers' income and at times results in job dissatisfaction. Moreover, the poor link between producers does not allow for specialization. This in turn affects efficiency and effectiveness.

Limited Transfer of knowledge: Due to the low status of artisans and the low profit margin, parents are reluctant to transfer their skills to their children. The children also lack the necessary incentives to learn the trade.

Limited Participation The fine arts industry in Ethiopia is not inclusive, as many languages of the various nationalities have not had the opportunity to develop their own written language and theatre. Therefore, films currently produced in Ethiopia are only available in one language, i.e. Amharic. Similarly, the technical quality of films produced in the country is poor. Lack of capacity and experience is in part to blame for the technical shortcomings. The recording experience is limited as the recorded history of the nation is a product of the religious institutions that use languages understood by limited members of the society. Facilities required for the film industry are also limited to few towns of the country. Therefore, films in the country do not reflect the diversified cultural assets of the country. The lack of strong professional associations and weak publishing businesses further undermines the influence of the industry.

Poor Coordination: Due to the lack of synergy among key stakeholders, efforts of stakeholders are fragmented and possibly duplicated.

OPPORTUNITIES

Constitutional Recognition: The current government's, political commitment is clearly manifested in the preamble to the constitution (The Constitution of FDRE-1995). This expression of commitment of the people of Ethiopia is articulated as follows.

"...Firmly convinced that the fulfillment of this objective requires full respect of individual and people's fundamental freedoms and rights, to live together on the basis of equality and without any sexual, religious, or cultural discrimination. Further convinced that by continuing to live with our rich and proud cultural legacies in territories we have long inhabited, through continuous interaction on various levels and forms of

life, built-up common interests and have also contributed to the emergence of a common outlook. Fully cognizant that our common destiny can best be served by rectifying historically unjust relationships and by further promoting our shared interests....."

Furthermore, the rights of peoples have clearly been endorsed in article 39 (2) of constitution. The Constitution states ".....Every Nation, Nationality and people in Ethiopia has the right to speak, to write and to develop its own language; to express, to develop and to promote its culture; and to preserve its history." Such constitutional principles and the federalist governance structure, which transfers power to the grassroots level aims to advance pluralism.

Global recognition of diversity: The global focus that attaches high importance to basic rights for ensuring diversity is also an opportunity that should be utilized as a strategy.

High demand: There is high demand for Ethiopian artifacts particularly in the international market.

Easy to scale-up: At least one person in each household is said to possess the talent and/or skill to produce artifacts. Provided an enabling environment is created, the possibility of engaging millions of people in the industry should not be challenging.

Informal Sector Activity: The industry is one that can accommodate people from other sectors during their spare time. For instance, farmers can engage in the manufacturing of artifacts to supplement their income.

Recognition of Fine Arts: The cultural creativity and biodiversity of the country offers a great opportunity for the development of the film industry, literature, and other artistic work. The national and international recognition of film and literature as well as the commitment of the public private partnership for the development of the industry will create a conducive environment for the further development of the sector. The constitution's recognition of the peoples' right to develop their own languages and use their native language as a working language is likely to enhance the diversification of films, literature, and creative works. The current trend in the film business indicates a growing demand for locally produced movies in the country and amongst Ethiopians in Diaspora. The expansion of education particularly education conducted in native languages and the urbanization process should provide greater opportunities for the development of film and literature in numerous languages.

Government Support and Cultural Industry: As the sector is labor intensive and requires minimum investment capital, it is one of the sectors receiving strong support from the Ethiopian government. In addition, it also receives strong support by the United Nations specialized agencies in relation with achieving the Millennium Development Goals. The government also recognizes and supports the contribution of cultural tourism.

Foreign Markets Access: The large number of Ethiopians in the Diaspora allows for easy access of Ethiopian artifacts into foreign markets.

THREATS

Under development: Underdevelopment, inequality, and poverty are main threats as it is likely to jeopardize the social cohesion and stability.

Globalization Pressure: The global trend towards a standardized system jeopardizes diversity. Pressure exerted by globalization undoubtedly moves toward the convergence of identities into one system against the denial of the specificity of life styles and patterns of work is also evident in Ethiopia. The advancement in generic production is also becoming a serious threat to biodiversity. In addition, the invasion of the domestic market by manufactured products with similar utilities as cultural products threatens the domestically produced cultural products. Furthermore,

the increasing liberalization of the market has exacerbated the situation. The strong influence of foreign music, literature, and movies pose a significant threat to the development of local cultural industries.

Global warming and environmental depletion: The increase in desertification and climate change strongly influences the stock of biodiversity of Ethiopia. Moreover, as the cultural industry depends upon the local environment for inputs, depletion of the environment significantly affects the industry.

Negative Perception: The societal attitude towards artisans and artists is non-accommodating and discouraging. This also affects the transfer of knowledge and skills to the new generation.

Lack of Cultural industry Policy and weak enforcement of laws: Ethiopia does not have a policy framework to guide the development of the cultural industry. Despite the enactment of copyright law and the establishment of an institution to implement these laws, copyright infringement is rampant. This is largely due to the weak capacity of the enforcement agencies and the lack of public awareness.

Reading Culture: As to be expected, the high rate of illiteracy coupled with a lack of a culture of reading seriously affects the availability of literature. Likewise, the inadequate demand for reading materials does not allow publishers to benefit from economies of scale and results in high publishing costs.

Lack of recognition: The lack of recognition of outstanding writers, artists, artisans, and other actors in the cultural industry is likely to have an adverse effect.

Major intervention areas identified by the SWOT Analysis

- Changing the public perception and understanding of pluralism.
- Upgrading the weak technical, financial, and institutional capacity.
- Organizing producers within the craft industry thereby, allowing for specialization and economies of scale.
- Designing a national policy that guides the development of the cultural industry in the country.
- Changing societal attitude towards the cultural industries.
- Developing the domestic market for cultural produce and preventing excessive import.
- Organizing the actors in the cultural industries in order to maximize their market share internationally.
- Compiling and creating a comprehensive and reliable database of the cultural industries in Ethiopia.
- Developing strategic focus and programmatic approaches in implementation and enforcement.
- Developing specific policies and regulatory frameworks.
- Building capacity to implement laws and policies.
- Developing coordination and information sharing among stakeholders including ministries and regional bureaus.

IV. Strategies including Lessons Learned and the Proposed Joint Programme

Context

The enhancement of economic growth is one of the five priority areas jointly identified by the Government of Ethiopia and the UNCT as a target area for action in the UNDAF 2007-11. Moreover, within the UNDAF outcomes, the UNCT have identified enhanced economic growth as one of the three areas for joint programming. To contribute to the achievement of this national priority, the Joint Project document supports the Ethiopian government efforts through the direct and indirect contributions of culture to economic growth. The indirect contributions include the creation of enabling environment by enhancing social cohesion, empowering the community with special emphases on empowering disadvantaged groups, strengthening the development and implementation of culture related laws/policies and the incorporation of indigenous knowledge to heritage management. While the direct contributions include culture related income generating schemes and culture based tourism. Income generated through cultural industries as well as culture based tourism will allow for economic development, diversification of income, and serve to supplement the income of the poor.

Another related outcome of the UNDAF concerns food security, which is closely linked to environment degradation. The Joint Project document seeks to incorporate indigenous knowledge and practices of natural heritage management and strengthens the link between nature and culture based sustainable development. Despite the enormous potential of culture to contribute to economic growth, projects that link culture and development are very limited in the Ethiopian context. One such project was the recent World Bank project on cultural heritage, which is phasing out at this time. This project will complement that project as some of the regions selected were part of that project.

The UN Country Team (UNCT) for the Joint Project will consist of UNESCO and UNDP. UNESCO is active in some of the selected regions including the Amhara and Harar regions as these regions house Ethiopia's World Heritage sites. The major implementing partners are MoCT and MoFED. The MoCT mandate confers upon it the duty to promote and preserve cultural heritage, induce changes in cultural attitudes, promote the contribution of culture for development, advance the tourist industry as well as collect, compile and disseminate culture and tourism related information. Please refer to Annex D for the organization structure of MoCT. MoFED is responsible for establishing a system for preparing the Federal Government's development plan in cooperation with the concerned organs and following up implementation of the same as well as mobilizing, negotiating and signing foreign development aid and loans, and following up with the implementation. As the governing structure of Ethiopia is decentralized and given the local authorities close proximity and engagement with their respective communities, the local authorities are best positioned to carry out promotion and implementation at the grass root level. The local authorities include the regional, zone and wereda authorities. Please refer to Annex E for the organization structure of the regional cultural and/or tourism authorities.

Furthermore, the Ministry of Education (MoE) will be involved in the implementation of the third component (Cultural Industries) and the Ministry of Federal Affairs (MoFA) will participate in the implementation of the first component (Interreligious/intercultural dialogue). Moreover, religious and academic institutions will play a key role in the implementation of the first component.

Lessons Learned

Prior projects that address the aim of the Joint Project document are extremely limited. Therefore, it is difficult to confidently comment on specific lessons learnt. However, an attempt has been made to extract lessons from the available information and observations of cross cutting concerns.

As mentioned earlier, a cultural heritage project financed by the World Bank has been undertaken. Although the final project evaluation has not been conducted, the lessons drawn from this project include the projects failure to recognize the role of the private sector and the need for a decentralized management from the inception to the subsequent implementation of the project. Moreover, the serious marketing problems encountered by producers also stem from the lack of involvement of the private sector. Similarly, due to centralized management arrangement, the project lacked the support and ownership of the respective regional public institutions and local communities. These shortcomings seriously affected the sustainability of the project outcomes. Therefore, this Joint Project document entails a participatory approach that ensures the effective participation of the private sector particularly those actors along side the value chain during the implementation phase of the project. For instance, this project will engage the private sector such as Muya PLC in handcraft promotion, marketing, training, and linking beneficiaries to the market. Muya crafts authentic, high quality handmade products inspired by traditional Ethiopia patterns. Muya's social responsible business model has earned it the distinction of being the first Ethiopian company to obtain International Fair Trade Association membership. Muya displays its fair trade crafts at major international trade shows. Moreover, Muya's work in the community includes collaborating with UNESCO to establish a craft association and center in Lalibela where community members received training in handcraft production and marketing. Furthermore, UNESCO contracted Muya to provide handcraft training of Debre Brehan female prisoners. In addition to engaging the private sector, special consideration will also be given to coordination as the system of governance (federalism) is decentralized and this is the first project of this type and scale in this sector.

Proposed Strategies

With a view of alleviating poverty and creating a favorable environment for culture to serve as a pillar of development, the following strategies have been selected.

Participatory Approach: Participation is central to ensure community empowerment and enhance national ownership. National and regional institutions will implement the joint programme. Moreover, national experts will be given priority. International experts will only be used where national experts are not available. Active participation will also ensure that the programme is contextually appropriate, thereby, enhancing sustainability. Moreover, the local community will actively engage in the Joint Programme through training activities including interfaith dialogue skill development, inventorying taking of intangible heritage, handcraft training, and handcraft marketing. Please refer to Annex F for a detailed list of stakeholders.

Social Mobilization: A series of awareness raising and advocacy campaigns will be carried out with an aim of advancing knowledge, enhancing skills, and sharing best practices. This can be achieved by utilizing both modern and folk media. Subsequently, society support can be mobilized towards realizing the intended change in attitude and behavior.

Building Partnership: Creating a strong alliance with the relevant public and private sector, civil society organizations, and development partners will be a key strategy in attaining joint programme objectives. Such partnership is effective in creating synergy among stakeholders, avoiding duplication of efforts, and preventing the waste of scarce resources.

Creating strong linkages: Establishing strong linkages vertically within the cultural industries and horizontally with other industries is necessary for the development of the cultural industries in Ethiopia. The value chain approach will be pursued in order to effectively integrate the actors within the industry. The major actors identified within the value chain include the organized producers, the product designers, the promoters/distributor, tour operators, hotel chains, airlines, and travel agencies. This approach allows for specialization and greater productivity. Moreover, it enhances sustainability.

Focus on multiplier effect: The four outcomes will be linked to the World Heritage Sites and other major tourist destination to create synergy between them and enhance the positive image.

Capacity building: The preliminary assessment conducted as part of the preparation of this project document revealed the lack of capacity of stakeholders in the cultural sector including public and private organizations/institutions. Therefore, it is imperative to focus on capacity building of the relevant stakeholder for the realization of the project objectives in a sustainable manner.

After extensive consultation with the government and in line with the five priorities of the UNDAF, UNDP has identified capacity building as a cross cutting driver. The Joint Project document includes capacity building at the national and regional level.

This project will contribute to public capacity building by establishing seven cultural centers to work with the cultural bureaus on the federal as well as the regional level. Moreover, the project will strengthen the legal and policy framework through the activities described in component two. Furthermore, human capacity will be developed through numerous trainings and through the experience of implementing the project. The development of a management plan is incorporated in the project activities to address that need. Capacity building will also involve the local communities with an aim of empowering local communities and providing them with job opportunities.

Sustainability/Exit Strategy: To ensure the sustainability of project outcomes, the project will invest in seven cultural centers to be established on the federal and regional level. The cultural centers will serve as living cultural centers. The centers will be used to organize and present exhibitions, host cultural and multicultural events, house craft trainings and workshops, host cultural award ceremonies, as well as sponsor lectures or panel discussions that stimulate dialogue and raise awareness. Linking the centers to the respective cultural bureaus and local universities will further strengthen sustainability. The capacity of the cultural bureaus will be reinforced through the Joint Project activities. The inclusion of local community members in the management team will also contribute to the sustainability of the living culture resource centers. Furthermore, the project will engage the private sector, link the private sector to the public sector including linking entrepreneurs to the tourism sector, integrate artisans into the market, and will empower communities through their active participation, thereby, enhancing the sustainability of the project outcomes. Securing preferential treatment in government procurement regulations for the purchase of cultural products will also advance the project's objectives in the long term. In addition, the development of laws and policies will facilitate the creation of a conducive environment for the development of the cultural sector. The development of intercultural/religious skills and the incorporation of indigenous knowledge will also strengthen sustainability. The PJD aims are consistent with the national priorities and the UNDAF further reinforcing sustainability. Moreover, the strong national ownership enhances the sustainability of the project outcomes.

V. Result Framework

The aim of the joint programme is to mobilize the culture sector and utilize culture to alleviate poverty, enhance social cohesion, and promote sustainable development in Ethiopia. In order to realize this goal, the project will focus on the following objectives.

1. Strengthening intercultural/religious dialogue to foster mutual understanding of heritage and the sharing of common values with a view of contributing towards social process and social cohesion. (UNESCO)

Promoting dialogue on shared cultural and religious values is aimed at cultivating mutual understanding, enhancing respect for diversity including biodiversity, and advancing the development agenda. Encouraging such dialogue is likely to further enhance stability as cultural and spiritual foundations are determining factors for the vibrancy of the social fabric. Furthermore, given the existing circumstances, the importance of constructive dialogue cannot be sufficiently underscored. Through such dialogue, the foundation for vertical and horizontal integration of society will be laid down, with a view of deepening the basis for mutual understanding, fraternity, national consensus, and solidarity within Ethiopia.

