



# NAMIBIA

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

Joint Programme Outcome(s)

1. **KNOWLEDGE BASE**

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

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

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

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

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## EXECUTIVE SUMMARY

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

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

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

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

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

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

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

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

In achieving the aims of this Programme, *UNESCO* will play a leading role. *UNESCO*, together with other UN agencies (*ILO*, *UNDP/ UN-Habitat*, *UNEP*) will work in collaboration with the key government institutions<sup>2</sup>, the private sector<sup>3</sup> and the participating communities in preparing and implementing the JP. The participating UN agencies have a wealth of comparative advantages that will add value and assist in leading the implementation of the Joint Programme. The comparative advantages are stated below (see Annex B for further information on UN Agencies' comparative advantages).

## **UNESCO**

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

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

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

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

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

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

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

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

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

## UNEP

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

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

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

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

## UN-HABITAT

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

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

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

- Output 1.1: Knowledge base and information sharing portal development. Baseline on tangible and intangible heritage and training
- Output 3:1 Communities’ capacities, end products and livelihoods upgraded through establishing pilot sites and HIV/AIDS awareness campaigns instituted

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

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## ILO

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

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

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

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

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

## Situation Analysis

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

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

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

The country report on the development of sustainable tourism in Namibia<sup>5</sup> indicates that there is a growing demand for tourism products and cultural aspects. There is an increase in the number of foreign tourists that visit the country (e.g. 321,773 in 2005 – 405,904 in 2006) and according to the same report, “Namibia is the fourth fastest growing tourism economy in the world”<sup>6</sup>. Interestingly the Millennium Challenge Account (MCA) report records that the tourism industry in Namibia is one of the significant employers in the country accounting for 18% of the work force, thus contributing 14.2 % of the GDP. The MCA is a five-year programme signed between Namibia and the Millennium Challenge Corporation that is worth US\$304.5 million with some US\$67 million earmarked for tourism alone. It aims at “reducing poverty and accelerating economic growth” through improving the quality of education and increasing income among the marginalized and poor communities in Namibia. The MCA focuses on three main areas: Education, Tourism and Agriculture.

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

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

Namibia has ratified a number of international conventions<sup>7</sup> in the area of cultural/natural heritage. These conventions, and others, have given Namibia, as a country, a comparative advantage in addressing crucial issues pertaining sustainable land use management and further support the government in implementing the National Poverty Reduction Action Plan. These initiatives are both emphasized in the Common Country Assessment (CCA) and UNDAF for Namibia.

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

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<sup>5</sup>Asheke, J.W and Katjuongua O, 2007, Development of Sustainable Tourism in Namibia Country Report. Unpublished Workshop Report

<sup>6</sup>ibid

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

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

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

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

## Strategies

### Background/Context


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

One of Government's key goals is to create a "tolerant society that is proud of its diversity" (p. 41 of *Vision 2030*). There exists a wealth of unidentified cultural heritage closely linked to rural communities and indigenous peoples<sup>8</sup>. In light of the manifest unevenness in the types of heritage sites and products acknowledged and promoted in Namibia, the JP recognizes the need to redress this situation. Providing support for the identification and documentation of the country's heritage will provide core data to enrich the diversity of Namibia's documented cultural capital<sup>9</sup>, thus reduce the existing imbalance of the current

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

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

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

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

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

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

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

Namibian heritage practitioners will receive formal training in institutions available within the Africa region<sup>10</sup>. Training will be aimed at providing the practitioners with a better understanding of critical processes in conservation in order to apply them at the macro/micro levels; improve their strategic planning skills relevant to heritage management, particularly in the African context; expand their awareness,

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

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

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

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

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

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

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

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

Given its high prevalence, HIV and AIDS is the leading cause of death in Namibia, a situation threatening sustainable livelihoods and national development. The JP foresees the streamlining of an HIV and AIDS education and prevention strategy within programme activities. Indeed, the conventional Sustainable Livelihoods framework has provided quite a clear basis for understanding how HIV and AIDS can impact on various aspects of livelihoods in many different ways<sup>11</sup>. The links between HIV and AIDS and livelihoods/food security are well known. For instance, food insecurity can increase the risk of a person becoming infected with the HIV virus while HIV and AIDS can increase the vulnerability of households and communities to food insecurity. It is to be noted that the Government of Namibia has put in place aggressive programmes to fight the pandemic in all 13 regions<sup>12</sup> and calls upon all sectors in the country to contribute to the creation of "a HIV competent communities that will curtail the spread of HIV". In response to this call, actions within the JP will include the development of gender-responsive, culturally appropriate, information campaigns at the community level, particularly where programme interventions will be made. Since another Joint Programme has been developed on gender issues in Namibia, the gender emphasis in the culture JP will allow for complementarities.

In an effort to support ongoing government and other efforts, the JP will create an enabling environment for multiple development strategies to take place through pilot interventions at the community level. It will support the improvement of the livelihoods of local communities, while respecting the Namibian supreme law (the constitution) by promoting the right to cultural identity and expression as enshrined in Article 19<sup>13</sup>. To this end, the programme will pilot five models for the sustainable creation of employment and income opportunities for beneficiaries<sup>14</sup> (focusing on women, marginalized and vulnerable social groups) through the promotion and protection of Namibia's cultural heritage, namely through Cultural Villages, Cultural Trails, Cultural Centres, Cultural Industries and through a Geopark<sup>15</sup>. These models were chosen because some data in Namibia and empirical data from other countries indicate that they have good potential to create a significant number of job opportunities, particularly for indigenous peoples and rural communities. Since employment sites are strictly local, employment arrangements will be more flexible (part-time, group based), and will enable the beneficiaries to tap into their existing traditional skills base. In the case of the Geopark, an added advantage is its novelty to the African continent – the park would be the first of its kind in Africa. To earn the Geopark label, an area must possess a significant geological heritage, a coherent management structure and an economic development strategy, based notably on sustainable tourism. Proclamation of Africa's first Geopark under UNESCO's patronage would not only ensure the appropriate recognition, preservation and promotion of Namibia's important geological heritage but would also guarantee, in line with the proclamation criteria, that actions are being taken to improve the socio-economic development of the local communities living in the designated parks. Furthermore a proclamation would have the added advantage of stimulating international interest and add new dimensions to tourism attractions in Namibia.

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

<sup>11</sup> See especially Loevinsohn & Gillespie (2003), Stokes (2003) and Harvey (2003).

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

<sup>13</sup> Article 19 of the Constitution of the Republic of Namibia, refers to Culture

<sup>14</sup> Also defined as (Target Groups)

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

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

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

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


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

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

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

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

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

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

### **Background to the regions selected for pilots**

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

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

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

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

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

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

<sup>17</sup> N° 4 of 1975

<sup>18</sup> N° 2° 1973.

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

### **Caprivi Region**

The Caprivi region, situated in the north-eastern part of Namibia, has a total population of 79, 826 and the majority are women totalling 40, 749. About 72 % of the population resides in the rural areas surviving on subsistence agriculture and utilisation of the environment for their livelihoods. The country statistics show that Caprivi is the first poorest region in Namibia with Human Poverty Index (HPI) of 36 % compared to 24.7% of the entire country. It has the highest HIV and AIDS rate of 40% and lowest life-expectancy of 43 years for females and 41 years for males. Approximately 50% of the households are headed by women<sup>19</sup>. The Caprivi is home to one of the marginalised ethnic minority groups - SAN who reside in the western part of the region. Women and marginalised minority groups are the intended beneficiaries of interventions in this region. The envisaged intervention in this JP, the cultural trail, is aimed at employment creation, especially for women and the youth, while at the same time boosting tourism in the region given its strategic location (bordering four countries Botswana, Zimbabwe, Zambia and Angola). The cultural trail is located in two parks (i) the Mamili national park, a nature reserve of 320 sq km. through which the Chobe river flows and (ii) the Mudumu National Park another nature reserve spanning 110 sq km. Vegetation is predominantly Caprivi flood plain in both reserves.

### **Erongo Region**

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

### **Hardap Region**

The region is situated in the southern part of the country with a total population of 68 249, and 31% of this population is employed in the farms. Subsistence and livestock farming form the mainstay of the livelihoods. Statistically only 27% of the entire population is employed, in spite the fact that earning a salary is the preferred form of employment in this region<sup>20</sup>. The majority employed are men, constituting 72% of the population. This leaves women who comprise almost 50% of the population in abject poverty. The majority of the people who live in the region are Nama/Damara, descendents of the Khoisan whose original economic lifestyle depended on pastoral nomadism. In an attempt to diversify the existing economy the JP it aims to promote the traditional method of tanning and safeguarding the associated tangible and intangible heritage of the indigenous population in the region. In this region is the Hardap recreational resort, located in a game park of 252 sq km. Park vegetation consists of dwarf shrub savannah.

### **Kavango Region**

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

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

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

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activity<sup>21</sup> given the fact that 82% of the population resides in rural areas. The proposed Cultural Village in this region has a potential of becoming an important economic hub, with the prospects of making significant contributions to women income as well as employment creation. The proposed pilot will be located in the 225 sq km Mahango game park. Vegetation consists of north-eastern Kalahari woodland, riverine woodlands and islands Okavango valley.

### **Kunene Region**

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

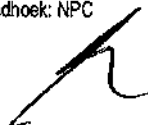
### **Omaheke Region**

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

### **Omusati Region**

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

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

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

### **Oshikoto Region**

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

### **Otjozondjupa Region**

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

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

### **Lessons Learned**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **The Proposed Joint Programme**

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

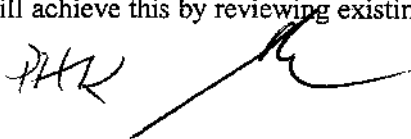
**OUTCOME 1** - Knowledge and capacity base enhanced, heritage identified and safeguarded.

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

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

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

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



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

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

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

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

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

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## Results Framework

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

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

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

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

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

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

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

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

### Cultural Trails

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

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

### **Cultural Villages**

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

### **Cultural Industries and Cultural Industries Promotion**

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

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

### **Cultural Centre and Interpretive Centre**

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

### **Geopark**

A bill to review the Parks and Wild Life Management Act has been submitted for approval in 2008 to the Parliament and will allow to strengthen protected areas' regulation and to launch in Namibia the Geopark programme<sup>25</sup>. The Directorate of Geological Survey in the Ministry of Mines and Energy has been entailing since 2004 action to assess the geological and socio-cultural assets and potentials in a vast area located in the North West of Namibia and worked on a proposal for the establishment of the Gondwanaland Geopark which falls within three of Namibia's political regions, namely Erongo, Kunene and Otjozondjupa.

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

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

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

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

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

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





Table 1. Summary of the Results Framework

UNDAF Outcome 2: By 2010, livelihoods and food security among most vulnerable groups are improved in highly affected locations										
JP OUTCOME 1: KNOWLEDGE AND CAPACITY BASE ENHANCED, HERITAGE IDENTIFIED FOR MANAGEMENT AND SAFEGUARDING										
Indicators: Due to the nature of the projects proposed in this window for culture and development, the required baseline data that could serve as indicators for the JP are not available, since there is no research so far carried out in this area.										
Preserving and Promoting tangible heritage, safeguarding and promoting intangible cultural heritage and supporting the development of legal instruments for copyright and neighboring rights including the protection of indigenous knowledge and practices										
JP Outputs (Give corresponding indicators and baseline)	UN Organization	Responsible Agency	Priority of Programme	Implementing Partner	Output	Resources Allocated	Y1	Y2	Y3	Total
Output 1.1 Knowledge base and information-sharing portal development; baseline on tangible and intangible heritage and training	UNESCO	Country programme 2008-2013	UNESCO	MYNSSC	Research and review of existing databases of government ministries and different organizations in the country	15,000.00				15,000.00
Indicators: quantitative baseline data identified and comprehensive assessment developed; comprehensive database on tangible and intangible heritage developed, disseminated & available on line (products, cultural practitioners etc.); # of directorates and public		UNESCO	Country programme 2008-2013	MYNSSC	In-service training of professionals in tangible cultural heritage documentation / database setting and data management	10,000.00	10,000.00			20,000.00
		UNESCO	Convention on Safeguarding Intangible Cultural Heritage NDP3 2008-2012	MYNSSC	Training of youth groups (at least 60% girls) in the 9 target regions in documentation of intangible heritage and socio-cultural issues dominant in those regions	25,000.00	21,100.00	21,100.00	21,100.00	67,200.00

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

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inventories; limited effective protection of the intellectual property rights of cultural practitioners and cultural goods producers; inappropriate operative framework of the legislation on cultural tourism and sustainable human settlements	Through Technical Assistance, MRLGHRD will be provided with a review proposal document and recommendations by Year 1 of the programme cycle; by Year 2 of the programme cycle a review final document will be produced and the approval process for amending the Town and Regional Planning Act launched –UN-Habitat.	UN-Habitat Habitat Agenda target 11	MRLGHRD	Review Town and Regional Planning Act	10,000.00	10,000.00		20,000.00
	Based on the results of the baseline study and needs assessment, recommendations aligned with international standards will be produced by end of Year 1 of the programme cycle; 1 university curriculum for land-use planning course (undergraduate level) will have been developed & accredited by Year 2 of the programme cycle –UNESCO and 20 planners trained (Windhoek) –UN-Habitat; by Year 3 of the programme cycle 20 registered planners will receive upgrading and hands-on application training –UN-Habitat	UNESCO Cluster programme 2008-2013	MRLGHRD	Development of university curricula on for land-use planning course	15,000.00	15,000.00		30,000.00
	By Year 1 of the programme cycle gaps concerning heritage subjects & contents in public secondary & tertiary education level curricula are assessed and appropriate teaching material is produced; by Year 3 of the programme cycle teaching materials are published and 15 Teachers-trainers to train at least 350 teachers on cultural and natural heritage issues –UNESCO	UN-Habitat Agenda target 11	MRLGHRD	Training of Planners on Traditional knowledge on cultural layout planning of settlements and architectural designs (including the use of traditional knowledge to improve energy saving measures)	30,000.00	30,000.00	30,000.00	60,000.00
	By Year 1 of the programme cycle gaps concerning heritage subjects & contents in public secondary & tertiary education level curricula are assessed and appropriate teaching material is produced; by Year 3 of the programme cycle teaching materials are published and 15 Teachers-trainers to train at least 350 teachers on cultural and natural heritage issues –UNESCO	UNESCO EFA 2015	MoE	Assess gaps concerning heritage issues in secondary and tertiary education systems' subjects and contents	20,000.00			20,000.00
	NHC will be provided with equipment and staff training to launch a comprehensive portal for cultural and natural heritage information-sharing by Year 2 of the programme cycle; collected data on culture will be migrated and fed into the portal, to be fully operational by the end of Year 3 of the programme cycle –UNESCO	UNESCO EFA 2015	MoE	Develop, adapt and publish teaching materials on cultural/ and natural heritage		30,000.00	30,000.00	60,000.00
	NHC will be provided with equipment and staff training to launch a comprehensive portal for cultural and natural heritage information-sharing by Year 2 of the programme cycle; collected data on culture will be migrated and fed into the portal, to be fully operational by the end of Year 3 of the programme cycle –UNESCO	UNESCO Country programme 2008-2013	NHC	Train teachers and teacher trainers on heritage	20,000.00	10,000.00	5,000.00	35,000.00

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

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

<p><b>Output 1.4</b>  <b>Validation of pilot sites for implementation and identification of new sites for replication</b></p> <p><i>Indicators:</i> Relevance of pilot sites identified according to set parameters and corresponding indicators with benchmarks; equitable process selection and representativeness of stakeholders / potential actors involved</p> <p><i>Baseline:</i> Lack of baseline, empirical data and defined criteria for the validation of sites where to implement the pilot models and for the identification of new sites for replication</p>	<p>By end of Year 1 of the programme cycle the panel composed by Namibian experts with advisory support from JP partners will be set-up and exact parameters and corresponding indicators with benchmarks for the sites validation will be established and tested on the ground; by early Year 2 of the programme cycle the localities where the pilot models will be implemented will be validated and new sites identified for replication of the pilot models –UNESCO</p>	<p>UNESCO Country programme 2008-2013</p>	<p>NPC</p>	<p>Constitute an expert panel that will validate the localities based on empirical data from baseline studies, research, participatory assessments and environmental &amp; cultural impact assessments</p> <p>Asses the baseline and collate the assessment studies on the feasibility of the proposed pilot models for the purpose of setting a selection criteria</p> <p>Validation of pilot sites, identification of sites for replication and presentation to stakeholders</p>	<p>6,000.00</p> <p>42,000.00</p> <p>6,000.00</p> <p>54,000.00</p>	<p>6,000.00</p> <p>8,000.00</p> <p>6,000.00</p> <p>20,000.00</p>	<p>12,000.00</p> <p>50,000.00</p> <p>12,000.00</p> <p>74,000.00</p>
<p><b>Total of Outcome 1 in US\$</b></p>				<p>482,500.00</p>	<p>466,100.00</p>	<p>286,100.00</p>	<p>1,234,700.00</p>
<p><b>Budget Outcome 1 by Agency:</b></p>							
<p>UNESCO</p>				<p>396,000.00</p>	<p>331,100.00</p>	<p>191,100.00</p>	<p>918,200.00</p>
<p>UNEP</p>				<p>35,000.00</p>	<p>80,000.00</p>	<p>50,000.00</p>	<p>165,000.00</p>
<p>ILO</p>				<p>25,000.00</p>	<p>15,000.00</p>	<p>15,000.00</p>	<p>55,000.00</p>
<p>UN-HABITAT</p>				<p>26,500.00</p>	<p>40,000.00</p>	<p>30,000.00</p>	<p>96,500.00</p>



**UNDAF Outcome 2: By 2010 Livelihoods and Food security among most vulnerable groups are improved in highly affected locations**

**JP OUTCOME 2: LIVELIHOODS ARE MAINSTREAMED INTO SUSTAINABLE CULTURAL POLICIES AND STANDARDS ARE MADE COMPATIBLE WITH EXPECTED CULTURAL TOURISM**

Indicators: Due to the nature of the projects proposed in this window for culture and development, the required baseline data that could serve as indicators for the JP are not available since there is no research so far carried in this area

Promoting cultural rights in the SADC region and Promoting intangible cultural heritage and supporting the development of legal instruments for copyright and neighboring rights including the protection of indigenous knowledge and practices - CP Strategy

Output 2.1	UNESCO 1972 and 2003 Conventions	MYNSSC	Research, review and harmonize national policies and legislative frameworks on tangible / intangible heritage	10,000.00	10,000.00	20,000.00
<p><b>Output 2.1</b></p> <p><b>Harmoonization and publicizing of relevant policies and legislation on tangible/intangible heritage and customary laws</b></p> <p><i>Indicators:</i> Reviewed policy document for protecting Tangible &amp; Intangible Cultural Heritage shared and publicized; # of stakeholders reached with information on international set tools for protecting Tangible &amp; Intangible Cultural Heritage; platform provided to bridge national legal framework &amp; policy with customary laws</p> <p><i>Baseline:</i> Insufficient alignment of national heritage legislation &amp; policies to international cultural heritage conventions; weak linkages between national and local policies resulting in a lack of harmonization between policy &amp; legislative framework and customary laws; weak awareness in tourism industry on international standard tools for the protection of Tangible &amp; Intangible Cultural Heritage</p>	<p>By Year 2 of the programme cycle Government is supported in the revision of National policy and legislative frameworks on tangible/intangible heritage in line with international instruments and 1 awareness raising campaign on international instruments to protect Tangible and Intangible Cultural Heritage will have targeted main stakeholders in the cultural/natural tourism industry; by Year 3 of the programme cycle workshops will be conducted in the 5 selected pilots to distribute the produced updated information on the legal framework and international instruments, to further ensure linkages between national and customary laws –UNESCO</p>	MYNSSC	Build an increased awareness of (a) World Heritage (b) Intangible Cultural Heritage and national policies in the cultural/natural tourism industry	30,000.00	25,000.00	55,000.00
<p><b>Output 2.2</b></p> <p><b>Communities/groups in the nine focus regions reaping benefits from cultural/natural heritage assets</b></p> <p><i>Indicators:</i> # of parliamentarians, regional governors &amp; chancellors</p>	<p>By Year 2 of the programme cycle awareness will be raised among parliamentarians and decision-makers at central and regional level on international aspects, including MEAs, multilateral agreements, which need to be transposed into the national policies &amp; plans –UNEP</p>	MET	Conduct an awareness campaign at different levels to inform parliamentarians, regional governors & councillors and traditional authorities on the sustainable utilization of cultural / natural assets	40,000.00	15,000.00	55,000.00
<b>2.1 Sub-Total</b>				<b>10,000.00</b>	<b>40,000.00</b>	<b>75,000.00</b>