Intra and inter cultural/religious community dialogue skills will be developed at the national and local stakeholder level. To attain this objective, activities will be based on survey findings and geared at building the public's intercultural/religious dialogue skills through a series of workshops and round table sessions. The activities will also be complemented by publications. The common understanding of cultural and natural heritage as well as the sharing of common values can aid in achieving this objective. Re - socialization will also be emphasized.

2. Development and implementation of policies as well as legal frameworks for the protection and safeguarding of Ethiopia's natural, and tangible, intangible, mobile cultural heritage. (UNESCO)

The legal and policy framework is crucial to creating an enabling environment for safeguarding the sources of Ethiopia's rich heritage. The existing legal, policy, and operational framework will be assessed to identify gaps, unintended impact, and structural inadequacies. Once the challenges are identified, the issues will be addressed by supporting the development of laws and policies (with reference to the 1972 and 2003 UNESCO Conventions). Efforts are currently underway to revise the National Culture Policy (1997). The Policy has been evaluated and recommendations were made after compiling other countries culture policies and examining the approaches undertaken during their respective policy formulation. Moreover, MoCT established a committee and organized a workshop in which it presented a draft policy framework to the regional authorities for comments. During this workshop, participants noted that the draft framework warranted additional assessment. Therefore, further assessment of the national Cultural Policy will be conducted as part of the JPD policy assessment. Furthermore, capacity building and awareness raising will be emphasized to ensure effective implementation of the laws and policies. Institutional capacity building will also include monitoring and evaluating the effectiveness of culture related laws and policies. Furthermore, activities will also improve capacities in site protection and management, inventory taking of intangible cultural heritage, and protection of heritage.

3. Harnessing the potential of the cultural and creative industries, particularly heritage-based activities such as handicrafts, and cultural tourism for income generation, economic development, and poverty alleviation. (UNESCO, UNDP)

The cultural industries in Ethiopia are rooted in all the geographical regions of the country and employ a considerably large number of people. Due to unavailability of a centralized database, it is difficult to assess the scope of the cultural industry. However the major components of the artifact industry include, but are not limited to

the following: wood and stone carving, leather works, weaving and embroidery, jewelry making, basket making, grass fiber and ceramic work. The fine art category includes music, painting, literature, and films. This diverse cultural industry can play a pivotal role in the economic development of a nation when it is given due recognition.

This programme aims to assist Ethiopia to harness these creative and cultural industries while promoting Ethiopia's cultural diversity through the production and dissemination of cultural products that contribute to income generating activities as well as other forms of poverty alleviation. In addition, the six-selected regions are rich in cultural heritage and house some of Ethiopia's World Heritage sites. These sites can be used as models for site management and as source for eco and cultural tourism. A recent World Bank report has identified cultural tourism in Ethiopia as a key sector for economic development. To capitalize on this resource, these sites must be managed and conserved.

Economic development will be enhanced through capacity building of the cultural industries, the development of business networks, the empowerment of artisans, and through linking the cultural industries development to heritage tourism. Activities geared at attaining this objective include, developing artisans designing and marketing skills, community awareness raising, assessing tourism facilities, profiling markets, and creating "culture brand identity.

4. Enhancement of indigenous knowledge and practices of natural heritage management as well as strengthening the link between nature and culture based sustainable development. (UNESCO, UNDP)

Traditional knowledge and cultural practices prove useful for the protection and management of nature as well as life sustaining technologies. Therefore indigenous knowledge and practices particularly those pertaining to heritage management will be strengthened. Moreover, society will be mobilized, and local participation will be enhanced through awareness raising and the development of a culture as well as nature sensitive development strategy. Methodologies to associate these practices to modern principles, as those included in the main UNESCO conventions will also be undertaken. These activities will contribute to social progress and social cohesion.

5. Enhancement of cross cutting capacity at the federal and regional level.

Capacity will be strengthened at the regional and federal level. A program officer and program financial officer will be employed at both the regional (six regions) and federal level to assist MoCT and BoCT in their respective roles as specified in the Joint Project document. Likewise, UNESCO will employ two national staff members namely an Assistant Project Coordinator and Administrative Assistance for the duration of the implementation of this project.

Joint Programme Result Framework

UNDAF Outcome(s): By 2011, at national, regional, organizational and business levels, capacity strengthened and knowledge developed for increased incomes for the poor, through enhanced labor factor productivity and more intensive and widespread use of technology in at least one economic growth corridor, with potential interventions related to expansion and diversification in agriculture, industry, and services.

Joint Programme Outcome: 1. Strengthening intercultural/religious dialogue to foster mutual understanding of heritage and the sharing of common values with a view of contributing towards social process and social cohesion.

No.	Outcome/Output	SMART Outputs and participating UN Agencies	National/ Local Partner/s (Implementing agency)	Indicative activities for each output	Budget in USD			
					Year 1	Year 2	Year 3	Total for the project
Outcome1.	Strengthening intercultural/religious dialogue to foster mutual understanding of heritage and the sharing of common values with a view of contributing towards social process and social cohesion.							
Out puts 1.1	Capacity of the national and local stakeholders in intercultural/religious dialogue improved.	<p>Culture of dialogue for enhancing social cohesion strengthened (UNESCO)</p> <p>Regional baseline surveys of prevailing cultural values conducted in six regions. (UNESCO)</p> <p>Based on relevant stakeholders feedback, validated and consolidated the survey reports in six regions and on the federal level. (UNESCO)</p> <p>Training of 700 trainers (350 men, 200 women, and 150 youth) on facilitating intercultural dialogue conducted in six regions and on the federal level. (UNESCO)</p> <p>Seven training of religious leaders</p>	MOCT regional cultural bureaus, MoFA, and Addis Ababa University	<p>1.1.1. Undertake baseline survey of prevailing cultural values in the six target regions.</p> <p>1.1.2 Organize validation workshops and consolidate the survey reports.</p> <p>1.1.3 Conduct training of trainers including teachers on facilitating intercultural dialogue.</p> <p>1.1.4 Conduct training of religious leaders on inter religious dialogue.</p> <p>1.1.5 Organize round table forums of academics to promote pluralism through intercultural dialogue.</p>	35,000.00	15,000.00		50,000.00
					11,000.00	4,000.00		15,000.00
					17,000.00	20,000.00	13,000.00	50,000.00
					17,500.00	20,000.00	13,000.00	50,500.00
					19,000.00	8,000.00	8,000.00	35,000.00

		<p>conducted. Inter religious dialogue skills improved. (UNESCO)</p> <p>Seven Round Tables of academics promoting pluralism conducted. 600 participants (250 men, 250 women, and 100 youth) (UNESCO)</p> <p>Seven intercultural dialogue best /good practices toolkits developed and seven thousand publications prepared. (UNESCO)</p> <p>Seven festivals and programs organized. Expect 1,300 to attend (400 men, 350 women, and 550 youth) (UNESCO)</p> <p>Seven workshops and training of local leaders for promoting multilingualism conducted and training linked to the local education system. 2,200 participants. (900 men, 800 women, 500 youth)) (UNESCO)</p>		<p>1.1.6 Undertake the development of toolkits and publications promoting good practices in intercultural dialogue</p> <p>1.1.7 Organize different festivals and programs.</p> <p>1.1.8 Organize awareness raising workshops.</p> <p>1.1.9 Conduct workshops and training of local leaders in promoting multilingualism and link such training to the local education system.</p>	<p>19,000.00</p> <p>33,000.00</p> <p>14,500.00</p> <p>15,500.00</p>	<p>21,000.00</p> <p>17,000.00</p> <p>8,000.00</p> <p>14,500.00</p>	<p>20,000.00</p> <p>10,000.00</p> <p>7,500.00</p> <p>10,000.00</p>	<p>60,000.00</p> <p>60,000.00</p> <p>30,000.00</p> <p>40,000.00</p>
1.2	Capacities of religious leaders to enhance tolerance and respect for natural heritage through inter religious dialogue improved.	<p>Seven forums on inter religious dialogue organized, promoted, and conducted. (UNESCO)</p> <p>Shared values of various religious communities concerning natural heritage conservation reviewed, interpreted, and compiled. (UNESCO)</p> <p>Awareness-raising campaigns of shared natural conservation values developed and conducted in the selected six regions and on the federal level. 1,000,000 participants (250,000 men, 250,000 women, and 500,000</p>	MOCT, BoCT, respective religious institutions and traditional faiths.	<p>1.2.1 Organize a forum for inter religious dialogue.</p> <p>1.2.2 Compile shared values of various religious communities regarding natural heritage conservation.</p> <p>1.2.3 Conduct awareness raising of shared values concerning natural heritage conservation.</p>	<p>15,000.00</p> <p>9,500.00</p> <p>14,500.00</p>	<p>15,000.00</p> <p>10,500.00</p> <p>12,500.00</p>	<p>10,000.00</p> <p>10,000.00</p> <p>13,000.00</p>	<p>40,000.00</p> <p>30,000.00</p> <p>40,000.00</p>

		youth) (UNESCO)						
				SUB TOTAL Output 1	220,500.00	165,500.00	114,500.00	500,500.00

Outcome 2: Developing and implementation of the legal and policy framework to protect and safeguard Ethiopia's tangible, intangible, mobile, and natural heritage.								
No.	Outcome/Output	SMART Outputs and Participating UN Agencies	National/ Local Partner/s (Implementers)	Indicative Activities for Each Output	Budget in USD			
					Year 1	Year 2	Year 3	Total for the project
Outcome 2	Developing and implementing of the legal and policy framework for the protection and safeguarding of Ethiopia's cultural tangible, intangible, mobile, and natural heritage.							
Out Puts 2.1	The capacity of the government and civil society enhanced in identification, management, and protection of tangible and intangible heritage.	<p>Four mappings of tangible heritage in four pilot regions conducted. (UNESCO)</p> <p>Two assessments of regulatory framework in the two pilot regions completed. (UNESCO)</p> <p>Seven capacity building workshops on intangible cultural heritage conducted. Intangible cultural heritage identified and defined. Existing initiatives reviewed, entry point for support identified, and initiatives supported. 700 participants (300 men, 250 women, and 150 youth). (UNESCO)</p> <p>Assessments of the site management capacities on selected world heritage site along the historic route circuit completed. (UNESCO)</p> <p>Seven trainings of 840 relevant cultural</p>	MOCT (BoCT)	<p>2.1.1 Hire consultants to undertake mapping of tangible heritage assets in four pilot regions.</p> <p>2.1.2 Undertake assessments of the regulatory framework for heritage protection in the pilot regions.</p> <p>2.1.3 Organize capacity building workshop to identify and define the intangible cultural heritage (2003 Convention) and supporting existing initiatives in selected regions.</p> <p>2.1.4 Conduct assessment of site management capacities focusing on selected world heritage sites in particular along the Historical route circuit (1972 Convention).</p> <p>2.1. 5 Conduct training workshop in site management methodology including visitors plan in two pilot world heritage sites and provide recommendations for encouraging site management planning practices to be incorporated into the cultural</p>	28,000.00	40,000.00	32,000.00	100,000.00
					21,000.00	40,000.00	9,000.00	70,000.00
					21,000.00	15,000.00	6,579.00	42,579.00
					18,000.00	10,000.00		28,000.00
					21,000.00	31,000.00	20,000.00	72,000.00

		<p>professionals/ staff (390 men, 250 women, and 200 youth) in site management methodology (including visitors plans) conducted in two pilot world heritage sites. Recommendation encouraging integration of site management planning practices into the cultural tourism strategy -National Historic Sites prepared after assessing the strategy. entry point identified. (UNESCO)</p> <p>Four site management plans at the World Heritage Sites prepared. (UNESCO)</p> <p>Capacity of six regional museums along the World Heritage Sites enhanced. (UNESCO)</p>		<p>tourism strategy - National Historical circuit.</p> <p>2.1.6 Develop modalities to prepare four-site management plans at the World Heritage Sites.</p> <p>2.1.7 Build capacity of regional museums along the world heritage sites.</p>	12,500.00	17,500.00		30,000.00		70,000.00	
Output 2.2	The revision and development of the legal and policy framework as well as capacity building to implement policies/laws.	<p>One assessment of the national and the selected six region's legal and policy frameworks completed. Gaps identified, unintended or differential impact of the existing and pending legislation and policies in the selected six regions and on the national/federal level completed. One final assessment report with concrete recommendations for enhancing the protection of cultural assets (laws/policies) and cultural industries presented. 910 participants (400 men, 300 women, and 210 youth) (UNESCO)</p> <p>One national policy document revised and developed. (UNESCO) One national legal/regulatory document revised and developed. (UNESCO)</p> <p>Seven trainings of MoCT and BoCT</p>	MOCT, BoCT	<p>2.2.1 Conduct assessment and organize workshop to identify gaps in the existing and pending legislation and policies on the national and regional level and produce a final assessment document with concrete recommendations for encouraging the protection of cultural assets including the protection of cultural industries.</p> <p>2.2.2 Develop a new policy and legal framework on the basis of the recommendations.</p> <p>2.2.3 Conduct training of MoCT, and BoCT staff in the implementation of polices/laws for the safeguarding of cultural heritage and preservation of cultural industrv</p>	31,000.00	17,000.00	15,000.00	20,718.00	15,000.00	31,000.00	50,718.00

		staff responsible for the implementing of the revised or new cultural policies/laws undertaken. Human resource training needs developed to facilitate the implementation of the revised laws/policies. Follow up to identify and address challenges undertaken.800 participants (350 men, 250 women, 200 youth) (UNESCO)		know how as well as undertake follow up.				
2.3	National Implementation framework strengthened	<p>Two implementation modalities of new cultural heritage protection framework developed. Capacity needs identified and seven capacity building workshops and training conducted. Follow up undertaken to address concerns and assess lessons learned. 2,100 participants (700 men, 700 women, and 700 youth). (UNESCO)</p> <p>Two monitoring mechanisms developed after assessing existing mechanisms. (UNESCO)</p> <p>Project proposal prepared Seven living Culture Resource Centers established or strengthened. Cultural Centers established under the world Bank loan project or otherwise established strengthened and new cultural centers established in the remaining selected regions. (UNESCO)</p>	MOCT & BocT	<p>2.3.1 Undertake the task of determining and formulating implementation modalities of new cultural heritage protection framework (law/policy) and develop the capacity of government institutions to implement laws and policies through workshops and training sessions.</p> <p>2.3.2 Develop monitoring mechanisms of laws and policies including the monitoring of International treaty obligations (UNESCO Conventions).</p> <p>2.3.3 Prepare project proposal and set up management team, which includes community members and has the task of establishing Living Culture Resource Centers (Secure buildings to house centers, renovation etc) that provides among others services training in cultural industries.</p>	41,000.00	34,000.00	15,000.00	90,000.00
					33,500.00	196,500.00	100,000.00	330,000.00
				SUB TOTAL Output 2	259,000.00	434,718.00	257,579.00	951,297.00

Outcome 3: Harnessing the potential of cultural and creative industries particularly heritage based activities such as handicraft and cultural tourism for job creation, economic growth, and poverty alleviation.								
No.	Outputs	SMART Outputs and Participating UN Agencies	National/ Local Partner/s (Implementer s)	Indicative Activities for Each Output	Budget in USD			
					Year 1	Year 2	Year 3	Total for the project
3.	Harnessing the potential of cultural and creative industries, particularly heritage based activities such as handicraft and cultural tourism for income generation, economic development, and poverty alleviation.							
3.1	Capacity of national authorities and local communities enhanced through the development of a comprehensive and centralized database of the cultural Industries.	Data collected and compiled using UNESCO Methodological Guidelines for the collection of Craft data. Data collected and synthesized on other cultural industries. (UNESCO) A comprehensive cultural industries centralized database established. (UNESCO) Centralized database publicized and accessibility ensured. (UNESCO)	MoCT, BoCT	3.1.1 Systematically collect and compile data on the craft industry(using the UNESCO Methodological Guideline for the Collection of craft data) and collect and compile data on other cultural industries as well as create a centralized database of the cultural industries and conduct promotional activities to publicize and ensure access to the centralized database.	76,000.00			76,000.00
3.2	The capacity and income generated through the craft industries enhanced by developing and strengthening production capacity, quality control, and marketing of crafts.	Equipment for the centers procured according to the relevant procurement procedures. (UNESCO)		3.2.1 Procure the necessary equipment and materials for the living Culture Resource Centers.	65,000.00	270,000.00	208, 500.00	543,500.00
		Seven training of 800 trainers (250 men, 300 women, 250 youth) on skill development, product design, production techniques, quality control, marketing, accounting and business plan development conducted.		3.2.2 Conduct training of trainers with emphasis on skill development, product design, production techniques, quality control, promotion and accounting/business plan development.	36,000.00	34,000.00	30,000.00	100,000.00

Output 3.3	Artisans empowered and effectively integrated into the market.	(UNDP) Consultants recruited. Thirteen trainings on design, production, marketing, and quality control conducted in selected areas. Technical skills of participants including women and youth improved. 1,300 Participants(200 men, 600 women , 500 youth) (UNESCO)		3.2.3 Hire consultants to conduct training on craft design and production for artisans particularly along the historic route and with an emphasis on training women and the youth.	19,000.00	30,000.00	21,000.00	70,000.00
				3.2.4 Hire consultants to conduct training on craft quality control and marketing for artisans particularly along historic route and with an emphasis on training women and youth.	19,000.00	20,000.00	16,000.00	55,000.00
		Procurement of training supplies and equipment. (UNESCO)		3.2.5 Procure and deliver supplies and equipment for training.	26,000.00	15,000.00	14,000.00	55,000.00
		Seven follow up workshops to address participant's key challenges on training (craft design, production, quality control, and marketing) conducted. 700 participants (250 men, 300 women, 150 youth) (UNESCO)		3.2.6 Prepare follow up workshop to address challenges.	21,000.00	20,000.00	19,000.00	60,000.00
		Best practices compiled and seven best/good practices manuals in numerous languages prepared. (UNESCO)		3.2.7 Prepare manual of the relevant best practices and toolkits in numerous native languages.		50,000.00	10,000.00	60,000.00
		Sixty-three key actors in the value chain identified. (UNDP)		3. 3. 1 Identify key actors in the value chain.	11,000.00	5,000.000	5,000.00	21,000.00
		Ten potential customers for cultural products identified. (UNESCO)		3.3.2 Identify potential customers for cultural products.	11,000.00	10,000.00	9,000.00	30,000.00
		Develop four modalities of linkages between the actors along the value chain. (UNDP)		3.3.3 Develop modalities of linkages between the actors along the value chain.	11,000.00	19,000.00	10,000.00	40,000.00
		Consultants recruited. Fifteen links within the craft industry and outside the industry established. (UNDP)		3.3.4 Hire consultants to establish the linkages between the actors within the craft industry.	11,000.00			11,000.00
				3.3.5 Hire consultants to establish linkages with other industries.	10,000.00	10,000.00	9,000.00	29,000.00
				3.3.6 Hire consultants to organize craft trade fairs.	14,000.00	40,000.00	31,000.00	85,000.00
				3.3.7 Participate in International craft/industry trade fairs.		20,000.00	30,000.00	50,000.00

Output 3.4	Artisans empowered and their social status improved through the mobilization of artisans and community awareness raising campaigns	Consultants recruited. Six craft trade fairs organized and promoted. (UNESCO)		3.38 Conduct advocacy and lobby to secure preferential treatment status for purchasing cultural products in government procurement regulations.	14,000.00	8,000.00	8,000.00	30,000.00
		Selected three reputable and relevant international craft trade fairs. Participated in these three international craft industry trade fairs. (UNESCO)						
		Secured preferential treatment status in government procurement regulations for the purchase of cultural products. (UNESCO)						
		Fourteen cooperatives established or reinforced. (UNESCO)			21,000.00	11,675.00	10,000.00	42,675.00
		Seven workshops to facilitate knowledge sharing and ensure visibility of the craft trade conducted. 400 participants (200 men and 200 women) (UNESCO)			21,000.00	20,000.00	19,000.00	60,000.00
		Five advocacy manuals developed. (UNESCO)				15,000.00		15,000.00
		Five awareness-raising campaigns using selected media conducted. (UNESCO)			11,000.00	20,000.00	19,000.00	50,000.00
		Seven training of experts including MoE curriculum development experts completed. (UNESCO)			21,000.00	19,000.00		40,000.00
		Subject incorporated into curriculum and educational materials. (UNESCO)		3.4.1 Build or reinforce network of cooperatives to empower artisans. 3.4. 2 Conduct workshops and conferences to facilitate knowledge sharing and ensure visibility of the craft trade. 3.4.3 Prepare advocacy manuals. 3.4. 4 Conduct awareness raising campaigns using the selected media. 3.4. 5 Train experts including experts from MoE responsible for curriculum development and school books preparation. (TTLM). 3.4.6 Incorporate the subject into the curriculum and educational materials.		20,000.00	20,000.00	40,000.00

Output 3.5	Development and enhancement of other cultural industries such as music, film, and books.	Seven assessments of the challenges and opportunities of the cultural industries conducted. An assessment of the existing and pending policy framework and recommendation to improve it completed. (UNESCO)	MoCT, BoCT	3.5.1 Conduct an assessment of the challenges and opportunities of the cultural industries, assess the existing and pending policy framework, and provide recommendations to improve it.	21,000.00	19,000.00		40,000.00
		Three modalities of linkage between the actors along the value chain developed. (UNDP)		3.5.2 Develop modality of linkage between the actors along the value chain.	11,000.00	10,000.00	9,000.00	30,000.00
		Seven professional training in other cultural industries including music, film, art, and writing conducted. 700 Participants (250 men, 250 women, 200 youth) (UNESCO)		3.5.3 Develop professional training in the respective fields of cultural industries including books, music, film, art etc.	19,000.00	46,000.00	30,000.00	95,000.00
		Five marketing strategies linked with regional, national, and international festivals, fairs, and tourist activities developed. Award ceremonies to recognize artists and artisans organized. (UNDP)		3.5.4 Develop marketing strategies linked with regional, national and international festivals, fairs, and tourism activities as well as hosting award ceremonies to recognize artists and artisans. (UNDP and UNESCO)	14,000.00	16,000.00		30,000.00
Output 3.6	A cultural tourism strategy based on culture branding identity.	Based on the cultural mapping, assessments of the tourism potential of cultural tourism assets including tangible, intangible, and museums completed in six regions and on the federal level. (UNESCO)	MoCT, BoCT	3.6.1. Based on cultural mapping, conduct assessment of the tourism potential of the cultural tourism assets including tangible heritage, intangible heritage, and museums.	18,000.00			18,000.00
		Seven assessments of institutional capacity at regional and municipal level conducted. Assessment of stakeholders structures in destination management conducted. (UNDP)		3.6.2 Conduct an assessment of the institutional capacity at regional and municipality level, as well as assessing of stakeholder's structures in destination management.	14,000.00			14,000.00
		Consultations with stakeholders in the cultural and tourism sector as well as civil society conducted in six regions and on the federal level. (UNDP)		3.6.3 Organize stakeholders consultation with members of the cultural and tourism sectors as well as civil society regarding tourism possibilities.	9,000.00			9,000.00
		Three workshops with incoming tour operators conducted. Interests and concerns		3.6.4 Organize workshop with incoming tour operators on current and potential interests.	15,000.00	10,000.00		25,000.00
				3.6.5 Develop a 'Culture brand' identity and vision for the selected destinations (6 regions) and present strategy based on this vision.	14,000.00	20,000.00	16,000.00	50,000.00

Output 3.7	Capacities of existing enterprises strengthened and community initiatives started.	<p>of incoming tour operators identified. 900 Participants (350 men, 200 women, and 350 youth) (UNDP)</p> <p>Information compiled, assessed, interpreted, and prioritized. Five strategies based on a cultural brand identity and destination development for the six regions. (UNDP)</p> <p>A feasibility study on tourist use of cultural assets conducted. (UNESCO)</p> <p>Enterprises, opportunities and capacity building needs collectively identified with a special focus on the participation of women, rural communities, youth, and the poor. (UNDP)</p> <p>Community oriented tourism enterprises delivery established. (UNDP)</p>	MoCT, BoCT	<p>3.7. 1 Conduct a feasibility study on tourism's use of cultural assets - buildings, sites, intangible heritage, museums etc.</p> <p>3.7.2 Work with identified communities and groups (women, the poor, rural communities, youth) to identify enterprises, opportunities and capacity building needs as well as assist in the establishment of community oriented tourism enterprises delivery – guiding, handcraft, retail, and catering.</p>	16,000.00	14,000.00		30,000.00
					23,000.00	50,000.00	37,000.00	110,000.00
Output 3.8	System for enterprise support and development established.	<p>Eight business development service provisions developed. (UNDP)</p> <p>Seven institutional capacity assessments conducted. Gaps and capacity needs of local institutions financial and non-financial business development services identified. Existing SME assessed. (UNDP)</p> <p>Based on the assessments, a participatory approach employed to collectively design thirty-five small scale income generating activities in the communities. Seed funding provided to local women and youth</p>	MoCT, BoCT	<p>3.8.1 Draft business development service provisions for enterprise development.</p> <p>3.8.2 Identify and address the capacity shortcomings of local institutions concerning financial and non-financial business development services. Assessment of existing SME.</p> <p>3.8.3 Based on the assessments, employ a participatory approach to collectively design and fund small scale income generating activities for the community and provide seed funding or revolving funds to municipal women and youth associations to organize festivals resulting in more</p>	11,000.00	20,650.00		31,650.00
					11,000.00	9,000.00		20,000.00
					62,000.00	274,288.00	160,000.00	496,288.00

		associations to organize eight cultural festivals. Follow up undertaken to gauge progress and address concerns. 8,000 participants (1,000 men, 3,500 women, 3,500 youth) (UNESCO)		visibility of tangible as well as intangible heritage and undertake follow up.				
				SUB TOTAL Output 3	676,00.00	1,145,613.00	532,000.00	2,562,113.00

Outcome 4: Indigenous knowledge, practices, and cultural attitudes to natural heritage and development protected as well as promoted for the sustainable harnessing of diversity.								
No.	Outcome/Output	SMART Outputs (indicators) and Participating UN Agencies	National/ Local Partner/s (Implementers)	Indicative Activities for Each Output	Budget in USD			
					Year 1	Year 2	Year 3	Total for the project
Outcome 4	Enhancement of indigenous knowledge and practices of natural heritage management as well as strengthening the link between nature and culture based sustainable development.							
Out Put 4.1	Assessment of linkage between natural and cultural heritage protection/safeguarding and indigenous knowledge.	Eight comprehensive surveys conducted documenting the link between cultural and natural heritage protection (indigenous/traditional knowledge -natural heritage management) Five adaptation mechanisms developed linking traditional and modern practices in heritage preservation. (UNESCO)	MoCT (BoCT)	4.1.1 Conduct a comprehensive survey documenting the link between cultural and natural heritage protection and management and traditional knowledge as well as develop an adaptation mechanisms to create linkages between traditional and modern practices in heritage preservation (cooperation between 1972 and 2003 Conventions)	31,000.00	10,000.00	9,000.00	50,000.00
Out Put 4.2	Social mobilization for using traditional knowledge for natural and cultural based development.	Eight awareness-raising and information sessions conducted presenting the project and mobilizing communities. Eight local language publications prepared to inform local communities of the project. 1,600 participants (700 men, 700 women, 200 youth) (UNESCO)	MoCT, BoCT	4.2.1 Organize awareness raising and information sessions to present project, mobilize communities, and prepare publications in local languages to inform the local communities of the projects. 4.2.2 Develop strategies to organize the communities and allow for	46,000.00 15,500.00	29,000.00 9,500.00	10,000.00	85,000.00 25,000.00

		Community organization needs assessed with the active participation of the communities and seven strategies organizing the communities designed. Networking encouraged. (UNESCO)		networking/partnership alliance.				
Out Put 4.3	Capacity building of the population for empowerment and harnessing of traditional knowledge for poverty alleviation and income generation.	Eight community and environmentally friendly development strategies designed with the communities. Eight awareness-raising campaigns on the risks and benefits of tourism as well as methodologies to drive project benefits into the local communities conducted. Thirty five development programs conducted where entrepreneurial skills creating SME compatible with traditional values were developed. Eight evaluations of this pilot approach utilizing culture and nature-based development approach conducted. Lessons learned reported. (UNDP)	MoCT (BoCT)	4.3.1 Prepare culture and nature based development strategy with the communities keeping with the traditional values that respect societies authentic cultural heritage and respects the integrity of the environment as well as conduct awareness raising campaigns on the risks and benefits of tourism and the identification of methodologies to drive the benefits of the project into the local communities and develop along with the community entrepreneurial skills to create SME compatible with community traditional values as well as conduct an evaluation of this pilot approach of culture and nature based development that is linked with indigenous knowledge.	50,000.00	50,000.00	28,090.00	128,090.00
				Sub Total	142,500.00	98,500.00	47,090.00	288,090.00

Out come 5	Enhancing cross cutting capacity at the federal and regional level.	One Program coordinator at the federal level recruited.	MoCT (BoCT)					
Output 5.1	Capacity of the national and regional government enhanced.	One program financial officer at the federal level.	MoCT, BoCT	5.1. 1 Recruit one Program coordinator at the federal level.	12,000.00	12,000.00	12,000.00	36,000.00
		Six Program officers at the regional level recruited.		5.1. 2 Recruit one finance officer at the federal level.	6,000.00	6,000.00	6,000.00	18,000.00
				5.1.3 Recruit six Project officers in the six selected regions.	40,000.00	40,000.00	40,000.00	120,000.00
		One National Assistant Programme Coordinator recruited for UNESCO Ethiopia.		5.1.4 Recruit one national assistant program coordinator at UNESCO.	12,000.00	12,000.00	12,000.00	36,000.00
				5.1.5 Recruit one national administrative	6,000.00	6,000.00	6,000.00	18,000.00

		One national Administrative Assistant recruited for UNESCO Ethiopia. Annual Monitoring and Evaluation		assistant at UNESCO. 6.1 .1 Monitoring and Evaluation	35,000.00	35,000.00	50,000.00	120,000.00
				Sub Total	111,000.00	111,000.00	126,000.00	348,000.00

			TOTAL SUMMARY	Sub Total Output 1	220,500.00	165,500.00	114,500.00	500,500.00
				Sub Total Output 2	259,000.00	434,718.00	257,579.00	951,297.00
				Sub Total Output 3	676,000.00	1,145,613.00	532,000.00	2,562,113.00
				Sub Total Output 4	142,5000.00	98,500.00	47,090.00	288,090.00
				Sub Total Output 5	111,000.00	111,000.00	126,000.00	348,000.00
				Total Project Cost	1,409,000.00	1,955,331.00	1,285,669.00	4,650,000.00
				UNESCO Indirect	84,000.00	117,600.00	78,400.00	280,000.00

				UNDP Indirect Cost	21,211.00	29,435.00	19,354.00	70,000.00
				Total Cost	1,514,211.00	2,102,366.00	1,383,423.00	5,000,000.00

NOTE: Please note that baseline indicators do not exist for components one, two, and four as baseline surveys have not been conducted and similar projects have not been implemented in the Ethiopian context. The numbers assigned to the activities are estimates based on the existing situation. Moreover, please note that in addition to the activity implementation in the selected six regions, activities are also scheduled to be implemented on the national/central level.