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and traditional authorities, and stakeholders sensitized on the sustainable utilization of cultural / natural assets; training material addressed to communities produced and in use	By Year 2 of the programme cycle different target groups are sensitized on the existence of national heritage legislation, policies and institutional frameworks that enhance their livelihoods – UNEP	UNEP 1992 Convention on Biological Diversity	MET	Develop, test & translate into different languages, simplified manuals, hand books and simplified awareness materials on best practices for the different target groups	60,000.00	20,000.00	80,000.00
<b>Baseline:</b> Weak awareness of stakeholders on Heritage laws and policies; low capacity of communities in sustainable use of cultural / natural assets, including in services of cultural tourism	By Year 2 60 stakeholders (policy makers, CBOs, and NGOs) have been sensitized on sustainable use of cultural/natural assets –UNEP	NPRAP UNEP 1992 Convention on Biological Diversity	MET	Conduct 3 Stakeholders' workshops on heritage policy (linked to ongoing MET activities)	10,000.00	10,000.00	30,000.00
<b>2.2. Sub-Total</b>					<b>70,000.00</b>	<b>70,000.00</b>	<b>165,000.00</b>
<b>Output 2.3</b> <b>Strengthening governance of Namibia's Geopark programme</b>	Government provided with Technical Assistance, requested infrastructure & equipment to develop Guidelines for management & monitoring structure of Geoparks by Year 2 of the programme cycle; 1 stakeholder meeting by Year 2 of the programme cycle; Geoparks Policy and legislation are effectively implemented by Year 3 of the programme cycle –UNESCO	UNESCO Executive Board, June 2001 (161EX/ Decisions, 3.3.1) NPRAP	MME	Support law enforcement and implementation of the Parks and Wild Life Management Act, strengthening Government & institutional capacity to develop policy, management & monitoring guidelines for Geoparks	20,000.00	15,000.00	35,000.00
<b>Indicators:</b> Policy and regulatory framework for the Geoparks establishment in place; # of people sensitized on Geopark policy and legislation; linkages with the formal education system and geological associations strengthened	Geological Society supported by Year 3 of the programme cycle in partnership programmes establishment and field-schools programmes development, in cooperation with basic, secondary education system, as well as with Universities' relevant departments and curricula (Geology, Environment), as per the different educational needs of the public –UNESCO	UNESCO Executive Board, June 2001 (161EX/ Decisions, 3.3.1) NPRAP	MME	Support networking and partnerships development between geological associations and the primary, secondary schools & tertiary education system, to build the framework for Geopark education programme including field-school & research activities	20,000.00	15,000.00	35,000.00
<b>Baseline:</b> Policy and regulatory framework for Geoparks not yet in place							
<b>2.3. Sub-Total</b>					<b>20,000.00</b>	<b>35,000.00</b>	<b>70,000.00</b>
<b>Total of Outcome 2 in US\$</b>					<b>100,000.00</b>	<b>145,000.00</b>	<b>310,000.00</b>
<b>Budget Outcome 1 by Agency:</b>							
UNESCO					30,000.00	75,000.00	145,000.00
UNEP					70,000.00	70,000.00	165,000.00

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

**JOINT PROGRAMME OUTCOME 3: IN PILOT SITES, SOCIAL DEVELOPMENT IS INTEGRATED IN CULTURAL POLICIES TO REDUCE POVERTY AMONG POOR COMMUNITIES, IMPROVE THEIR LIVELIHOODS AND FURTHER EMPOWER WOMEN**

Indicators: Due to the nature of the projects proposed in this window for culture and development, the required baseline data that could serve as indicators for the JP are not available since there is no research so far carried in this area

Promoting cultural rights in the SADC region and supporting the recognition of culture as poverty leverage

Output 3.1 Communities' capacities, end products and livelihoods upgraded through establishing pilot sites and HIV/AIDS awareness campaigns instituted	By 2010 identified pilot models selected by screening panel, aimed reducing poverty are fully operational - UNESCO, ILO & UN-Habitat	UN-Habitat Agenda target 11 Vision 2030 NDP3 2008-2012	MYNSSC	Establishment of the following identified pilot models: Note further descriptions of activity per pilot model are attached as Annex C				
<p><i>Indicators:</i> Model for replication of each proposed pilot project; pilot sites with HIV and AIDS awareness campaigns component established; # of professional workers (at least 60% women ) trained; # of communities trained on how to seek/create employment and generate income; # of partnership with other Development partners created/established</p> <p><i>Baseline:</i> Lack of model piloted and tested; weak ability in the cultural tourism sector and Weak partnerships and networking in the market</p>	<p>Through a participatory approach and consultation meetings with the communities &amp; established committees a feasibility study, marketing and presentation policies will be developed by Year 1 of the programme cycle simultaneously with the impact studies (see Output 1.4) in order to feed the Heritage Site management plan (see Output 1.2) of Year 2 of the programme cycle; by Year 1 of the programme cycle a Community-based Management Team will be constituted to manage the information Centre; training of the Centre staff at both levels, managerial and technical will be carried out by Year 3 of the programme cycle; research on the cultural assets in the territory including for contents of exhibitions will start by Year 2 of the programme cycle as basis of the signage design and exhibition design; Improvement o the infrastructures, provision of equipment for the Information Centre and the protection of the Heritage Site will be started by early 2 Year of the programme cycle; sanitation, solar electricity, ICTs and basic (office) equipment will be procured and installed by Year 3 of the programme cycle, to enable the Information Centre to be fully equipped and operational by end of Year 3 of the programme cycle; Promotional and marketing materials will be developed and made available for distribution by early Year 3 of the programme cycle; at least 15 trainees will be identified and will have received training of trainers as interpreters and tour guides by</p>			Feasibility study (including availability of local building material), Marketing, HIV & AIDS plan and presentation policies	5,000.00	5,000.00	10,000.00	
				Establishment of the Community-based Management Team	5,000.00		5,000.00	
				On-going research about the cultural assets of the region including for contents of exhibitions		5,000.00	5,000.00	10,000.00
				Provision of land (Local authorities to provide land)		0	0	0
				Improvement of infrastructure of the interpretive centre (communities to provide labour)		15,000.00	40,000.00	55,000.00
				Develop & install signage (interpretive centre and site)		5,000.00	5,000.00	10,000.00
				Provision of running water & sanitation		25,000.00	25,000.00	50,000.00
				Provision of solar electricity and telecommunications			20,000.00	20,000.00
				Provision of & installation of ICTs (including internet infrastructure), basic (office) equipment and related training in ITC			20,000.00	20,000.00
				Develop & distribute promotional & marketing materials		5,000.00	10,000.00	15,000.00
				Establish linkages with tour operators		5,000.00	5,000.00	10,000.00
				Training of interpreters & Tour guides		10,000.00	10,000.00	20,000.00
				Exhibition design and installation		5,000.00	15,000.00	20,000.00

	Year 2 of the programme cycle; 75% of trainees will be able to train local trainees by Year 3 of the programme cycle; linkages with tour operators will be fostered by Year 3 of the programme cycle –UN-Habitat	UNESCO Country programme 2008-2013	MYNSS	Consultancy work and M&E	10,000.00	10,000.00	10,000.00	20,000.00
<b>3.1 – Pilot 1 Sub-Total</b>		UNESCO Country programme 2008-2013	MYNSS		10,000.00	90,000.00	165,000.00	265,000.00
By Year 2 of the programme cycle, consultations with local communities will serve as basis for the establishment of the Community-based Management Team of the Centre and for the development of the management policies / strategy, the marketing and presentation policies and in-depth research for the purpose of the contents of exhibitions; training of the Centre staff at both levels, managerial & technical will be organised by Year 3 of the programme cycle;	Improvement of the infrastructures, and provision of equipment for the Cultural Centre will be started by early 2 Year of the programme cycle; sanitation, solar electricity, ICTs and basic (office) equipment will be procured and installed by Year 3 of the programme cycle, to enable the Centre to be fully equipped and operational by the end of Year 3 of the programme cycle; basic facilities will be set-up and handicrafts tools provided by Year 3 of the programme cycle; Promotional and marketing materials will be developed and made available for distribution by early Year 3 of the programme cycle; at least 20 trainees will be identified and received training of trainers as interpreters and tour guides by Year 2 of the programme cycle; 75% of trainees will be able to train local trainees by Year 3 of the programme cycle; linkages with tour operators fostered by Year 3 of the programme cycle –UNESCO	UNESCO Country programme 2008-2013	MYNSS	Development of Management policies & strategy	5,000.00	5,000.00	5,000.00	5,000.00
		UNESCO Country programme 2008-2013	MYNSS	Establish the Community-based Management Team and develop its capacity for the sustainability of the Centre	7,000.00	7,000.00	7,000.00	14,000.00
		UNESCO Country programme 2008-2013	MYNSS	Marketing, HIV & AIDS plans and presentation policies	5,000.00	5,000.00	5,000.00	5,000.00
		UNESCO Country programme 2008-2013	MYNSS	On-going research about the cultural assets of the region and for content of exhibitions	3,000.00	3,000.00	2,000.00	5,000.00
		UNESCO Country programme 2008-2013	MYNSS	Provision of land (Local authorities to provide land)	0	0	0	0
		UNESCO Country programme 2008-2013	MYNSS	Improvement of the building	20,000.00	20,000.00	30,000.00	50,000.00
		UNESCO Country programme 2008-2013	MYNSS	Design and install signage	4,900.00	4,900.00	5,000.00	9,900.00
		UNESCO Country programme 2008-2013	MYNSS	Provision of running water & sanitation	8,000.00	8,000.00	8,000.00	16,000.00
		UNESCO Country programme 2008-2013	MYNSS	Provision of solar electricity & telecommunications	16,000.00	16,000.00	16,000.00	16,000.00
		UNESCO Country programme 2008-2013	MYNSS	Provision of & installation of ICTs (including internet infrastructure), basic (office) equipment and related training in ITC	15,000.00	15,000.00	15,000.00	15,000.00
		UNESCO Country programme 2008-2013	MYNSS	Promotional & marketing materials	9,000.00	9,000.00	9,000.00	9,000.00
		UNESCO Country programme 2008-2013	MYNSS	Linkages with tour operators	5,000.00	5,000.00	5,000.00	10,000.00
		UNESCO Country programme 2008-2013	MYNSS	Training of interpreters & Tour guides	8,000.00	8,000.00	9,000.00	17,000.00
		UNESCO Country programme 2008-2013	MYNSS	Exhibition design and installation	5,000.00	5,000.00	10,000.00	15,000.00
		UNESCO Country programme 2008-2013	MYNSS	Setting-up of basic facilities and handicraft tools provision	2,500.00	2,500.00	2,500.00	5,000.00
		UNESCO Country programme 2008-2013	MYNSS	Consultancy work and M&E	9,000.00	9,000.00	9,000.00	18,000.00
<b>3.1 – Pilot 2 Sub-Total</b>		UNESCO Country programme 2008-2013	MYNSS		82,400.00	82,400.00	127,500.00	209,900.00
By Year 2 of the programme cycle, consultations with local communities will serve as basis for the development of the management & conservation plan, and the marketing & presentation policies; results of participatory research on the socio-cultural aspects will constitute the basis for the design of the trail for major		UNESCO Country programme 2008-2013	MYNSS	PILOT 3. Cultural trail (Omusati region):				
		UNESCO Country programme 2008-2013	MYNSS	Cultural Trail (UNESCO):				
		UNESCO Country programme 2008-2013	MYNSS	On going research on the socio-cultural aspects (community to provide information)	5,000.00	5,000.00	2,000.00	7,000.00
		UNESCO Country programme 2008-2013	MYNSS	Design a trail for major cultural/historical sites	6,000.00	6,000.00	2,000.00	8,000.00

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	<p>cultural/historical sites and the design of the signage and presentation boards by Year 3 of the programme cycle, linking cultural trails with the existing cultural villages, conservancies and cultural attractions within the area devoted to the purpose of marketing the services; basic facilities will be set-up and handicrafts tools provided by Year 3 of the programme cycle, to encourage the setting up of Craft market- where local communities can produce and trade their crafts along the trail; benchmarking will be provided exchanging with countries with best practices (e.1. Kabaka Trail in Uganda) by Year 3 of the programme cycle; promotional and marketing materials will be developed and made available for distribution and linkages with tour operators fostered by early Year 3 of the programme cycle; at least 20 trainees will be identified and received training of trainers as interpreters and tour guides by Year 2 of the programme cycle; 75% of trainees will be able to train local trainees by Year 3 of the programme cycle –UNESCO</p>	<p>Development of HIV and AIDS, Management &amp; conservation plans for the trail</p>	<p>8,000.00</p>	<p>2,000.00</p>	<p>10,000.00</p>
<p>Vision 2030 NDP3 2008-2012</p>		<p>Development of Marketing &amp; presentation policies for the trail and the interpretive centre</p>	<p>10,000.00</p>	<p>5,000.00</p>	<p>15,000.00</p>
		<p>Development &amp; installation of Historical sites story boards</p>	<p>5,000.00</p>	<p>15,000.00</p>	<p>20,000.00</p>
		<p>Production of promotion and marketing materials (e.g. guide books and website) for the trail and the interpretive centre</p>	<p>5,000.00</p>	<p>5,000.00</p>	<p>10,000.00</p>
		<p>Training of interpreters &amp; Tour guides</p>	<p>16,000.00</p>	<p>16,000.00</p>	<p>32,000.00</p>
		<p>Benchmarking in countries with best practices</p>	<p>10,000.00</p>	<p>10,000.00</p>	<p>20,000.00</p>
		<p>Consultancy work and M&amp;E</p>	<p>10,000.00</p>	<p>10,000.00</p>	<p>20,000.00</p>
		<p><del>UN-Habitat</del></p>	<p><del>75,000.00</del></p>	<p><del>67,000.00</del></p>	<p><del>142,000.00</del></p>
	<p>MYNSSC</p>	<p><b>Interpretive Centre (UN-Habitat):</b></p>			
<p>UN-Habitat Agenda target 11</p>	<p>Develop the HIV &amp; AIDS and Management plans for the Centre</p>	<p>5,000.00</p>			<p>5,000.00</p>
	<p>Establish the Community-based Management Team and develop its capacity for the sustainability of the Centre</p>	<p>10,000.00</p>	<p>10,000.00</p>	<p>10,000.00</p>	<p>20,000.00</p>
<p>Vision 2030 NDP3 2008-2012</p>	<p>Research for content of exhibitions</p>	<p>3,000.00</p>			<p>3,000.00</p>
	<p>Provision of land (Local authorities to provide land)</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>0</p>
	<p>Improvement of the interpretive centre's infrastructure (communities to provide labour)</p>	<p>25,000.00</p>			<p>25,000.00</p>
	<p>Signage for the Centre</p>	<p>5,000.00</p>			<p>5,000.00</p>
	<p>Provision of running water &amp; sanitation</p>	<p>10,000.00</p>	<p>10,000.00</p>	<p>10,000.00</p>	<p>20,000.00</p>
	<p>Provision of solar electricity and telecommunications</p>	<p>10,000.00</p>	<p>10,000.00</p>	<p>10,000.00</p>	<p>20,000.00</p>
	<p>Support for maintenance of infrastructure (roads, sites) of the historical trail (Local authority to provide) and Ministry of Works and Transport to maintain feeder roads</p>	<p>50,000.00</p>	<p>30,000.00</p>	<p>30,000.00</p>	<p>80,000.00</p>
	<p>Provision of &amp; installation of ICTs (including internet infrastructure), basic (office) equipment and related training in ITC</p>			<p>20,000.00</p>	<p>20,000.00</p>
	<p>Promotional &amp; marketing materials</p>	<p>5,000.00</p>		<p>10,000.00</p>	<p>15,000.00</p>
	<p>Exhibition design and installation</p>			<p>5,000.00</p>	<p>5,000.00</p>

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	equipped and operational by end of Year 3 of the programme cycle; specific promotional and marketing materials complementing the trail's promotional material will be developed and made available for distribution by early Year 3 of the programme cycle—UN-Habitat	UNESCO Country programme 2008-2013	MYNSSC	Subtotal UN-Habitat activities	123,000.00	95,000.00	218,000.00
<p><b>3.1 - Pilot 3. Sub-Total</b></p> <p>By Year 2 of the programme cycle, consultations with local communities will serve as basis for the development of the management &amp; conservation plan, and the marketing &amp; presentation policies; results of participatory research on the socio-cultural aspects will constitute the basis for the design of the trail for major cultural/historical sites and the design of the signage and presentation boards by Year 3 of the programme cycle, linking cultural trails with the existing cultural villages, conservancies and cultural attractions within the area devoted to the purpose of marketing the services; basic facilities will be set-up and handicrafts tools provided by Year 3 of the programme cycle, to encourage the setting up of Craft market- where local communities can produce and trade their crafts along the trail bechmarking will be provided exchanging with countries with best practices (e. i. Kabaka Trail in Uganda) by Year 3 of the programme cycle; promotional and marketing materials will be developed and available for distribution and linkages with tour operators fostered by early Year 3 of the programme cycle; about 20 trainees will be identified and received training of trainers as interpreters and tour guides by Year 2 of the programme cycle; 75% of trainees will be able to train local trainees by Year 3 of the programme cycle—UNESCO</p>	UNESCO Country programme 2008-2013	MYNSSC	<p><b>PILOT 4. Cultural Trail (Caprivi region):</b></p> <p>On going research on the socio-cultural aspects (community to provide information)</p> <p>Design a trail for major cultural/historical sites</p> <p>Development of HIV and AIDS, Management and conservation plans / policies</p> <p>Marketing &amp; presentation policies</p> <p>Development &amp; installation of Historical sites story boards</p> <p>Production of promotion and marketing materials (i.e. guide books and website)</p> <p>Train local tour guides</p> <p>Maintenance of infrastructure (roads, sites) of the historical trail (Local authority to provide) and Ministry of Works and Transport to maintain feeder roads</p> <p>Benchmarking in countries with best practices</p> <p>Support the improvement of infrastructure to host an Interpretive Centre for the trail</p> <p>Establish the Community-based Management Team of the interpretive centre and develop its capacity</p> <p>Exhibition design, including research for content of exhibitions, &amp; installation</p> <p>Signage for the Centre</p> <p>Support the provision of &amp; installation of ICTs (including internet infrastructure), basic (office) equipment and related training in ITC</p>	198,000.00	162,000.00	360,000.00	
				3,500.00	2,000.00	5,500.00	
				5,000.00	2,000.00	7,000.00	
		Vision 2030 NDP3 2008-2012		10,000.00	2,000.00	12,000.00	
				6,000.00	2,000.00	8,000.00	
				5,000.00	8,000.00	13,000.00	
				5,000.00	10,000.00	15,000.00	
				10,000.00	10,000.00	20,000.00	
				0	0	0	
				9,000.00	10,000.00	19,000.00	
				20,000.00	20,000.00	40,000.00	
				7,000.00	7,000.00	14,000.00	
				5,000.00		5,000.00	
					5,000.00	5,000.00	
					10,000.00	10,000.00	