VI. Management and Coordination Arrangements

The management and coordination arrangements will follow the guidelines of the Operational Guidance Note for the Participating UN Organization (MDG-F, 2 October 2007). The United Nations Country team is comprised of UNESCO and UNDP with UNESCO as the lead agency and UNDP as the supporting agency. UNESCO will provide support for programme oversight, and coordination among participating UN organizations. UNDP is the designated administrative agent (AA) of the joint programme and UNDP Ethiopia will facilitate the implementation of certain components as specified in the project document. Each output of the Joint programme will be managed by the designated UN agency.

The JPD will primarily be implemented through government implementing partners coordinated by MoCT at the federal level and BoCT at the regional level. UNESCO as the UN agency responsible for culture and the lead agency for the implementation of the UN MDGs Culture and Development window in Ethiopia, and UNDP as the lead agency of UN MDGs and the supporting agency for the implementation of the Culture and Development window in Ethiopia, the two UN agencies will support implementing government partners by providing technical input in their respective fields of competence. This assistance will include strengthening the capacity of different MoCT and BoCT structures and providing technical assistance to the implementing partners as required. MoCT and BoCT in consultation with UNESCO and UNDP will undertake annual and final evaluations. They will also consolidate harmonized reporting and reviewing mechanisms together. In order to ensure effective implementation capability of MoCT and BoCT and their structures, a Project Management Team (PMT) will be established both at federal level and in six targeted regions. PMT will consist of two fulltime staff members namely a Project Coordinator and a Finance Officer at the federal level. Likewise, the Regional Project Management Teams (RPMT) will comprise of one preferably resident fulltime Project Officer. It is imperative that priority be given to regional project officers that are permanent residents of the respective regions to ensure adequate understanding of the context, enhance regional capacity, and strengthen sustainability. Therefore, priority will be given to qualified permanent residents in the recruitment process. PMT and RPMT will be accountable to MoCT & BoCT respectively and will have the responsibilities of managing day to day implementation of activities of the project such as developing action plans, monitoring activities, and producing reports in their respective areas.

The UN Resident Coordinator will establish two coordination structures to ensure synergy of the Joint Project. These are the National Steering Committee (NSC) and the Programme Management Committee (PMC).

The National Steering Committee (NSC) is established to oversee and provide strategic guidance to the programme. The NSC membership will be limited and consist of non-implementing parties to allow for independence. The NSC membership will include at a minimum: representative of the Government of Ethiopia (the State Minister of MoFED), a local representative of the Government of Spain (the Ambassador of the Kingdom of Spain), and the United Nations Resident Coordinator (RC). The representative of the Ethiopian Government and the RC will co-chair the NSC. The co-chairs can invite UNESCO, UNDP, and MoCT as observers.

The NSC will meet semi-annually, but additional meetings may be convened as required. In the event of an urgent situation, the NSC may conduct its business electronically. The NSC will make decisions by consensus and the decisions of the NSC will be duly recorded.

The primary responsibilities of the NSC include the following:

- Provide oversight and strategic guidance.

- Review and adopt the Terms of Reference and Rules of Procedures of the NSC and/or modify them, as necessary.
- Approve the strategic direction for the implementation of the Joint Programme within the operational framework authorized by the MDG-F Steering Committee.
- Provide recommendations for attaining the anticipated outcomes as necessary.
- Approve the annual work plans and budgets submitted by MOCT to ensure their conformity with the requirements of the Fund as well as ensuring the quality of the programme documents.
- Review the Consolidated Joint Programme Report from the MDTF secretariat office and provide strategic comments and decisions as well as communicate it to key stakeholders and participating UN agencies.
- Offer remedial action for emerging strategic and implementation problems.
- Ensure proper consultation with key stakeholders and other donors working on related programmes on the country level to avoid duplication of efforts.
- Approve the communication and public information plan prepared by the PMCs.

A Programme Management Committee (PMC) will be established to provide operational coordination of the joint programme. The PMC will comprise of the representatives of the two participating UN agencies namely UNDP and UNESCO as well as the representatives of the Ethiopian Government counterparts MoCT, MoFED and the representative of the JP coordination office. The RC or his or her representative and a senior representative of MoCT will co-chair the PMC. Joint programme managers and experts can be invited to PMC meetings as needed.

The PMC will meet on a quarterly basis and will hold additional meetings where the PMC is needed to address issues directly related to management and implementation of programme.

The primary responsibilities of the PMC include the following:

- Follow up on the implementation of the project,
- Ensure resources are used to achieve outcomes and output defined in the programme,
- Ensure alignment of the MDG-F funded activities with the UN Strategic Framework or UNDAF approved strategic priorities,
- Establish the programme baseline to enable sound monitoring and evaluation,
- Establish adequate reporting mechanisms in the programme,
- Ensure integration of works plans, budgets, reports, and other programme related documents,
- Ensure that budget overlaps or gaps are addressed,
- Provide technical substantive leadership regarding the activities envisaged in the Annual Work Plan and provide technical advice to the NSC,
- Review and endorse progress report before it is submitted to the MDTF secretariat office on 28th February of each year,
- Offer recommendation on re-allocation and public information plans,
- Address emerging management and implementation problems, and Identify emerging lessons learned.
- Establish communication and public information plans.

Project Management Team

The day to day activities of the project will be managed and coordinated by the Project Management Team (PMT) established under MoCT. The team will comprise of a Project Coordinator and Financial Officer. The detailed job description, assessment, and grading will be prepared. A Project Officer will also be recruited for each of the selected six regions.

Cash Transfer Modality

UNDP, as the administrative agent (AA) for the joint project will disburse funds to UNESCO headquarters and UNDP headquarters, through the pass-through model, based on the contributions described in the Joint Project document. Funds from UNESCO and UNDP will be channeled to MoCT for activities to be implemented by the Ministry at the federal level and to the Bureau of Finance and Economic Development (BoFED) for activities implemented on the regional level by the BoCT.

MoCT will disburse funds to federal implementing partners in accordance with the Joint Project document and plans of action. Implementing partners at the federal level will provide reports to MoCT (PMT). BoFED will release fund to BoCT for activities carried out by the BoCT. BoCT will effect payments and submit expenditure reports to BoFED and provide a copy of the report to MoCT. Implementing partners at the regional level will report to BoCT. Moreover, BoCT will submit quarterly financial and activity reports BoFED and provide a copy to MoCT. MoCT at the federal level and BoFED at the regional level will provide a consolidated report to UNESCO, UNDP, and MoFED.

The UN supported programs and projects will operate based on harmonized, and national GoE aligned systems and implementation procedures in areas such as financial rules and regulations, auditing and procurement arrangements. The Ministry of Finance and Economic Development (MoFED) is the Government coordinating body and assumes ultimate responsibility for overall management as well as coordination of UN programming, and is accountable for all UN program resources under Government management. Based on the Harmonized Cash Transfer systems (HACT), project funds will be channeled at Federal and Regional levels. As stated earlier, for activities to be carried out by regional bureaus funds will be channeled through BoFED.

MOCT will be responsible for coordinating overall project activities, while BoCT will be responsible for the preparation of respective regional AWP and delivery of results of their AWP.

The lead implementing partner, MoCT, with support from UNESCO and UNDP at federal level is accountable to MoFED and the Donor for quality, timeliness and effectiveness of services provided to the ultimate beneficiaries and activities carried out, as well as for the proper utilization of funds. BoCTs as implementing partners at the regional level are accountable to BoFED.

VII. Fund Management Arrangement

The Fund Management arrangement will follow guidelines of the MDG-F Operational Guidance Note for the Participating UN Organizations (MDG-F, 2 October 2007). The administration of the programme follows the "Pass – Through Fund management option in accordance with the planning and financing procedures as explained in the United Nations Development Groups (UNDG) Guidance Note on Joint Programming. As per these guidelines, the arrangement for management, review, and coordination should be documented including the roles and responsibilities of the Administrative Agent.

UNDP is the AA for the Fund and provides the AA function for all approved programmes. These functions are the responsibilities of the Multi Donor Trust Fund (MDTF) office at UNDP headquarters.

The MDTF Office will be responsible for:

- Disbursing approved resources to the participating UN organizations,
- Consolidating the Joint Programme narrative report with financial reports from UNESCO and UNDP including the analysis of financial and narrative data,
- Providing narrative reports to the National Steering Committee,
- Providing the Consolidated Joint Programme Progress Reports, and other reports as appropriate to the donor, i.e. the Fund Steering Committee through the Secretariat,
- Streamlining the reporting systems and harmonizing reporting formats based on joint programming best practices,
- Facilitating the work of the participating UN organizations to ensure adherence to a result based reporting structure around outcomes and outputs,
- Ensuring that fiduciary fund management requirements are adhered to.

In certain cases, the consolidation of the Joint Programme Narrative Report with the financial reports of participating UN Organizations may be delegated by the MDTF Office to the UNDP Resident Representative. Such a delegation could be considered in cases, where a request for delegation of authority has been made to the Executive Coordinator of the MDTF confirming that availability of systems renders it more efficient to delegate and sufficient staff capacity exists and is available at country level.

Therefore, UNDP, as the AA for the JP will dispense funds to UNESCO and UNDP through the pass through model based on the contributions described in the Joint Project Document.

Administration of Funds

Upon receipt of the Fund Steering Committee's final approval of the Joint Programme Document, the Fund Secretariat will release funds for the implementation of the full Joint Programme to the MDTF Office. On receipt of a copy of the signed Joint Programme document, the MDTF Office will transfer the first annual installments to UNESCO and UNDP. To request the fund transfer, the RC must submit the Fund Request Form to the MDTF Office. The transfer of funds will be made to the headquarters of UNESCO and UNDP. Each organization assumes complete programmatic and financial responsibilities for the funds disbursed to it by the administrative agent and will implement the project according to the agreed execution modality and method of fund transfer in the JPD and consistent with its own regulations.

VIII. Feasibility, Sustainability, and Risk management

Sustainability is strengthened through the integration of traditional knowledge and practices as well as the active participation of the local communities. The project is designed with a focus on organizing and mobilizing local communities. Local communities will be mobilized using community based organizational experience and relying on the encouraging horizontal and vertical integrations among indigenous associations as well as other social organizations. This approach will reinforce ownership and enhance respect for both cultural and bio-diversity. Drawing on a participatory approach at the grassroots level will also build capacity through the fostering of a common understanding and experience sharing within the targeted society. Private public partnership in cultural development will also be strengthened to ensure sustainability of this intervention.

To ensure institutional sustainability, the project has identified strengthening partnership between the key partners involved in the implementation as one strategy to strengthen harmonization and synergy of efforts. This arrangement coupled with the delivery of the appropriate resources to enhance capacity will strongly contribute to sustain the institutional capacity. The project will also draw on expertise developed through ongoing activities related to cultural diversity.

Since the project's overarching aim is to harness the cultural heritage and creativity of society to contribute to the socio- economic prospects of the nation, this project is instrumental to ongoing efforts towards the achievement of MDGs and the PASDEP objectives.

Consequently, the lessons learned and best practices drawn from this project will be applied to the remaining five regions in the future. The contributions to poverty alleviation derived from this joint project outcome should lay a strong foundation for replication and continuation of such approaches in the future within and outside the intended target population.

Risk management

The assessment of risks and mitigation measures are presented in the following table.

Risks	Probability	Impact	Mitigation
Full support by policy/decision-makers at different levels of government and whether the leaderships of religious and social communities/groups will appreciate the significance of diversity.	Low	High	<ul style="list-style-type: none"> • Undertake intensive advocacy and lobbying interventions. • Solicit the constructive supports of target segments of the society through social mobilization and capacity enhancing initiatives.
Delay in project implementation.	Low	Medium	<ul style="list-style-type: none"> • Strengthen the implementation capacity of strategic institutions of culture and partners. • Designate and recruit appropriate experts to manage and coordinate regular activities of the project, both in MoCT and BoCT. • Keep regular follow-up, monitoring, periodic evaluation of the performances and the results obtained.
Low capacity to manage divergent values and practices,	Medium	High	<ul style="list-style-type: none"> • Prioritize focus areas and actions based on more value- added values and preferences of the targets. • Focus on positive values in order to build the trust and confidence of the targets communities. • Build-on participatory approach. • Draw up mechanisms that are appropriate to address the unexpected

IX. Accountability, Monitoring, Evaluation, and Reporting

Project monitoring and evaluation will be conducted in accordance with the established UN MDG -F operational procedures and provided by the PMC and the UNDP Country Office with the support from UNESCO.

The UNDAF Monitoring and Evaluation (M&E) plan focuses on monitoring and evaluating UNDAF outcomes and related Country Programs (CPs) outcomes and outputs. It makes a reference to achieving national development goals including working with MDG-linked M&E frameworks of the PASDEP. The UNDAF includes activities to support the capacity building of national partners to monitor progress towards achieving the development goals by harmonizing data collection systems and supporting databases, improving analysis tools and dissemination of findings. Similar mechanisms would be employed to monitor and evaluate the prevailing environment, enhance and link the cultural and natural wealth to improving local livelihoods and societal well-being and ensure JP's consistency with the UNDAF M&E systems.

A reputable agency with considerable experience in designing and implementing management information systems (MIS) will provide technical backstopping support to MoCT and BoCT. The MIS will be designed to accurately and efficiently capture the JP outputs with the aim of reporting achievements and performance to the Review Team and the National Steering Committee. This information will also be used to improve performance and harmonize activities. In addition, it will serve as a base for establishing a culture resource center.