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<p>3.1 - Pilot 4 - Sub-Total</p> <p>By Year 2 of the programme cycle, consultations with local communities will serve as basis for the establishment of the Community Management Team of the Centre and for the development of the HIV &amp; AIDS plan and Management policies /strategy, the marketing and presentation policies as well as in-depth research for the purpose of the contents of exhibitions; training of the Centre staff at both levels, managerial &amp; technical will be organised by Year 3 of the programme cycle; Improvement of the infrastructures of the Cultural Centre, provision of equipment for the Centre will be started by early 2 Year of the programme cycle; sanitation, solar electricity, ICTs and basic (office) equipment will be procured and installed by Year 3 of the programme cycle, to enable the Centre to be fully equipped and operational by end of Year 3 of the programme cycle; basic facilities will be set-up and handcrafts tools provided by Year 3 of the programme cycle; Promotional and marketing materials will be developed and made available for distribution by early Year 3 of the programme cycle; at least 20 trainees will be identified and will have received training of trainers as interpreters and tour guides by Year 2 of the programme cycle; 75% of trainees will be able to train local trainees by Year 3 of the programme cycle; linkages with tour operators will be fostered by Year 3 of the programme cycle -UNESCO</p>	<p>UNESCO Country programme 2008-2013</p> <p>Vision 2030 NDF3 2008-2012</p>	<p>MYNSSC</p>	<p>Support the provision of running water &amp; sanitation</p> <p>Support the instalment of solar electricity &amp; telecommu-nications</p> <p>Consultancy work and M&amp;E</p>	<p>11,000.00</p> <p>10,000.00</p> <p>10,000.00</p> <p>119,000.00</p>	<p>11,000.00</p> <p>10,000.00</p> <p>10,000.00</p> <p>119,000.00</p>	<p>11,000.00</p> <p>10,000.00</p> <p>10,000.00</p> <p>214,500.00</p>
<p>3.1 - Pilot 5 - Sub-Total</p> <p>By Year 2 of the programme cycle, consultations with local communities will serve as basis for the establishment of the Community Management Team of the Centre and for the development of the HIV &amp; AIDS plan and Management policies /strategy, the marketing and presentation policies as well as in-depth research for the purpose of the contents of exhibitions; training of the Centre staff at both levels, managerial &amp; technical will be organised by Year 3 of the programme cycle; Improvement of the infrastructures of the Cultural Centre, provision of equipment for the Centre will be started by early 2 Year of the programme cycle; sanitation, solar electricity, ICTs and basic (office) equipment will be procured and installed by Year 3 of the programme cycle, to enable the Centre to be fully equipped and operational by end of Year 3 of the programme cycle; basic facilities will be set-up and handcrafts tools provided by Year 3 of the programme cycle; Promotional and marketing materials will be developed and made available for distribution by early Year 3 of the programme cycle; at least 20 trainees will be identified and will have received training of trainers as interpreters and tour guides by Year 2 of the programme cycle; 75% of trainees will be able to train local trainees by Year 3 of the programme cycle; linkages with tour operators will be fostered by Year 3 of the programme cycle -UNESCO</p>	<p>UNESCO Country programme 2008-2013</p> <p>Vision 2030 NDF3 2008-2012</p>	<p>MYNSSC</p>	<p>Support the provision of running water &amp; sanitation</p> <p>Support the instalment of solar electricity &amp; telecommu-nications</p> <p>Consultancy work and M&amp;E</p> <p>Development of HIV &amp; AIDS plan and Management policies /strategy</p> <p>Establish the Community-based Management Team and develop its capacity for the sustainability of the Centre</p> <p>Marketing &amp; presentation policies</p> <p>On-going research about the cultural asserts of the region and on content of exhibitions</p> <p>Provision of land (Local authorities to provide land)</p> <p>Improvement of the interpretive centre's infrastructures (communities to provide labour)</p> <p>Develop &amp; install signage</p> <p>Provision of running water &amp; sanitation</p> <p>Provision of solar electricity and telecommunications</p> <p>Provision of &amp; installation of ICTs (including internet infrastructure), basic (office) equipment and related training in ITC</p> <p>Setting-up of basic facilities and handcraft tolls provision</p> <p>Promotional &amp; marketing materials</p> <p>Linkages with tour operators</p> <p>Training of interpreters &amp; Tour guides</p> <p>Exhibition design and installation</p> <p>Consultancy work and M&amp;E</p>	<p>5,000.00</p> <p>7,000.00</p> <p>5,000.00</p> <p>3,000.00</p> <p>0</p> <p>15,000.00</p> <p>5,000.00</p> <p>25,000.00</p> <p>20,000.00</p> <p>5,000.00</p> <p>15,000.00</p> <p>2,000.00</p> <p>10,000.00</p> <p>5,000.00</p> <p>10,000.00</p> <p>10,000.00</p> <p>5,000.00</p> <p>10,000.00</p> <p>97,000.00</p>	<p>5,000.00</p> <p>7,000.00</p> <p>5,000.00</p> <p>3,000.00</p> <p>0</p> <p>40,000.00</p> <p>4,000.00</p> <p>25,000.00</p> <p>20,000.00</p> <p>4,000.00</p> <p>15,000.00</p> <p>2,000.00</p> <p>10,000.00</p> <p>5,000.00</p> <p>10,000.00</p> <p>10,000.00</p> <p>5,000.00</p> <p>10,000.00</p> <p>163,000.00</p>	<p>5,000.00</p> <p>14,000.00</p> <p>8,000.00</p> <p>5,000.00</p> <p>0</p> <p>55,000.00</p> <p>9,000.00</p> <p>50,000.00</p> <p>20,000.00</p> <p>20,000.00</p> <p>4,000.00</p> <p>10,000.00</p> <p>20,000.00</p> <p>10,000.00</p> <p>10,000.00</p> <p>20,000.00</p> <p>260,000.00</p>
<p>3.1 - Pilot 6 - Sub-Total</p> <p>By Year 2 of the programme cycle, consultations with local communities will serve as basis for the establishment of the Community-based Management Team of the Village and for the development of the management plan (including HIV &amp; AIDS prevention plan), marketing strategy and in-</p>	<p>UN-Habitat Agenda target 11</p> <p>Vision 2030 NDF3 2008-</p>	<p>MYNSSC</p>	<p>Develop Management plan and Marketing Strategy</p> <p>Establish the Community-based Management Team and develop its capacity</p>	<p>5,000.00</p> <p>10,000.00</p>	<p>5,000.00</p> <p>10,000.00</p>	<p>5,000.00</p> <p>20,000.00</p>

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<p>depth research for the purpose of the contents of exhibitions; training of the Management Team staff at both levels, managerial &amp; technical will be organised by Year 3 of the programme cycle;</p> <p>Support for the improvement of the infrastructure of the traditional village will be provided, provision of equipment and design/installment of signage for the Cultural village will be started by Year 2 of the programme cycle; sanitation, solar electricity, ICTs and basic (office) equipment will be procured and installed by Year 3 of the programme cycle; basic facilities will be set-up and handicrafts tools provided by Year 3 of the programme cycle;</p> <p>Promotional and marketing materials will be developed and made available for distribution by early Year 3 of the programme cycle; about 20 trainees will be identified and will have received training of trainers as interpreters and tour guides by Year 2 of the programme cycle; 75% of trainees will be able to train local trainees by Year 3 of the programme cycle; linkages with tour operators will be fostered by Year 3 of the programme cycle—UN-Habitat</p>	<p>2012</p>	<p>UNESCO Country programme 2008-2013</p> <p>Vision 2030 NDP3 2008-2012</p>	<p>Support the improvement of the infrastructure of the traditional village, using basic traditional structures (communities to provide labour)</p> <p>Provision of land (Local authorities to provide land and access to community forests for timber)</p> <p>Develop and instal signage</p> <p>Provision of running water &amp; sanitation</p> <p>Provision of solar electricity</p> <p>Basic refurbishment &amp; equipment (administration)</p> <p>Production &amp; publication of promotional &amp; marketing materials</p> <p>Linkages with tour operators</p> <p>Training of interpreters &amp; village guides</p> <p>Research for content and design of exhibitions</p> <p>Consultancy work and M&amp;E</p>	<p>15,000.00</p> <p>0</p> <p>5,000.00</p> <p>20,000.00</p> <p>10,000.00</p> <p>5,000.00</p> <p>5,000.00</p> <p>10,000.00</p> <p>5,000.00</p> <p>15,000.00</p>	<p>0</p> <p>5,600.00</p> <p>15,000.00</p> <p>10,000.00</p> <p>10,000.00</p> <p>10,000.00</p> <p>5,000.00</p> <p>10,000.00</p> <p>5,000.00</p> <p>15,000.00</p>	<p>40,000.00</p> <p>0</p> <p>5,600.00</p> <p>15,000.00</p> <p>10,000.00</p> <p>10,000.00</p> <p>10,000.00</p> <p>5,000.00</p> <p>15,000.00</p>	<p>55,000.00</p> <p>0</p> <p>10,600.00</p> <p>35,000.00</p> <p>20,000.00</p> <p>10,000.00</p> <p>15,000.00</p> <p>10,000.00</p> <p>20,000.00</p> <p>10,000.00</p> <p>30,000.00</p>
<p><b>3.1 Pilot 7 Sub Total</b></p>	<p>2012</p>	<p>UNESCO Country programme 2008-2013</p> <p>Vision 2030 NDP3 2008-2012</p>	<p>Support the improvement of the infrastructure of the traditional village, using basic traditional structures (communities to provide labour)</p> <p>Provision of land (Local authorities to provide land and access to community forests for timber)</p> <p>Develop and instal signage</p> <p>Provision of running water &amp; sanitation</p> <p>Provision of solar electricity</p> <p>Basic refurbishment &amp; equipment (administration)</p> <p>Production &amp; publication of promotional &amp; marketing materials</p> <p>Linkages with tour operators</p> <p>Training of interpreters &amp; village guides</p> <p>Research for content and design of exhibitions</p> <p>Consultancy work and M&amp;E</p>	<p>105,000.00</p>	<p>135,600.00</p>	<p>240,600.00</p>	
<p><b>PILOT 7. Cultural Village (Ofjondjupa region):</b></p> <p>Establish the Community-based Management Team and develop its capacity</p> <p>Management and conservation policies</p> <p>Marketing &amp; presentation policies</p> <p>Support the improvement of infrastructures of the traditional village, using basic traditional structures (communities to provide labour)</p> <p>Provision of land (Local authorities to provide land and access to community forests for timber)</p> <p>Develop and instal signage</p> <p>Provision of running water &amp; sanitation</p> <p>Provision of solar electricity</p> <p>Basic refurbishment &amp; equipment (administration)</p>	<p>7,000.00</p> <p>5,000.00</p> <p>20,000.00</p> <p>0</p> <p>5,000.00</p> <p>20,000.00</p> <p>5,000.00</p> <p>5,000.00</p> <p>7,000.00</p> <p>10,000.00</p> <p>15,000.00</p>	<p>7,000.00</p> <p>5,000.00</p> <p>35,000.00</p> <p>0</p> <p>7,000.00</p> <p>30,000.00</p> <p>25,000.00</p> <p>10,000.00</p>	<p>14,000.00</p> <p>5,000.00</p> <p>55,000.00</p> <p>0</p> <p>12,000.00</p> <p>50,000.00</p> <p>25,000.00</p> <p>15,000.00</p>				

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developed and made available for distribution by early Year 3 of the programme cycle; at least 20 trainees will be identified and will have received training of trainers as interpreters and tour guides by Year 2 of the programme cycle; 75% of trainees will be able to train local trainees by Year 3 of the programme cycle; linkages with tour operators fostered by Year 3 of the programme cycle –UNESCO	UNESCO Country programme 2008-2013  Vision 2030 NDP3 2008-2012	MYNSSC	Promotional & marketing materials	5,000.00	10,000.00	15,000.00			
			Linkages with tour operators	5,000.00	5,000.00	10,000.00			
3.1 Pilot 8 Sub-Total	UNESCO Country programme 2008-2013  Vision 2030 NDP3 2008-2012	MYNSSC	Training of interpreters & village guides	10,000.00	10,000.00	20,000.00			
			Research for content and design of exhibitions	5,000.00	10,000.00	15,000.00			
			Consultancy work and M&E	10,000.00	10,000.00	20,000.00			
			<b>3.1 Pilot 8 Sub-Total</b>	<b>102,000.00</b>	<b>164,000.00</b>	<b>256,000.00</b>			
			3.1 Pilot 9 Sub-Total	UNESCO Country programme 2008-2013  Vision 2030 NDP3 2008-2012	MYNSSC	<b>PILOT 8. Cultural Village (Kumene Region):</b>			
						Establish the Community-based Management Team and develop its capacity for the sustainability of the Centre	7,000.00	7,000.00	14,000.00
						Development of HIV & Aids plan, Management and conservation policies	5,000.00	3,000	8,000
						Marketing & presentation policies	5,000.00	5,000.00	10,000.00
						Support the improvement of infrastructures of the traditional village, using basic traditional structures (communities to provide labour)	25,000.00	30,000.00	55,000.00
						Provision of land (Local authorities to provide land and access to community forests for timber)	0	0	0
						Develop and install signage	5,000.00	7,000.00	12,000.00
						Provision of running water & sanitation	20,000	30,000.00	50,000.00
						Provision of solar electricity		20,000.00	20,000.00
						Basic refurbishment & equipment (administration)	5,000.00	10,000.00	15,000.00
Promotional & marketing materials	5,000.00	10,000.00				15,000.00			
Linkages with tour operators	5,000.00	5,000.00				10,000.00			
Training of interpreters & village guides	10,000.00	15,000.00				25,000.00			
Research for content and design of exhibitions	5,000.00	10,000.00				15,000.00			
Consultancy work and M&E	10,000.00	10,000.00	20,000.00						
<b>3.1 Pilot 9 Sub-Total</b>	<b>107,000.00</b>	<b>162,000.00</b>	<b>269,000.00</b>						

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	Handicraft-specific baseline studies, research and needs analysis conducted geared to encouraging the development and strengthening of craft-based micro enterprises; Value-chains of cultural products upgraded; producers empowered to receive a fair share of the benefits -ILO	ILO Convention no 169 Vision 2030 NDP3 2008-2012	MYNSSC	PILOT 9, Cultural industry (Hardap region): The specific activities will be decided after proper consultation with the local communities within the framework of the programme and Steering Committee	100,000.00	100,000.00	100,000.00	200,000.00
<b>3.1-Sub-Total</b>	<b>3.1-PILOT 10 Sub-Total</b>				100,000.00	976,900.00	1,298,100.00	2,285,000.00
<b>Output 3.2</b> By way of LED approach, communities are empowered to generate employment and income from the pilot projects  <i>Indicators:</i> Community Action Plan developed; # of communities trained on how to seek/create employment and generate income; # of groups engaged in income-generating activities linked to the pilot sites; # of partnership with other Development partners created/established  <i>Baseline:</i> Communities thinly sensitized on income creation opportunities linked to cultural tourism; reduced skills capacity in business and managerial delivery; quality control mechanism and marketing device not introduced; low capacity of communities in the cultural resources management; linkages	By end of Year 2 of the programme cycle market research on supply and demand for cultural tourism services will be conducted and the results disseminated; by Year 3 of the programme cycle target communities in the pilot projects are sensitized through consultative & stakeholders meetings and workshops, and fully aware of the income-generating opportunities and potential of the cultural heritage conservation pilot projects and take active role in planning & executing these projects; target communities will be supported in the preparation of action plans by Year 3 of the programme cycle -ILO	ILO Convention no 169 Vision 2030 NDP3 2008-2012	MTI	Commission a supply and demand diagnosis of community-based cultural tourism services covering both the local market and the international benchmark performers  Based on the research findings, sensitize the target communities about employment and income creation opportunities offered in connection with pilot cultural heritage conservation projects  Facilitate the development of community action plans to take advantage of these opportunities  Together with the community develop at least two modular material-based pilot apprenticeship programmes to boost employability of community members  Train supervisors from target local community how to coach apprentices on-the-job  Facilitate apprenticeship training for community members through the supervisors  Monitor and evaluate apprenticeship programme	35,000.00	20,000.00	60,000.00	120,000.00
	By Year 2 of the programme cycle at least 30 (preferably local) vocational trainers are certified to train and coach apprentices in the priority trades; annually an M&E report will be produced evaluating the apprenticeship programme -ILO	ILO Convention no 169; Vision 2030 NDP3 2008-2012	MTI		25,000.00	25,000.00	25,000.00	50,000.00
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between communities and cultural institutions non-existent	Customized edition of the ILO 'Start Your Cultural Business' (SYCB) training package will be available by end of Year 2 of the programme cycle; at least 500 young beneficiaries have graduated from SYCB training courses by end of Year 3; at least 50% of these graduates have started their own business; by the end of Year 3 of the programme cycle, at least 2-5 Business Development Services Organizations (BDS) are strengthened in the capacity to effectively and independently offer SYCB training -ILO	ILO Convention no 169 Vision 2030 NDP3 2008-2012	ILO Convention no 169	ILO Convention no 169	ILO Convention no 169	ILO Convention no 169	ILO Convention no 169	ILO Convention no 169	ILO Convention no 169	ILO Convention no 169	ILO Convention no 169	ILO Convention no 169	ILO Convention no 169
MTI	Together with target communities adapt the ILO SYCB training package in at least 1 of the marginalized communities to boost self-employment skills of community members	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00
MTI	Train community based BDS on how to train community members with the SYCB training package	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00
MTI	Facilitate partnerships with other development partners to bundle programme support services with other value-added services (like training subsidies and access to finance), to further stimulate demand and service uptake among the target groups	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00
MTI	Monitor and evaluate outcome and impact of the various employment promotion activities	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00
MYNSSC	Training of selected communities in heritage sites management, monitoring and preservation	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00
MYNSSC	Promotion of public-private partnerships to support communities in cultural / natural heritage maintenance, conditions monitoring & management and linkages between communities and cultural institutions, museums and selected schools	8,036.00	8,036.00	8,036.00	8,036.00	8,036.00	8,036.00	8,036.00	8,036.00	8,036.00	8,036.00	8,036.00	8,036.00
3,500,000.00	3,500,000.00	3,500,000.00	3,500,000.00	3,500,000.00	3,500,000.00	3,500,000.00	3,500,000.00	3,500,000.00	3,500,000.00	3,500,000.00	3,500,000.00	3,500,000.00	3,500,000.00
277,637.00	277,637.00	277,637.00	277,637.00	277,637.00	277,637.00	277,637.00	277,637.00	277,637.00	277,637.00	277,637.00	277,637.00	277,637.00	277,637.00
602,637.00	602,637.00	602,637.00	602,637.00	602,637.00	602,637.00	602,637.00	602,637.00	602,637.00	602,637.00	602,637.00	602,637.00	602,637.00	602,637.00

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

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

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

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

Summary table 1

	Y1	Y2	Y3	Total
<b>Outcome 1</b>	<b>26.500</b>	<b>40.000</b>	<b>30.000</b>	<b>96.500</b>
UN-HABITAT	396.000	331.100	191.100	918.200
UNESCO	25.000	15.000	15.000	55.000
ILO	35.000	80.000	50.000	165.000
UNEP	<b>482.500</b>	<b>466.100</b>	<b>286.100</b>	<b>1.234.700</b>
<b>Outcome 2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
UN-HABITAT	30000	75000	40000	145.000
UNESCO	0	0	0	0
ILO	70000	70000	25000	165.000
UNEP	<b>100.000</b>	<b>145.000</b>	<b>65.000</b>	<b>310.000</b>
<b>Outcome 3</b>	<b>10.000</b>	<b>318.000</b>	<b>395.600</b>	<b>723.600</b>
UN-HABITAT	133.500	795.600	1.015.637	1.944.737
UNESCO	35.000	400.000	380.000	815.000
ILO	0	0	0	0
UNEP	<b>178.500</b>	<b>1.513.600</b>	<b>1.791.237</b>	<b>3.483.337</b>
<b>Outcome 4 - M&amp;E</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
UN-HABITAT	194648	188100	178000	560748
UNESCO	0	0	0	0
ILO	0	0	0	0
UNEP	<b>194648</b>	<b>188100</b>	<b>178000</b>	<b>560748</b>
<b>Subtotal</b>	<b>194648</b>	<b>188100</b>	<b>178000</b>	<b>560748</b>