This JP will be monitored periodically throughout the three years of its life span and evaluated according to the UNDAF M & E plan. The performance of the joint work plan will be reviewed annually, while periodic report will be produced on monthly basis at the PMT level of the MoCT and RPMT level of the BoCT. The project coordinator in each region will check data for completeness, accuracy, and compile a monthly report. Databases related to project performance will be maintained, and performance will be analyzed on a quarterly basis. Processed data will be provided to the PMC on a quarterly basis. These data will be used as a management tool to discuss strategies to maximize project performance and impact. Data on outputs from program reports, meeting reports, MIS, and survey data will be analyzed and shared at the review meetings.

On annual basis, UNESCO and UNDP will provide a narrative report on results achieved, lessons learned, and the contribution to be made to the joint program. The Fund will establish an evaluation plan which ensures that the project supported by the Fund will undertake a final evaluation, which will assess the relevance and effectiveness of the intervention, on the basis of the initial analysis and indicators described at the time of project formulation. Furthermore, the Fund Secretariat will lead a mid-term review and thematic review for all programmes.

Annual Review

MoCT, MoFED, UNESCO, and UNDP will conduct planning and review meeting semi annually for all activities covered in the result framework, and the monitoring, and evaluation plan. The meeting will include an assessment of the risks and assumptions to determine whether they still hold. A new work plan and budget will be developed to reflect the necessary adjustments made based on the lessons learned from the review of the risks and assumptions and the implementation progress achieved. The Programme Management Committee (PMC) will approve the new work plan in writing. Any substantive change to the Joint Programme scope will require revision of the Joint Programme Document. The amendments will need to be signed by all parties.

Monitoring and Evaluation Framework

NOTE: Baseline indicators do not exist for components 1, 2, and 4.

	Outcomes	Indicators	Sources of verification	Collection methods (with indicative time frame & frequency)	UN Participating Agencies	Risk and assumption
1.	<u>Outcome 1.</u> Strengthening intercultural/religious dialogue to foster mutual understanding of heritage and the sharing of common values with a view of contributing towards social process and social cohesion.	Number of dialogue forums organized. Number of advocacy and mobilization programs undertaken. Number of organizational frameworks maintained	Programme, government reports Project review reports	Discussion with the targeted groups. (at start up stage)	UNESCO and UNDP	There would not be any resistance from target groups.
Output 1.1	Capacity of the national and local stakeholders in inter cultural/ religious dialogue improved.	Culture of dialogue for enhancing social cohesion established. Six regional surveys conducted. Seven validation workshops conducted. Seven training conducted with a special focus on the participation of women. Capacity of participants enhanced. Seven Round Tables conducted with special focus on the participation of women. Seven toolkits and seven thousand publications completed. Seven festivals organized and women's participation ensured. Seven workshops conducted and women's participation ensured.	Dialogue forums report. Survey report Workshops report. Training reports & proceedings. Discussions minutes. Goods receiving notes(GRN) Feedbacks & reports. Workshops report.	Feedbacks collected during each dialogue conducted. Pre-post dialogues & trainings evaluation.	UNESCO	Available data could be easily generated.

Output 1.2	Capacities of religious leaders to enhance tolerance and respect for the environment through inter religious dialogue improved	<p>Seven forums on inter religious dialogue conducted with a special focus on women's participation.</p> <p>Shared values of various religious communities compiled.</p> <p>Seven awareness raising campaigns conducted with a special focus on the participation of women.</p>	<p>Forums reports</p> <p>Assessment reports</p> <p>Campaign reports</p>	Feedbacks collected during each dialogue conducted. Pre-post dialogues and trainings evaluation.	UNESCO	" "
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	Outcomes	Indicators	Sources of verification	Collection methods (with indicative time frame & frequency)	UN Participating Agencies	Risk and assumption
	<p><u>Outcome 2</u></p> <p>Development and Implementation of the legal as well as policy framework to protect and safeguard Ethiopia's tangible, intangible, mobile, and natural heritage.</p>	<p>Number of policies and regulatory frameworks revised, formulated and implemented</p> <p>Number of training programs conducted</p>	Periodic and annual review reports, survey results	Conducting assessment (Annually)	UNESCO & UNDP	Government commitment is expressed
Output 2.1	The capacity of the government and civil society enhanced in identification, management, and protection of tangible and intangible heritage	<p>Twelve mapping of tangible heritage in two pilot regions conducted. (UNESCO)</p> <p>Two assessments of regulatory framework in the two pilot regions completed, (UNESCO)</p> <p>Seven capacity building workshops on intangible cultural heritage conducted. Special focus to the participation of women and youth. (UNESCO)</p> <p>Assessments of the site management</p>	<p>Periodic reports & blueprints</p> <p>Assessment report</p> <p>Workshops report</p> <p>Assessment findings</p> <p>Training reports</p> <p>Periodic site reports</p>	Reviewing blueprints, assessment, training, workshops & site management reports (Periodically).	UNESCO	Local governments and communities will commit themselves to implementing the output.

		<p>capacities in two pilot in World Heritage Sites completed,(UNESCO)</p> <p>Seven trainings in site management methodology and cultural tourism strategy - National Historic Sites incorporates recommendations for site management.</p> <p>Two site management plans at the World Heritage Sites prepared.</p> <p>Six regional museums along the World Heritage Sites assisted.</p>				
Output 2.2.	Revision and development of policies and legal frameworks as well as capacity building to implement laws/policies	<p>One assessment of the national and the selected six regions legal frameworks completed, one assessment of the national and the selected six region policy framework completed, two consultation workshop to identify gaps in the existing and pending legislation as well as policies on national and regional levels (six selected regions).</p> <p>One final assessment document with concrete recommendations for encouraging the protection of cultural assets (law and policy) including the protection of the cultural industries prepared.</p> <p>One national policy document revised and developed.</p> <p>One national legal/regulatory document revised and developed.</p> <p>Seven trainings of MoCT and BoCT in implementing cultural policies and follow up undertaken. Women and youth full participation ensured.</p>	<p>Assessment reports</p> <p>Endorsed policy & legal documents</p> <p>Training feedbacks</p>	Reviewing assessment, training and actual reports. (Periodically).	UNESCO	Government and relevant offices will commit & cooperate properly.

2.3.	Output 2.3 National Implementation framework strengthened	<p>Two of implementation modalities of new cultural heritage protection framework developed, seven capacity building workshops and training completed, and follow up conducted. Women and youth representation ensured.</p> <p>Two monitoring mechanisms developed.</p> <p>Culture Resource Centers established and existing centers strengthened in the six regions and on the national/federal level.</p>	<p>Periodic reports & modalities Workshop reports & feedbacks</p> <p>Mechanisms put in place Assessment & data collection formats</p>	Reviewing assessment, training and actual reports. (Periodically).	" "	Government and relevant CSOs will commit & cooperate properly
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	Outcomes	Indicators	Sources of verification	Collection methods (with indicative time frame & frequency)	UN Participating Agencies	Risk and assumption
	<u>Outcome. 3</u> Harnessing the potential of the cultural and creative industries particularly heritage based activities such as handicrafts and cultural tourism for income generation, economic development, and poverty alleviation.	<p>Number of people engaged on cultural industries.</p> <p>Number of enabling environments created.</p> <p>Number of mobilization programs carried out</p>	Periodic and annual review reports, survey results,	Conducting assessment (Annual)	UNESCO & UNDP	All inclusive and attracts all to participate
Output 3.1	Capacity of national authorities and local communities enhanced through the development of a comprehensive and centralized database of the cultural Industries	<p>Centralized database established.</p> <p>Indicators: Data collected and compiled.</p>	Data collection & filed documents	Review periodic reports. (end of the year 2008/09)	" "	An all inclusive and basic data will be compiled.
Output 3.2	The capacity and income generated through the craft industry enhanced by developing and strengthening	<p>Indicator:</p> <p>Procurement of equipments for Living Culture Resources Centers.</p> <p>Seven training of trainers conducted.</p>	<p>Training reports</p> <p>Purchase & receiving orders.</p> <p>Workshop and manuals preparation</p>	Review the reports. (Periodically).	" "	All inclusive and attracts all to participate

	production, quality control, and marketing of crafts.	<p>Women and youth participation ensured. Skills of trainers upgraded.</p> <p>Baseline: Build on previous skills of CHP and recruited a new competent culture entrepreneurs in the new regions Time frame: 2008/09-2010/11</p> <p>Indicator: Thirteen training on design, production, marketing, and quality control conducted. Women and youth full representation ensured. (UNDP) Baseline: 400 artisans trained by outside consultant hired by CHP, but now assumed by their own colleagues (TOT) Timeframe: 2008/09-2010/11</p> <p>Procurement of supplies and equipment.</p> <p>Indicator: Seven Follow up workshop conducted. Women and youth participation ensured. Baseline: The need has been identified by CHP Time frame: 2008/09-2010/11</p> <p>Indicator: Seven manuals of relevant best practices in numerous languages prepared Baseline: Such aid materials do not exist. Timeframe: 2009/10-2010/11</p>	reports, periodically			
Outputs 3.3	Artisans empowered and effectively integrated into the market.	<p>Indicator: Sixty three of key actors identified. (UNDP) Baseline: Increase the number of key actors by two fold, 10 in each region and three in Addis Ababa. Time frame: 2008/09-2010/11</p> <p>Indicator: Ten potential customers identified. (UNESCO) Develop four modalities of linkages between the actors along the value chain.</p> <p>Indicator: Fifteen links within the craft industry and outside the industry established.</p>	<p>Assessment report</p> <p>Assessment report</p> <p>Survey reports</p> <p>Performance report</p> <p>Physical & financial report</p>	<p>Reviewing assessment, survey, Performance, physical and financial reports Periodically).</p>	UNESCO	Artisans will cooperate.

		<p>(UNDP) Baseline: The CHP did not create customers for the organized beneficiaries Time frame: 2008/2009-2010/11</p> <p>Indicator: Six craft trade fair established.</p> <p>Baseline: The CHP did not prepare appropriate modality for linking the beneficiaries with actors in the value chain Time frame: 2009/10-2010/11</p> <p>Three International trade fairs participated.</p> <p>Secure preferential treatment status</p>				
Output 3.4	Artisans empowered and their social status improved through the mobilization of artisans and community awareness raising campaigns	<p>Indicator: Fourteen cooperatives established.</p> <p>Baseline: CHP organized four cooperatives Time frame: 2008/09-2010/11</p> <p>Indicator: Seven workshops conducted. Women and youth participation ensured.</p> <p>Baseline: CHP organized six workshops Time frame: 2008/09-2010/11</p> <p>Indicator: Five advocacy manuals developed.</p> <p>Baseline: No manual prepared by CHP Time frame: 2010/11</p> <p>Indicator: Five awareness raising conducted.</p> <p>Baseline: No awareness raising program was conduct. Time frame: 2008/09-2010/11</p> <p>Indicator: Seven training of experts completed.</p> <p>Baseline: No training was conducted by CHP Time frame: 2008/09-2009/10</p>	<p>Legal registration documents Workshop report</p> <p>TOR, Contractual Agreement and Periodic report Popularization feedback</p> <p>Training & performance reports</p>	<p>Reviewing, legal document, Training & workshop report</p>	UNESCO	Local communities will accept and accommodate creative artists

		Indicator: Subject incorporated into curriculum Baseline: No such experience Time frame: 2009/10-2010/11				
Output 3.5	Development and enhancement of other cultural industries such as music, film, and books.	Indicator: Seven assessments conducted. An assessment of the existing and pending policy framework and recommendation to improve it completed Baseline: Four assessment programs conducted Time frame: 2008/09-2009/10 Indicator: Three modalities developed. Baseline: No modality developed Time frame: 2008/09-2010/11 Indicator: Seven professional training conducted. Equal participation of women ensured. Baseline: Eight programs facilitated Time frame: 2008/09-2010/11 Indicator: Five marketing strategies developed. Baseline: No strategy developed Time frame: 2008/09-2009/10	Assessment report Modalities put in place Training reports Strategies in existence	evaluating assessment and training report and actually produced Documents	UNDP	Market opportunity Will be available
Output 3.6	A cultural tourism strategy based on culture branding identity.	Indicator: Seven assessment of tourism. Baseline: No assessment done Time frame: 2008/09 Indicator: Seven assessment of institutional capacity conducted. Baseline: No assessment done Time frame: 2008/09 Indicator: Seven consultation with stakeholder conducted.	Assessment report " " Stakeholders feedback Workshop report	Evaluating critically assessment, feedback, Workshop report & Strategic document	" "	Necessary data & information will be generated

		<p>Baseline: No consultation with stakeholders done by CHP Time frame: 2008/09</p> <p>Indicator: Three workshop of incoming tour operators conducted. Youth participation ensured.</p> <p>Baseline: No workshop of operators Time frame: 2008/09-2009/10</p> <p>Indicator: Five strategies developed.</p> <p>Baseline: No strategy developed Time frame: 2008/09-2010/11</p>	Strategy document put in place			
Output 3.7	3.7 Capacities of existing enterprises strengthened and community initiatives started	<p>Indicator: A feasibility study conducted Baseline: No study was conducted Time frame: 2008/09-2009/10</p> <p>Indicator: Enterprises, opportunities and capacity building needs identified Baseline: No enterprises opportunity and capacity identified Time frame: 2008/09-2010/11</p> <p>Indicator: Tourism community oriented enterprises delivered. Baseline: No enterprises delivered Time frame: 2008/09-2010/11</p>	<p>Study reports</p> <p>Needs assessment documents</p> <p>Support delivery reports.</p>	" "	" "	Data can be collected & generated Easily
Output 3.8	System for enterprise support and development established	<p>Indicator: Eight business development provisions developed. (UNDP) Baseline: No business development provision Time frame: 2008/09-2009/10</p> <p>Indicator: Seven institutional capacity assessments conducted. (UNDP)</p>	<p>Performance reports</p> <p>Assessment reports</p> <p>Business development reports</p> <p>Pre & post events reports.</p>	reviewing critically periodic reports.	UNDP	Data can be collected & Generated easily

		<p>Baseline: No assessment made Time frame: 2008/09-2009/10</p> <p>Indicator: Thirty five small scale income generating activities initiated and follow up undertaken. Woman and youth participation given special consideration. (UNDP)</p> <p>Baseline: No activities initiated Time frame: 2008/09-2010/11</p> <p>Indicator: Eight festivals organized.</p> <p>Baseline: No festival organized Time frame: 2008/09-2010/11</p>				
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	Outcomes	Indicators	Sources of verification	Collection methods (with indicative time frame & frequency)	UN Participating Agencies	Risk and assumption
4	<u>Outcome 4</u> Enhancement of indigenous knowledge and practices of natural heritage management as well as strengthening the link between nature and cultural based sustainable development	Best Practices identified and documented.				
4.1	Assessment of linkage between natural and cultural heritage protection/safeguarding and indigenous knowledge.	Eight surveys conducted and five adaptation mechanisms developed.	Survey reports. Mechanisms put in place	Scanning existing documents & held discussions with pertinent community leaders and members.	UNESCO	All necessary information will be obtained.
4.2	Social mobilization for using traditional knowledge for natural and cultural based development.	Eight awareness-raising sessions conducted and publication in eight local languages. Women's participation ensured. Seven strategies developed.	Popularization reports Publication order and receiving notes. Strategies put in place	Reviewing all the reports.	""	Local governments will accept and implement.
4.3	Capacity building of the population for the empowerment and	Eight community friendly development strategies developed, eight awareness-raising	Strategies operationalized	Reviewing all the reports.	""	""

	harnessing of traditional knowledge for poverty alleviation and income generation.	campaigns conducted, thirty-five development programs conducted and eight evaluations conducted.	Popularization reports Performance reports Evaluation reports			
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X. Ex Ante Assessment of Cross cutting Issues

The cross cutting concerns include gender, youth, children, and HIV/AIDS. Since this project is the first of its kind in the area of culture it is difficult to conduct an assessment of the issues based on culture specific evidence. However, other research findings suggest that culture greatly impacts these issues and vice versa.