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

Summary table 2

	7%				Total
	Y1	Y2	Y3		
<b>Outcome 1</b>					
UN-HABITAT	1.855	2.800	2.100		6.755
UNESCO	27.720	23.177	13.377		64.274
ILO	1.750	1.050	1.050		3.850
UNEP	2.450	5.600	3.500		11.550
<b>Subtotal</b>	<b>33.775</b>	<b>32.627</b>	<b>20.027</b>		<b>86.429</b>
<b>Outcome 2</b>					
UN-HABITAT	0	0	0		0
UNESCO	2.100	5.250	2.800		10.150
ILO	0	0	0		0
UNEP	4.900	4.900	1.750		11.550
<b>Subtotal</b>	<b>7.000</b>	<b>10.150</b>	<b>4.550</b>		<b>21.700</b>
<b>Outcome 3</b>					
UN-HABITAT	700	22.260	27.692		50.652
UNESCO	9.345	55.692	71.095		136.132
ILO	2.450	28.000	26.600		57.050
UNEP	0	0	0		0
<b>Subtotal</b>	<b>12.495</b>	<b>105.952</b>	<b>125.387</b>		<b>243.834</b>
<b>Outcome 4 -M&amp;E</b>					
UN-HABITAT	0	0	0		0
UNESCO	13.625	13.167	12.460		39.252
ILO	0	0	0		0
UNEP	0	0	0		0
<b>Subtotal</b>	<b>13.625</b>	<b>13.167</b>	<b>12.460</b>		<b>39.252</b>
<b>Total</b>	<b>66,895</b>	<b>161,896</b>	<b>162,424</b>		<b>391,215</b>
UN-HABITAT	2,555	25,060	29,792		57,407
UNESCO	52,790	97,286	99,732		249,808
ILO	4,200	29,050	27,550		60,900
UNEP	7,350	10,500	5,250		23,100

Summary table 3

		Total with 7% included			
		Total	Y1	Y2	Y3
Outcome 1	UN-HABITAT	103.255	28.355	42.800	32.100
	UNESCO	982.474	423.720	354.277	204.477
	ILO	58.850	26.750	16.050	16.050
	UNEP	176.550	37.450	85.600	53.500
	<b>Subtotal</b>	<b>1.321.129</b>	<b>516.275</b>	<b>498.727</b>	<b>306.127</b>
Outcome 2	UN-HABITAT	0	0	0	0
	UNESCO	155.150	32.100	80.250	42.800
	ILO	0	0	0	0
	UNEP	176.550	74.900	74.900	26.750
	<b>Subtotal</b>	<b>331.700</b>	<b>107.000</b>	<b>155.150</b>	<b>69.550</b>
Outcome 3	UN-HABITAT	774.252	10.700	340.260	423.292
	UNESCO	2.080.869	142.845	851.292	1.086.732
	ILO	872.050	37.450	428.000	406.600
	UNEP	0	0	0	0
	<b>Subtotal</b>	<b>3.727.171</b>	<b>190.995</b>	<b>1.619.552</b>	<b>1.916.624</b>
Outcome 4 - M&E	UN-HABITAT	0	0	0	0
	UNESCO	600.000	208.273	201.267	190.460
	ILO	0	0	0	0
	UNEP	0	0	0	0
	<b>Subtotal</b>	<b>600.000</b>	<b>208.273</b>	<b>201.267</b>	<b>190.460</b>
	<b>Total</b>	<b>5.980.000</b>	<b>1.022.543</b>	<b>2.474.596</b>	<b>2.482.761</b>
Advanced Formulation	UN-HABITAT	87.507	39.055	383.060	455.392
	UNESCO	318.193	806.938	1.487.086	1.524.469
	ILO	320.900	64.200	444.050	422.650
	UNEP	337.900	112.350	160.500	80.250
	<b>Advanced Formulation</b>	<b>20.000</b>	<b>20.000</b>		

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## Work Plan and Budget

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

## Annual Review

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


## Management and Coordination Arrangements

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

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

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

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

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

#### **Accountability – The MDG-F National Steering Committee**


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

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

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

The responsibilities of the NSC will include to:

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

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

### **Coordination – The Programme Management Committee (PMC)**

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

The NSC will oversee that the PMC:

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

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

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

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

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

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

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

10%	5% Coordination & Management	5% M&E, Communication &	<p><b>Available for Programme Activities</b> 83%</p>
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Administrative Agent:

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

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

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

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

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

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

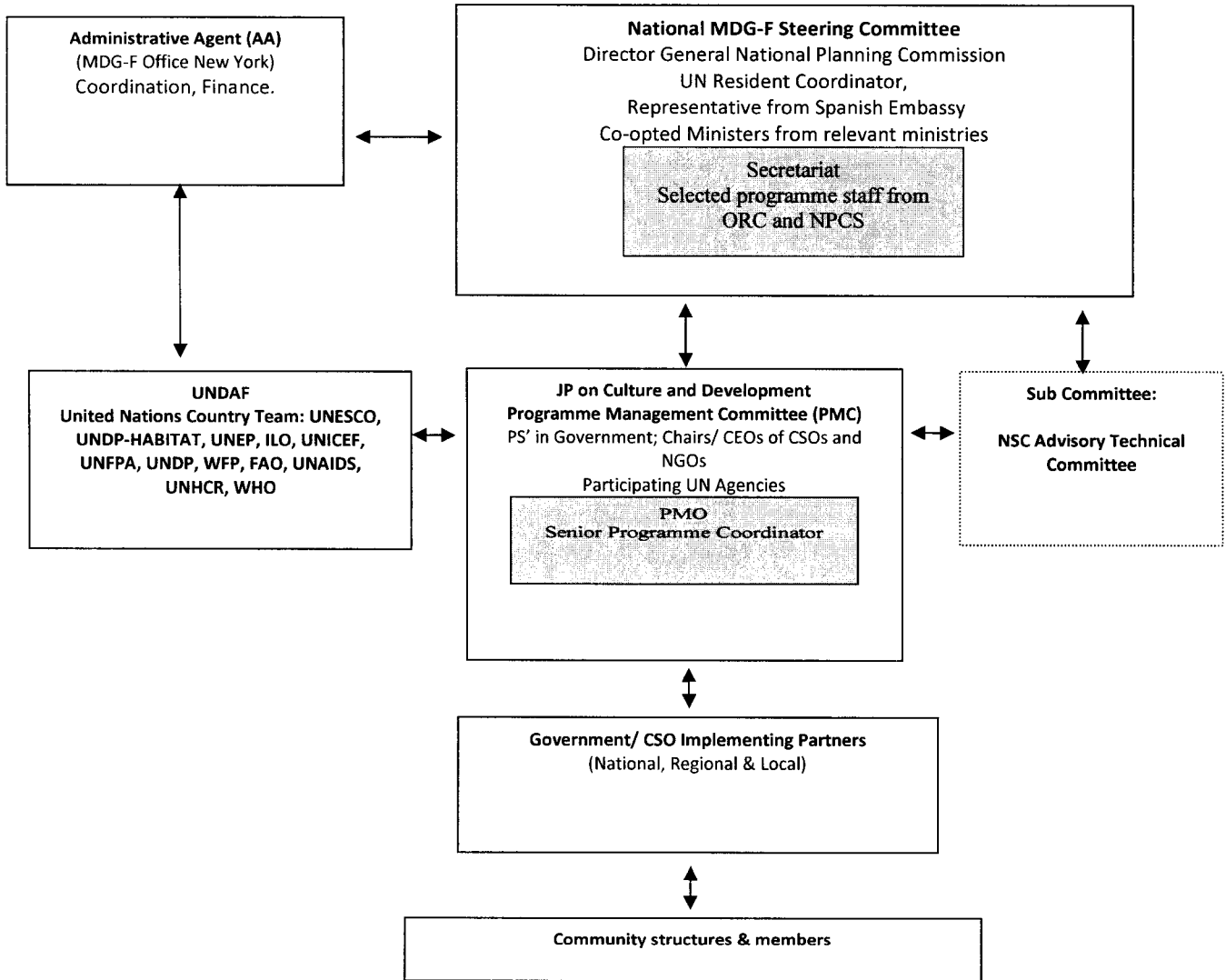
UN Resident Coordinator (as per MDG-F Secretariat Operational Guidelines):

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

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


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



**Cash Transfer Modalities**

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

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

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

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

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

## **Fund Management Arrangements**

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

Each organization assumes complete programmatic and financial responsibility for the funds disbursed to it by the administrative agent (AA) and can decide on the execution process with its partners and counterparts following the organization's own regulations and rules.

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

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

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

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

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

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

## **Feasibility, Risk Management and Sustainability of the Results**

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

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

## **Accountability, Monitoring, Evaluation and Reporting**


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

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

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

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

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

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

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

**Table 3 - Overall Monitoring Table**

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

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

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

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

Quarterly reports will be made available to the donor.