The cultural perceptions and conception of gender are fundamental to defining gender roles and status. In the Ethiopian context, despite the constitutional guarantees and other constructive efforts, gender inequalities persist. This is evident in the prevailing cultural perception and practices that often result in gender inequality. In addition, harmful traditional practices generally target women and girls. This Joint project aims to empower women by creating enabling environment that encourages women to participate in creative activities. Women organized into groups will have access to skill training and production as well as marketing supports. Others will be encouraged to organize themselves and will receive support to enable them to start their own business in the culture sector. The project will also mainstream gender in all project activities and ensure that women benefit from the project. Women's active participation will also be highly encouraged.

Another area of focus would involve addressing the cultural rights of children and the youth. Some cultural norms undermine the role of children. The joint programme in line with the MDG strategy recognizes the contributions of children's participation to their healthy development and the sustainability of development endeavors. Therefore, it will attempt to empower this segment of the society and support their participation.

Ethiopia is one of the countries hardest hit by the fierce HIV /AIDS epidemic. Ethiopia is believed to have the fifth highest rate of infection worldwide. With the highest prevalence rate among people in their most productive and reproductive years, the HIV epidemic has resulted in an economic and social disaster. The government established the National HIV/AIDS prevention and Control Office (HAPCO) in 2002, which is responsible for coordinating the national response to the epidemic. The Joint Project seeks to enhance social cohesion and will utilize an inclusive approach.

XI) Legal Context or Basis of Relationship

The cooperation or assistance agreement, which is 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 the joint programme will be governed by their respective basic and other agreements

"Any modifications to the Joint Programme activities as approved by the Resident Coordinator, with potential to compromise the achievement of the Joint Programme objectives, including as to their nature, content, sequencing or the duration thereof, shall be subject to mutual agreement in writing between the relevant Participating UN Organizations and the Resident Coordinator, with information copy to the MDG-F Steering Committee. The Participating UN Organization shall promptly notify the Administrative Agent through the Resident Coordinator of any change in the Joint Programme budgets approved by the Resident Coordinator." (*article III, para 2 of the said MOU*):

Annual Work Plan and Budget

Annex A: Harnessing Diversity for Sustainable Development and Social Change Period: Project Year 1

Annual Target	Key Activities	Time Frame				Responsible Party	Source of Funds	Budget Description	Amount (USD) Budget 2
Outcome 1: Strengthening intercultural/religious dialogue to foster mutual understanding of heritage and the sharing of common values with a view of contributing towards social progress and social cohesion									
1.1 Capacity of the national and local stakeholders in intercultural/religious dialogue improved	1.1.1 undertake baseline survey of prevailing cultural values in the six target regions (UNESCO)	X				MOCT (BOCT at region level)	MDG-F	Personnel Supplies Commodities Travel Miscellaneous	12,000.00 6,000.00 8,000.00 8,000.00 1,000.00
	1.1.2 Organize validation workshops and consolidate the survey reports. (UNESCO)	X				MOCT and BOCT	MDG-F	Personnel DSA Supplies Miscellaneous	4,000.00 3,000.00 3,000.00 1,000.00
	1.1.3 Conduct training of trainers including teachers on facilitating intercultural dialogue (UNESCO)		X	X		MOCT and BOCT	MDG-F	Personnel DSA Supplies Travel Miscellaneous	5,000.00 3,000.00 3,000.00 5,000.00 1,000.00
	1.1.4 Conduct training of religious leaders on inter religious dialogue		X			MOCT and BOCT	MDG-F	Personnel DSA Supplies Travel Miscellaneous	4,000.00 3,000.00 4,500.00 5,000.00 1,000.00
	1.1.5 Organize roundtable forums of academics to promote good practices that promotes pluralism through intercultural dialogue (UNESCO)			X		MOCT and BOCT	MDG-F	Personnel DSA Supplies Travel Miscellaneous	5,000.00 5,000.00 4,000.00 4,000.00 1,000.00
	1.1.6 Undertake the development of toolkits and publication promoting good practices in intercultural dialogue. (UNESCO)		X			MOCT and BOCT	MDG-F	Personnel Supplies Travel Miscellaneous	8,000.00 5,000.00 5,000.00 1,000.00
	1.1.7 Organize different festivals and programs (UNESCO)		X			MOCT and BOCT	MDG-F	Personnel DSA Publication Supplies Travel Miscellaneous	5,000.00 5,000.00 12,000.00 5,000.00 5,000.00 1,000.00
	1.1.8 Organize awareness raising workshops (UNESCO)			X		MOCT and BOCT	MDG-F	Personnel DSA Supplies Commodities Miscellaneous	3,000.00 5,000.00 4,000.00 1,500.00 1,000.00

	1.1.9 Conduct workshop and training of local leaders in improving multilingualism and such trading to local education system (UNESCO)			X		MOCT and BOCT	MDG-F	Personnel DSA Supplies Commodities Miscellaneous	4,000.00 4,000.00 3,500.00 3,000.00 1,000.00
1.2 output: Capacities of religious leaders to enhance tolerance and respect for the environment through inter religious dialogue improved.	1.2.1 Organize a forum for inter/cultural religious dialogue (UNESCO)	X				MOCT and BOCT	MDG-F	Personnel DSA Supplies Miscellaneous	4,500.00 4,000.00 5,500.00 1,000.00
	1.2.2 Compile shared values of various religious communities regarding environment conservation (UNESCO)		X			MOCT and BOCT	MDG-F	Personnel Supplies Miscellaneous	4,500.00 4,000.00 1,000.00
	1.2.3 Conduct awareness raising of shared values concerning environment conservation. (UNESCO)		X			MOCT and BOCT	MDG-F	Personnel DSA Supplies commodities Miscellaneous	4,000.00 4,000.00 3,000.00 2,500.00 1,000.00
Outcome 2: Development and Implementation of the legal as well as policy framework to protect and safeguard Ethiopia's tangible, intangible, mobile, and natural heritage									
Output 2.1 : The capacity of the government and civil society enhanced in identification, management, and protection of tangible and intangible heritage	2.1.1 Hiring consultant to undertake mapping of tangible heritage assets in two pilot regions.	X				MOCT and BOCT	MDG-F	Personnel Supplies Equipment commodities Travel Miscellaneous	8,000.00 3,000.00 5,000.00 5,000.00 6,000.00 1,000.00
	2.1.2 Undertake assessment of the regulatory framework for heritage protection in the pilot regions.	X				MOCT and BOCT	MDG-F	Personnel Supplies Travel Miscellaneous	10,000.00 5,000.00 5,000.00 1,000.00
	2.1.3 Organize capacity building workshop to identify and define the intangible cultural heritage (2003 Convention) and supporting existing initiatives in selected regions.		X			MOCT and BOCT	MDG-F	Personnel DSA Supplies commodities Miscellaneous	5,000.00 5,000.00 5,000.00 5,000.00 1,000.00
	2.1.4 Conduct an assessment of site management capacities focusing on selected world heritage sites in particular along the Historical route circuit (1972 Convention)	X				MOCT and BOCT	MDG-F	Personnel Travel Supplies Miscellaneous	8,000.00 5,000.00 4,000.00 1,000.00
	2.1.5 Conduct training workshop in site management methodology including visitors plan in two pilot world heritage sites and provide recommendations for encouraging site management planning practices to be incorporated into the cultural tourism strategy - National Historical circuit.		X	X		MOCT and BOCT	MDG-F	Personnel DSA Supplies commodities Miscellaneous	7,500.00 5,000.00 3,500.00 4,000.00 1,000.00
	2.1.6 Develop modalities to prepare four site management plans at the World Heritage Sites.				X	MOCT and BOCT	MDG-F	Personnel Travel Supplies Miscellaneous	5,000.00 3,500.00 3,000.00 1,000.00
Output 2.2 Revision and development of policies and legal instruments as well as	2.2.1 Conduct assessment and organize workshop to identify gaps in the existing and pending legislation and policies. (national and six regions) and produce a					MOCT and BOCT	MDG-F	Personnel DSA Supplies commodities	10,000.00 5,000.00 7,500.00 7,500.00

capacity building to implement laws/policies.	final assessment document with concrete recommendations for encouraging the protection of cultural assets including cultural industries. (UNESCO)	X	X					Miscellaneous	1,000.00
	2.2.2 Develop a new policy framework on the basis of the recommendations on the national level. (UNESCO)				X	MOCT and BOCT	MDG-F	Personnel Travel Supplies Miscellaneous	9,500.00 3,000.00 3,500.00 1,000.00
	2.2.3 Conduct training of MoCT, and BoCT staff in the implementation of policies/laws for the safeguarding of cultural heritage and preservation of cultural industry know how and undertake follow up to assess and address key challenges. (UNESCO)				X	MOCT and BOCT	MDG-F	Personnel DSA Training of counterparts Supplies Miscellaneous	5,000.00 3,500.00 3,000.00 2,500.00 1,000.00
Output 2.3 National Implementation framework strengthened	2.3.1 Undertake the task of determining and formulating implementation modalities of new cultural heritage protection framework and develop the capacity of government institutions to implement laws and policies through workshops and training sessions as well as undertake follow up to assess satisfaction and provide further clarification where needed. (UNESCO)	X	X			MOCT and BOCT	MDG-F	Personnel DSA Travel Commodities Supplies Miscellaneous	18,000.00 5,000.00 10,000.00 4,000.00 3,000.00 1,000.00
	2.3.3 Prepare project proposal and set up management team, which includes community members and has the task of establishing Living Culture Resource Centers (Secure buildings to house the centers, renovation) that provides among others services training in cultural industries. (UNESCO)			X		MOCT and BOCT	MDG-F	Personnel DSA Travel Supplies Commodities	17,000.00 7,500.00 3,000.00 3,000.00 3,000.00
Outcome 3: Harnessing the potential of the cultural and creative industries particularly heritage based activities such as tourism and handicraft for income generation, economic development, and poverty alleviation.									
Output 3.1 Capacity of national authorities and local communities enhanced through the development of a comprehensive and centralized database of the cultural Industries.	Systematically collect and compile data on the craft industry(using the UNESCO Methodological Guideline for the Collection of craft data) and collect and compile data on other cultural industries as well as create a centralized database of the cultural industries and conduct promotional activities to publicize and ensure access to the centralized database (UNESCO)	X	X	X	X	MOCT and BOCT	MDG-F	Personnel DSA Supplies, Equipment Publication costs Miscellaneous	40,000.00 5,000.00 25,000.00 5,000.00 1,000.00

Output 3.2 The capacity and income generated through the craft industry enhanced by developing and strengthening production, quality control, and marketing of crafts.	3.2.1 Procure the necessary equipment and materials for the Living Culture Resource Centers. (UNESCO)			X		MOCT and BOCT	MDG-F	Personnel Supplies Equipment Material Miscellaneous	10,000.00 5,000.00 34,000.00 15,000.00 1,000.00
	3.2.2 Conduct training of trainers with emphasis on skill development, product design, production techniques, quality control, promotion and accounting/ business plan development.	X	X			MOCT and BOCT	MDG-F	Personnel Training Supplies Miscellaneous	15,000.00 10,000.00 10,000.00 1,000.00
	3.2.3 Hire consultants to conduct training on craft design and production for artisan particularly along the historic route and with an emphasis on training women and the youth a (UNESCO).	X	X			MOCT and BOCT	MDG-F	Personnel Supplies, Commodities Miscellaneous	10,000.00 3,000.00 5,000.00 1,000.00
	3.2.4 Hire consultant to conduct training on craft quality control and marketing for artisans particularly along historic route and with an emphasis on training women and youth.		X	X		MOCT and BOCT	MDG-F	Personnel Supplies, Commodities Miscellaneous	13,000.00 3,000.00 2,000.00 1,000.00
	3.2.5 Procure and deliver supplies and equipment for training		X			MOCT and BOCT	MDG-F	Personnel Supplies, Equipment Miscellaneous	10,000.00 5,000.00 10,000.00 1,000.00
	3.2.6 Prepare follow up workshops to address key challenges				X	MOCT and BOCT	MDG-F	Personnel Supplies, Commodities Miscellaneous	10,000.00 5,000.00 5,000.00 1,000.00
Output 3.3 Artisans empowered and effectively integrated into the market.	3.3.1 Identify key actors in the value chain (UNDP)	X				MOCT and BOCT	MDG-F	Personnel Travel Miscellaneous	7,000.00 3,000.00 1,000.00
	3.3.2 Identify potential customers for cultural products. (UNESCO)	X	X			MOCT and BOCT	MDG-F	Personnel Travel Miscellaneous	7,000.00 3,000.00 1,000.00
	3.3.3 Develop modalities of linkages between the actors along the value chain. (UNDP)	X	X			MOCT and BOCT	MDG-F	Personnel Travel Miscellaneous	8,000.00 2,000.00 1,000.00
	3.3.4 Hiring consultants to establish the linkages between the actors within craft industry. (UNDP)		X			MOCT and BOCT	MDG-F	Personnel Travel Miscellaneous	8,000.00 2,000.00 1,000.00
	3.3.5 Hire consultant to establishing linkages with other industries (UNDP)		X			MOCT and BOCT	MDG-F	Personnel Travel Miscellaneous	7,000.00 2,000.00 1,000.00
	3.3.6 Hire consultants to organize craft trade fairs.			X		MOCT and BOCT	MDG-F	Personnel Travel Miscellaneous	10,000.00 3,000.00 1,000.00
	3.3.8 Conduct advocacy and lobby to secure preferential treatment status for purchasing cultural products in government procurement regulations.				X	MOCT and BOCT	MDG-F	Personnel Supplies Miscellaneous	10,000.00 3,000.00 1,000.00
Output 3.4 Artisans empowered and their social status improved	3.4.1 Build or reinforce network of cooperatives to empower artisans. (UNESCO)		X			MOCT and BOCT	MDG-F	Personnel Travel Miscellaneous	12,000.00 8,000.00 1,000.00

through the mobilization of artisans and community awareness raising campaigns.	3.4.2 Conduct workshops and conferences to facilitate knowledge sharing and ensure visibility of the craft trade. (UNESCO)			X		MOCT and BOCT	MDG-F	Personnel Supplies Commodities Travel Miscellaneous	8,000.00 4,000.00 3,000.00 5,000.00 1,000.00
	3.4.4 Conduct awareness raising campaigns using the selected media (UNESCO)			X		MOCT and BOCT	MDG-F	Personnel Supplies Commodities Miscellaneous	5,000.00 1,000.00 4,000.00 1,000.00
	3.4.5 Train experts of MoE responsible for curriculum development and school books preparation. (UNESCO)	X				MOCT and BOCT	MDG-F	Personnel Training of counterpart Miscellaneous	15,000.00 5,000.00 1,000.00
Output: 3.5 Development and enhancement of other cultural industries such as music, film, and books.	3.5.1 Conduct an assessment of the challenges and opportunities of the cultural industries, assess the existing and pending policy framework and provide recommendations to improve it. (UNESCO)	X				MOCT and BOCT	MDG-F	Personnel Supplies Miscellaneous	15,000.00 5,000.00 1,000.00
	3.5.2 Develop modality of linkage between the players along the value chain. (UNDP)					MOCT and BOCT	MDG-F	Personnel Supplies Commodities Miscellaneous	7,000.00 1,500.00 1,500.00 1,000.00
	3.5.3 Develop professional training in the respective fields of cultural industries including books, music, film, art etc. (UNESCO)					MOCT and BOCT	MDG-F	Personnel Supplies Miscellaneous	8,000.00 10,000.00 1,000.00
	3.5.4 Develop marketing strategy linked with regional, national and international festivals, fairs, and tourism activities as well as hosting award ceremonies to recognize artists and artisans. (UNESCO and UNDP)					MOCT and BOCT	MDG-F	Personnel Supplies Commodities Miscellaneous	8,000.00 2,500.00 2,500.00 1,000.00
Output 3.6 A cultural tourism strategy based on culture branding identity	3.6.1 Base d on cultural mapping, conduct an assessment of the tourism potential of the cultural tourism assets including tangible heritage, intangible heritage, and museums.	X				MOCT and BOCT	MDG-F	Personnel Supplies Travel Miscellaneous	12,000.00 2,000.00 3,000.00 1,000.00
	3.6.2 Conduct an assessment of the institutional capacity at regional and municipality level, as well as assessing the stakeholder's structures in destination management.	X				MOCT and BOCT	MDG-F	Personnel Supplies Travel Miscellaneous	8,000.00 2,000.00 3,000.00 1,000.00
	3.6.3 Organize stakeholders consultation with members of the cultural and tourism sectors as well as civil society regarding tourism possibilities.	X				MOCT and BOCT	MDG-F	Personnel Supplies Travel Miscellaneous	5,000.00 1,000.00 2,000.00 1,000.00
	3.6.4 Organize workshop with incoming tour operators on current and potential interests		X	X		MOCT and BOCT	MDG-F	Personnel Supplies Travel Miscellaneous	7,000.00 2,000.00 5,000.00 1,000.00
	3.6.5 Develop a 'Culture brand' identity and vision for the selected destinations (6 regions) and present strategy based on this vision.	X				MOCT and BOCT	MDG-F	Personnel Travel Miscellaneous	10,000.00 3,000.00 1,000.00
Output 3.7 Capacities of existing enterprises strengthened and community initiatives started.	3.7.1 Conduct a feasibility study on Tourism use of cultural assets – buildings, sites, intangible heritage, museums etc.		X			MOCT and BOCT	MDG-F	Personnel Travel Miscellaneous	10,000.00 5,000.00 1,000.00

	3.7.2 Work with identified communities and groups (women, the poor, rural communities, youth) to identify enterprises, opportunities and capacity building needs as well as assist in the establishment of tourism community oriented enterprises delivery - guiding, handcraft, retail and catering.		X			MOCT and BOCT	MDG-F	Personnel Travel Miscellaneous	14,000.00 8,000.00 1,000.00
Output 3.8 System for enterprise support and development established	3.8.1 Draft business development service provisions for enterprise development.		X			MOCT and BOCT	MDG-F	Personnel Travel Miscellaneous	7,000.00 3,000.00 1,000.00
	3.8.2 Identify and address the capacity shortcomings of local institutions concerning financial and non financial business development services. Assessment of existing SME.			X		MOCT and BOCT	MDG-F	Personnel Travel Miscellaneous	7,000.00 3,000.00 1,000.00
	3.8.3 Based on assessment, employ a participatory approach to collectively design and fund small scale income generating activities for the community and provide seed funding to municipal women and youth association to organize festivals resulting in more visibility of tangible as well as intangible heritage and undertake follow up.				X	MOCT and BOCT	MDG-F	Personnel Travel Seed money Miscellaneous	16,000.00 10,000.00 35,000.00 1,000.00
Outcome 4: Enhancement of Indigenous knowledge and practices of natural heritage management as well as strengthening the link between nature and culture based sustainable development.									
Output 4.1 Assessment of linkage between natural and cultural heritage protection/ safeguarding and indigenous knowledge.	4.1 Conduct a comprehensive survey documenting the link between cultural and natural heritage protection and management and traditional knowledge as well as develop an adaptation mechanisms to create linkages between traditional and modern practices in heritage preservation (cooperation between 1972 and 2003 Conventions)	X				MOCT and BOCT	MDG-F	Personnel Travel Miscellaneous	23,000.00 7,000.00 1,000.00
Output 4.2 Social mobilization for using traditional knowledge for natural and cultural based development.	4.2.1 Organize awareness raising and information sessions to present project and mobilize communities as well as prepare publications in local languages to inform the local communities of the projects.		X	X		MOCT and BOCT	MDG-F	Personnel Supplies Commodities Miscellaneous	35,000.00 5,000.00 5,000.00 1,000.00
	4.2.2 Develop strategies to organize the communities and allow for networking/partnership alliance.				X	MOCT and BOCT	MDG-F	Personnel Publication Supplies Miscellaneous	10,000.00 2,500.00 2,000.00 1,000.00
Output 4.3 Capacity building of communities for the empowerment and harnessing of traditional knowledge for poverty alleviation and income generation.	4.3.1 Prepare culture and nature based development strategy with the communities keeping with the traditional values that respect societies authentic cultural heritage and respects the integrity of the environment as well as conduct awareness raising campaigns on the risks and benefits of tourism and		X	X	X	MOCT and BOCT	MDG-F	Personnel Travel Commodities Supplies DSA Miscellaneous	25,000.00 10,000.00 5,000.00 4,000.00 5,000.00 1,000.00

	the identification of methodologies to drive the benefits of the project into the local communities and develop along with the community entrepreneurial skills to create SME compatible with community traditional values as well as conduct an evaluation of this pilot approach of culture and nature based development that is linked with indigenous knowledge								
Output 5 Enhancing cross cutting capacity at the federal and regional level.	5.1.1 Recruit one Program coordinator at the federal level.	X				MOCT and BOCT	MDG-F		12,000.00
	5.1.2 Recruit one finance officer at the federal level.	X				MOCT and BOCT	MDG-F		6,000.00
	5.1.3 Recruit six Project Officers in the six selected regions.	X				MOCT and BOCT	MDG-F		40,000.00
	5.1.4 Recruit one National Assistant Program Coordinator for UNESCO Ethiopia.	X				UNESCO	MDG-F		12,000.00
	5.1.5 Recruit one National Administrative Assistant for UNESCO Ethiopia.	X				UNESCO	MDG-F		6,000.00
	Annual Evaluation and Monitoring				X				35,000.00
Total Project Cost									1,409,000.00
Indirect Cost 7%									
UNESCO Management Fee									84,000.00
UNDP Support Fee									21,211.00
Total Budget First Year									1,514,211.00

Annual Work Plans and Budget

Subsequent installments 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 are defined as legally binding contracts signed, including multi- year commitments which may be disbursed in the future). If 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 years 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 commitment of to the programme reaches 70% before the end of the twelve-month period, the participating UN organizations may upon endorsement by the NSC request the MDTF to release the next installment ahead of schedule. The RC will make the request to the MDTF office on the NSC's behalf.

Annex B: Three Year Project Budget

Category	Unit Cost	Number of Units	Total Costs
1 Personnel (by agency)			
UNESCO: International/local staff		3 years	255,500.35
UNDP: local Staff		3 years	63,875.09
			319,375.44
2. Contracts (by agency)			
UNESCO		3 years	1,368,346.34
UNDP		3 years	342,086.59
			1,710,432.93
3. Training (by agency)			
UNESCO		3 years	555,628.10
UNDP		3 years	138,907.03
			694,535.13
4. Transport (by agency)			
UNESCO		3 years	273,328.61
UNDP		3 years	68,332.15
			341,660.76
5. Supplies & Commodities (by agency)			
UNESCO		3 years	702,726.87
UNDP		3 years	175,681.72
			878,408.59
6. Equipment (by agency)			
UNESCO		3 years	272,533.71
UNDP		3 years	68,133.43
			340,667.14
7. DSA Travel (by agency)			
UNESCO		3 years	227,111.43
UNDP		3 years	56,777.86
			283,889.28
8. Miscellaneous (by agency)			
UNESCO		3 years	164,655.78
UNDP		3 years	41,163.95
			205,819.73
9. Monitoring & Evaluation			
UNESCO		3 years	
UNDP		3 years	
MOCT/BOCT		3 years	120,000.00
10. Agency Management support (by agency)			
UNESCO		3 years	84,168.80
UNDP		3 years	21,042.20
			105,211.00
			5,000,000.00

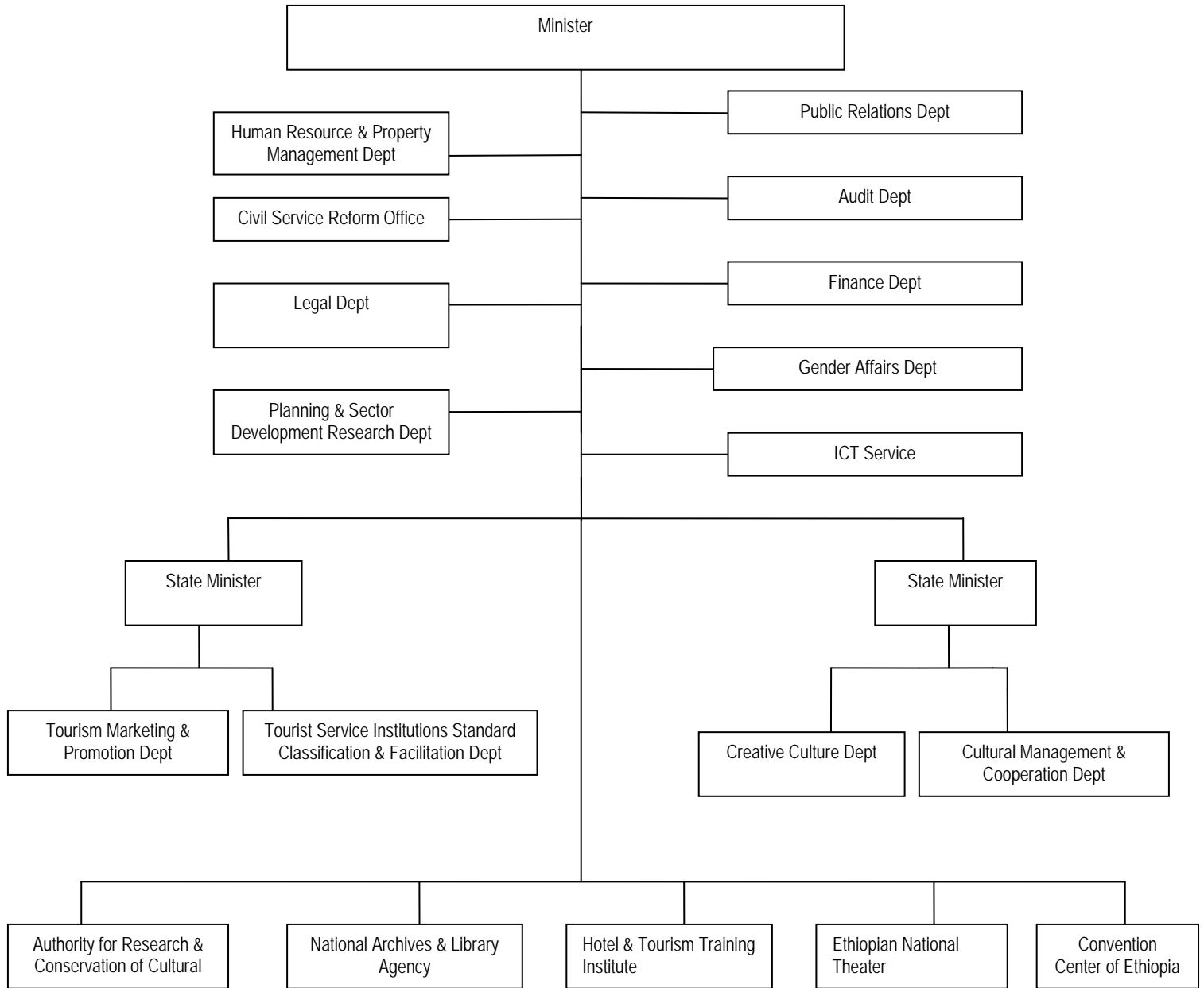
Budget by Agency	
UNESCO	4,000,000.00
UNDP	1,000,000.00
Total Budget By Agency	5,000,000.00

Annex C: Population of six regions of Ethiopia disaggregated by sex (in thousands)

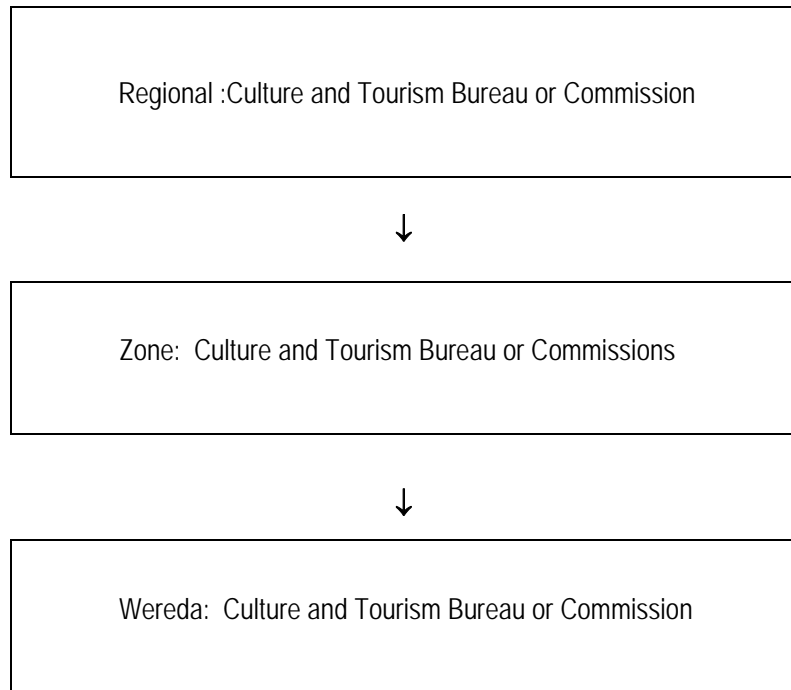
Region	Total Population	Male Population	Female Population
Addis Ababa City Administration	3,147	1,511	1,636
Oromia Region	28, 067	14,008	14,059
Amara Region	20,136	10,060	10,076
Southern Nations, Nationalities, and People	15,745	7,831	7,914
Tigray Region	4,565	2,251	2,314
Harari Region	209	107	102
Total Population Of Ethiopia	79,221	39,691	39, 530

Please note that the above figures are based on the October 1994 National Population and Housing Census. A census was recently conducted, but the new figures are not available at this time.

Annex D: Ministry of Culture and Tourism Organization Structure



Annex E: Regional Cultural and Tourism Office Structure



Please note that the SNNPRS Culture Bureau does not include tourism. Instead, the Culture Bureau is combined with the Bureau of Information while the Tourism Bureau is combined with the Bureau of Trade.

Please also, note the Harari Regional State Bureau of Culture includes the Bureau of Information.

Annex F: Stakeholders

Crosscutting Stakeholders

MoCT/ BoCT

MoFED/BoFED

Media(Public and Private Media)

Regiona Culture and Tourism Bureau/Commission

Zone Culture and Tourism Bureau/Commission

Wereda/local Culture and Tourism Bureau/Commission

Women and Youth Associations

Component 1: Stakeholders

Ethiopian Orthodox Tewahedo Church (EOTC)

EOTC is an Oriental Orthodox Christian church with a membership of about 30 - 35 million Ethiopians representing approximately 40 - 45 percent of the population. The Church's socioeconomic development wing is actively engaged in many sectors.

Ethiopian Catholic Church (ECC)

ECC is a particular church within the Catholic Church and shares divine liturgy and customs with the Ethiopian Orthodox Church . More than 500,000 Ethiopians are Roman Catholic. The Church is actively engaged in social and development efforts.

Ethiopian Evangelical Church Mekane Yesus (EECMY)

This is the largest of the Evangelical Churches in Ethiopia. Evangelical is a growing religious community and together with Pentecostals comprise an estimated 10 percent of the population. Like the other religious institutions, ECCMY has numerous programs with a socioeconomic development focus.

Ethiopian Islamic Affairs Supreme Council (EISC)

EISC assists the Ethiopian Muslim community to enrich their spiritual life and participate in the country's socioeconomic development efforts. Muslims constitute approximately 45 percent of the population.

Bridge Israel

This is a local NGO based in Gonder (Amara Region) that is involved in the formal, religious, and cultural education of Ethiopian Jews.

Ministry of Federal Affairs (MoFA)

MoFA facilitates the resolution of misunderstandings arising between regional states and serves as a focal point in creating good federal-regional relationships and cooperation based on mutual understanding and partnership. MoFA recently co-organized the " 2008 Interfaith Dialogue for Peace Building and Development."

Justice for All (JfA)

JfA is the co-organizer of the 2008 Interfaith Dialogue for Peace Building and Development. In addition, Justice for All collaborated with UNESCO and Muya in the handicraft-training project in Debre Damo Prison.

Inter Africa Group

This is the center for dialogue on humanitarian, peace, and development issues in the Horn of Africa with a mission to enhance and deepened the culture of dialogue.

Addis Ababa University (AAU)

AAU is the oldest and largest higher educational institution in Ethiopia.

Component 2: Stakeholders

Addis Ababa University

Culture Center

School of Law

Institute of Ethiopian Studies

Aksum University

Tourism Management Department

Heritage Management Department

Mekele University

School of Law

Gonder University

Tourism Management Department

Information Technology Department

Alemaya/Haramaya University

Faculty of Law

Awasa University (South)

Information Technology Department

Arba Minchi University

Tourism Management Department

Ministry of Justice (MoJ)

MoJ vision is to ensure the existence of a legal system, rule of law, and respect for human rights.

Ethiopian Intangible Heritage Protection Association (EICHA)

EICHA aims to enhance the promotion, protection, and thereby the effective utilization of the intangible cultural heritages of Ethiopia. It seeks to do so through documentation and awareness creation, promoting the preservation of the ethnological and genetic resources as well as the associated knowledge, and conducting legal research with regard to various sectors of the traditional knowledge and lobbying for the issuance of new legislations.

Municipality Office

As municipality's mandate includes approving urban development plans, safeguarding cultural heritage requires the involvement of municipality offices.

Ethiopian Orthodox Tewahedo Church (EOTC)

The church is a key stakeholder in the preservation of Ethiopia's Christian cultural heritage

Islamic Supreme Council

The Council is an important stakeholder in the preservation of Ethiopia's Islamic cultural heritage.

Component 3: Stakeholders

Ethiopian Writers Association

The association works to create a conducive environment for the promotion and development of Ethiopian literature and writers.

J.M (Ethiopia) Music Promotion

JM Ethiopia is accredited by Jeunesse Music International (J.M.I), the largest Youth Music NGO in the world with a mission to enable young people to develop through music across all boundaries. Each JMI project has a unique focus on diversity, empowerment, cultural understanding and acceptance through music.

Ethiopian Music Associations

Local music associations such as *Gighe Indigenous Art and Music Association*

Craft Association

Craft association such as the Lalibela Craft Association, women's craft associations, and *Addis Ababa monthly NGO Bazaar participants* (organized by the International Evangelical Church).

Ethiopian Film Associations

There are two film association in Ethiopia. The Associations are based in Addis Ababa and aim to promote and develop the film industry in Ethiopia.

Addis Audio Visual Publication Association

This association is actively engaged in strengthening copyright enforcement and curbing infringement of copyrights

Global Film Expressions (Ethiopian Film Initiative)

An initiative by the International Emerging Talent Film Festival (IETFF) in Monaco, aims to provide opportunities and education to those who lack the resources for cinematic expressions. Ethiopia has been selected as a pilot country. IETFF conducted a fact finding mission and UNESCO, AAU, Ethiopian Airlines, and ECA recently sponsored their first conference on "The Future of Ethiopian Film."

Ministry of Education (MoE)

MoE sets education and training standards and ensures implementation of the same.

Addis Ababa University

Culture Center

Institute of Ethiopian Studies

Ethiopian Languages and Literature Department

Theater Art Department

Faculty of Journalism and Communications

Information Technology Department

Architecture Department – Cultural Heritage in Architecture and Development

Aksum University

Tourism Management Department

Heritage Management Department

Awasa University

Tourism and Hotel Management Department

Gonder University

Tourism Management Department

Information Technology Department

Muya PLC

Muya crafts authentic, high quality handmade products inspired by traditional Ethiopian patterns. As mentioned earlier, Muya and UNESCO Addis Ababa have worked on similar projects in the past.

Abesha Traditional Center and Art Gallery P.L.C

Private sector engaged in producing and promoting Ethiopian cultural products.

Ethiopian Tourist Trading Enterprise (ETTE)

ETTE is a tourist trading enterprise with an aim of providing quality products and services.

Sine-pix Film Studio

This company works to improve the image of Ethiopia using various digital products.

It is currently producing short documentaries on various world heritage sites.

Hospitality and Tourism Development Association in Ethiopia

This association provides training for service providers in the tourism industry. In addition, it aims to improve quality control within the sector, engage in destination development and image branding.

Ethiopian Museum Support Association-

This is local NGO that assists museums enhance understanding and bridge cultures.

Tourism in Ethiopia for Sustainable Future Alternatives (TESFA)

TESTFA is a local rural development NGO that helps rural communities provide services to tourist through a network of community run tourist enterprises.

Ethiopian Tour Operator Association (ETOA)

ETOA is dedicated to raising standards in the tourism industry and ensuring that tourism plays a Key role in economic development, poverty reduction, and environmental production.

Ethiopian Heritage Trust Association

This a community oriented association that seeks to safeguard Ethiopia's natural and cultural heritage and strengthen its role/contribution to socioeconomic development.

Ethiopian Tour Operators Association(ETOA)

ETOA is a professional association with a vision of expanding the role of tour operators in the development of the tourism industry and image building as well as cooperating with stakeholders to create awareness towards the values and benefits of sustainable tourism in Ethiopia.

Tour Guide Association

This association aims to improve the quality of guide services in Ethiopia.

Hotel Association

The Hotel association is committed to improving the hotel service industry.

Federal Micro and Small Enterprise Development

This government agency assists in micro enterprise development by providing financial and technical assistance.

Culture and Art Society of Ethiopia

CASA is an active association working in the area of cultural heritage preservation and development.

Jewish Artisan Association (Gonder)

The jewish artisan community in Amhara region is renowned for their craftwork.

Youth Associations

Each region has a youth association. Youth are engaged in the implementation of the youth policy, which includes plans of actions for various sectors.

Component 4: Stakeholders

MELCA Mahiber

Working for the revival of cultural practices that implicitly or explicitly enhance sustainable relationship with nature.

Nile Transboundary Environment Action Project

Nile Basin Initiative Environmental Education and Awareness component formed national working groups in 2004. The main objectives of the working group include planning and implementing NTEAP's environment education and awareness at national levels.

Environment Protection Agency

The EPA seeks to enhance good environment governance and strengthen awareness efforts with an aim of promoting environmentally sound development.

Forum for the Environment

The Forum aims to create an environmentally literate, conscious, and accountable society in Ethiopia by creating a platform for dialogue and communication on various environment issues.

SoS Addis

SoS Addis is a women association that works with destitute women towards a greener and cleaner Addis Ababa. Moreover, it is involved in poverty reduction activities through employment creation for the most vulnerable and lower income members of society particularly women, youth, and people living with HIV/AIDS.

Ethiopian wildlife and natural History Society (EWHNS)

EWHNS disseminate information and raises awareness of the need for the conservation and sustainable use of Ethiopia's natural resources and the environment as well as conduct and support research concerning Ethiopia's fauna and flora.

Institute for Sustainable Development IISD)

The Institute promotes sustainable development through research and awareness creation. Their

work includes working with environment clubs in schools to enhance students as well as teachers understanding of biodiversity and its contribution to cultural diversity and traditional lifestyles of local communities.

Ecotourism Association of Ethiopia

The Associate's mission is to facilitate the creation of eco cultural destination of the highest tourism standards in parallel to alleviating poverty, upgrading human resources, promoting Ethiopia's rich cultural heritage , and rehabilitating environment resources.

Pastoralist Forum

This is a local umbrella NGO which aspires to see an empowered socially and economically developed pastoral communities that enjoy an affluent livelihood and durable peace and social harmony.

Population Health and Environment, Ethiopia

This consortium recognizes the interconnectedness between people and their environment and supports multisectoral collaboration and coordination across all levels of society.

Environment Development Action (ENDA) Ethiopia

ENDA aims to support local initiatives to fight poverty, preserve or improve the environment and promote active citizenship in Ethiopia

Annex G. The responsibilities of the NSC will include:

- a) Reviewing and adopting the Terms of Reference and Rules of Procedures of the NSC and/or modify them, as necessary (template is available at MDTF Office/Website).
- b) Approving the Joint Programme Document before submission to the Fund Steering Committee. Minutes of meeting to be sent to MDG-F Secretariat with final programme submission.
- c) Approving the strategic direction for the implementation of the Joint Programme within the operational framework authorized by the MDG-F Steering Committee.
- d) Approving the documented arrangements for management and coordination
- e) Approving the annual work plans and budgets as well as making necessary adjustments to attain the anticipated outcomes.
- f) Reviewing the consultation and creating synergies and seeking agreement on similar programmes and projects by other donors.
- g) Approving the communication and public information plans prepared by the PMCs.

Annex H. The responsibilities of the PMC will include:

- a) Follow up on the implementation of the project.
- b) Managing programme resources to achieve the outcomes and output defined in the programme;
- c) Aligning MDG-F funded activities with the UN Strategic Framework or UNDAF approved strategic priorities;
- d) Establishing programme baselines to enable sound monitoring and evaluation;
- e) Establishing adequate reporting mechanisms in the programme;
- f) Integrating work plans, budgets, reports and other programme related documents; and ensures that budget overlaps or gaps are addressed;
- g) Providing technical and substantive leadership regarding the activities envisaged in the Annual Work Plan;
- h) Agreeing on re-allocations and budget revisions and make recommendations to the RC as appropriate;
- i) Addressing management and implementation problems;
- j) Identifying emerging lessons learned; and establishing communication and public information plans

- k) Consolidated Joint Programme Report from the Administrative Agent and provide strategic comments and decisions and communicate this to the Participating UN Organizations.
- l) Suggesting corrective action to emerging strategic and implementation problems.

Justifications: Comment 6 and 12

Comment 6: The Programme is too ambiguous and recommendation that the implementation be limited to four regions instead.

Although the Ministry of Culture and Tourism understands the Secretariat 's concern, MoCT and UNCT believes that the proposal to implement in six regions is not ambitious for the following reasons:

1. In four of the six selected regions (Tigray, Amara, Addis Ababa, and Harari), this project builds on and complements some activities of the Cultural Heritage Project (World Bank LIL). For instance, the Cultural Heritage Project activities include restoring buildings for use as craft centers. Renovation of the selected buildings and preparations are near completion in both Aksum and Gonder. Handicraft training of 200 people on five-product lines has also been undertaken. Moreover, site management plans preparations are close to completion in two of the six regions namely Gonder and Aksum. Furthermore, several pilot inventory and documentation centers have been established including one in Aksum, Gonder, Oromia, and Harar.
2. Although the other two regions namely Oromia and Southern Nations, Nationalities, and People Regional State (SNNPRS) were not included in the Cultural Heritage Project, these regions are at the heart of Ethiopia's diversity. Fifty-six of the eighty ethnic communities are found in Oromia and SNNPRS. Moreover, these regions are rich in biodiversity. In addition, crafts offer an important supplementary source of income in these regions. Products of the region include pottery, basket making, bamboo works, horn products, vegetable fiber products, woodcarving, and weaved products. These regions also house some of the endangered cultural sites of Ethiopia. The Oromia regional state, which shares borders with three countries and almost all the regional states of Ethiopia has also experienced its share of conflicts. Given the great cultural and natural diversity as well as the needs of these communities, this project would significantly contribute to the sustainable development of these regions.
3. The SNNPRS Cultural Bureau/Office in collaboration with MoCT has also advanced in its preparation of the management plan.
4. Ethiopia is comprised of nine regions and two city administrations. On the regional level, this project is to be implemented in five regions and one city administration namely Amara, Tirgray, Oromia, SNNPRS, Harari, and Addis Ababa City Administration as well as on the federal level (seventh location). In a federalist as well as a multi ethnic state, it is imperative that regional balance be maintained when taking on projects of this scale and significance. Therefore, an inclusive strategy is of

utmost priority to enhance socio-economic development among and within the numerous regions and ethnicities. MoCT firmly believes that five million dollars when managed effectively can considerably contribute to development efforts in all six regions.

- 5 Additionally, please note that some activities are only implemented on a pilot bases or along historic sites. For instance, the regulatory framework assessment will be conducted in two pilot regions.

Comment 12: Programme Management Committee should includes relevant civil society representatives.

For practical reasons, the MoCT would like to maintain the Programme Management Committee (PMC) as described in the original submission of the JPD. Moreover, it would like to note that the composition complies with guidelines as the guidelines only require implementing agencies and relevant government counterparts. On it's part the MoCT will ensure that the relevant stakeholders and civil society representatives will be invited to key meetings pertaining to their areas of engagement.