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

### **Programme Period**

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

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

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

### Implementation Phase:


(Months 3-30)

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

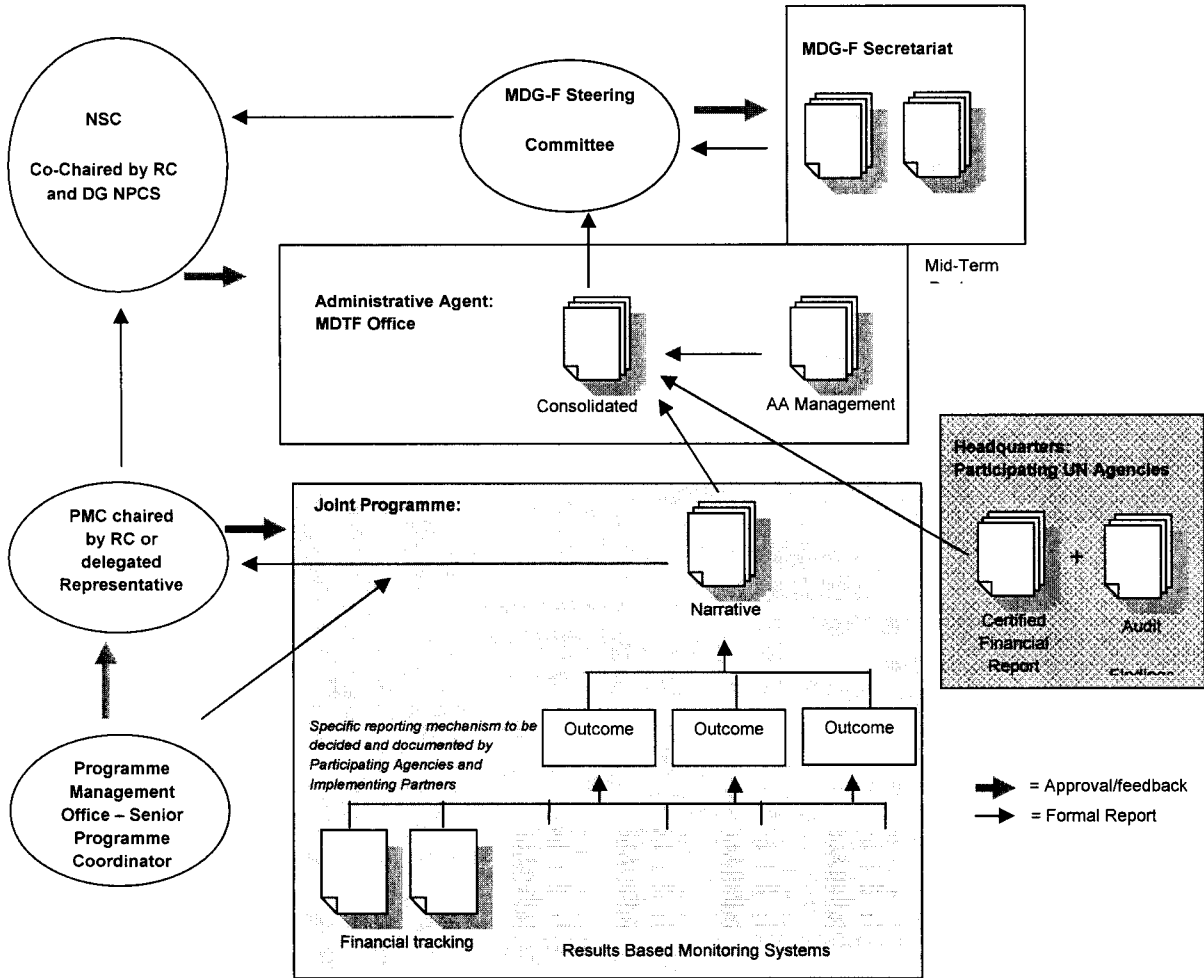
### Evaluation:


(Months 30-36)

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

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### MDG-F Reporting Structure



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**Table 4 Programme Monitoring Framework**

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

Impact indicator: Percentage of Namibian rural households – particularly women headed households – in the project sites getting income from Cultural Tourism contributes	- MDG1 -MDG1, 3 and 7
<p><b>JP Outcome 1</b> – Knowledge and capacity base enhanced, heritage identified and safeguarded  <b>Target 1:</b> By Year 2 of the programme cycle, assessment studies are completed, baseline provided</p> <p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>i. Regulatory frameworks, strategies and policies aligned with relevant international standards and instruments</li> <li>ii. Parameters and benchmarks in place for validation of pilots sites and identification of new sites for replication</li> <li>iii. % increase in knowledge, awareness and recognition of cultural/natural heritage and cultural diversity                             <ul style="list-style-type: none"> <li>▪ communities level (male/female)</li> <li>▪ policy-makers &amp; leaders (national, regional, local &amp; traditional)</li> <li>▪ media coverage</li> </ul> </li> </ul> <p><b>Target 2:</b> By Year 3 of the programme cycle, access to cultural heritage and information sharing is improved at government (central and regional) and communities level</p> <p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>i. Education curricula (secondary &amp; tertiary, university) integrated with relevant cultural/natural heritage issues including lessons on traditional knowledge</li> <li>ii. Sharing-information portal in place by Year 2</li> <li>iii. Number of institutions, bodies and community-based organizations with increased capacity, strategies, structures for cultural/natural heritage documentation, protection, and cultural tourism development &amp; monitoring</li> </ul> <p><b>Target 3:</b> By Year 3 of the programme cycle, institutional capacity is reinforced and community mobilized through training to access employment in the cultural tourism sector</p> <p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>i. Number of staff trained and skilled to train at their turn technical staff and community members</li> <li>ii. % of women, youth and disadvantaged groups engaged in tangible and intangible heritage protection and enhancement activities following skills enhancement and capacity building (target: 40%)</li> </ul>	
<p><b>JP Outcome 2</b> - Livelihoods are mainstreamed into sustainable cultural policies and standards are made compatible with expected cultural tourism</p> <p><b>Target 1:</b> By Year 3 of the programme cycle policies, strategies, laws are revised and/or enforced to support sustainable utilization of cultural/natural</p> <p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>i. Number of national frameworks and policies reviewed and enforced to enable a conducive environment for sustainable cultural tourism developed</li> <li>ii. % increase in awareness, knowledge and understanding of sustainable use of and recognition of cultural/natural heritage and cultural diversity as leverage of poverty particularly for women and youth                             <ul style="list-style-type: none"> <li>▪ communities level (male/female)</li> <li>▪ policy-makers &amp; leaders (national, regional, local &amp; traditional)</li> <li>▪ media coverage</li> </ul> </li> </ul> <p><b>Target 2:</b> By Year 3 of the programme cycle partnerships are fostered and dialogue platform among local &amp; traditional authorities, stakeholders, technical bodies, and communities are provided</p> <p><b>Impact:</b> Number and relevance of initiatives and programmes arising from dialogue platform</p>	-MDG 1, 3 and 7

<p><b>JP Outcome 3</b> - In pilot sites, social development is integrated in cultural policies to reduce poverty among poor communities, improve their livelihoods and further empower women is achieved in the cultural tourism sector</p> <p><b>Target 1:</b> By Year 3 of the programme cycle productive employment and decent work for at least 65% of the trained communities, including women and young people.</p> <p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>i. Proportion of communities households, particularly women headed households engaged in SMEs operating in the sustainable cultural tourism sector in target communities</li> <li>ii. % of increase in target community members (particularly women and youth) wage &amp; regular income deriving from cultural tourism</li> </ul> <p><b>Target 2:</b> By Year 3 of the programme cycle within the target communities HIV and AIDS preventive plans are integrated within management plans and the proportion of population aged 15-24 years with comprehensive correct knowledge of HIV and AIDS is doubled</p> <p><b>Impact:</b> % increase in awareness and understanding of HIV and AIDS preventive plan particularly women and youth in target communities (male/female)</p> <p><b>Target 3:</b> By Year 3 of the programme cycle locally produced quality products eligible to compete for the Award of Excellence entering the international handicraft market</p> <p><b>Impact:</b> % of locally produced goods accessing the market</p> <ul style="list-style-type: none"> <li>▪ National market</li> <li>▪ International (SADC and global) market</li> </ul>	<p>-MDG 1, 3, 6 and 7</p>
<p><b>Outcome 4</b> – Programme coordination and M&amp;E</p> <p><b>Target:</b> By Year 3 of the programme cycle coordination and M&amp;E system is in place and impacts &amp; results of the implemented activities evaluated</p> <p><b>Impact:</b> Number of partnership and effective dialogue platform created, linkages with other sectoral programmes built and concerted efforts strengthened</p>	

<b>JP Outcome 1</b>			
<b>Expected Outcomes &amp; Outputs</b>	<b>Indicators (with baselines &amp; indicative timeframe)</b>	<b>Means of verification</b>	<b>Collection methods (with indicative time frame &amp; frequency)</b>
<p><b>Output 1.1</b> Knowledge base and information sharing portal development.; baseline on tangible and intangible heritage and training</p>	<p><b>Indicator:</b> Quantitative baseline data for the perspective pilot sites identified and comprehensive assessment developed</p> <p><b>Baseline:</b> Quantitative baseline on Namibian cultural heritage unavailable</p> <p><b>Timeframe:</b> Year 1 – Year 2</p>	<p>Assessment reports by UNESCO Project review reports Project reports</p>	<p>Review and analysis of annual and quarterly project progress reports</p>
			<p><b>Responsibilities</b> UNESCO, UNEP, UN-Habitat &amp; MYNSSC, MET, MRLGHRD</p>
			<p><b>Risks &amp; assumptions</b> Stakeholders are willing to collaborate Delays in implementation due to limited experience of all stakeholders in such of inter-sectoral and inter-agency collaboration</p>

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

PH2

<p><b>Indicator:</b> Number of planners trained on traditional knowledge on cultural layout planning of settlement &amp; architectural designs</p> <p><b>Baseline:</b> Limited capacity &amp; technical knowledge of professionals in the domain of Cultural Heritage</p> <p><b>Timeframe:</b> Year 2 – Year 3</p>	<p><b>Indicator:</b> Number of teachers and teacher-trainers trained on cultural and natural heritage issues</p> <p><b>Baseline:</b> Limited access to and integration of culture and Traditional Knowledge into the education system and professional curricula</p> <p><b>Timeframe:</b> Year 2 – Year 3</p>	<p>Training reports</p> <p>workshops</p>	<p>Evaluation and assessment of periodic training reports</p> <p>Final evaluation</p>	<p>UN-Habitat &amp; MRLGHRD</p>	<p>Reasonable number of youth &amp; women eligible to participate</p>
<p><b>Indicator:</b> Assessment on community-based handicrafts needs &amp; capacity is completed</p> <p><b>Baseline:</b> Quantitative baseline unavailable</p> <p><b>Timeframe:</b> Year 1 – Year 2</p>	<p><b>Indicator:</b> Number of Government officials &amp; professionals trained (digital data management, IPR)</p> <p><b>Baseline:</b> Limited capacity &amp; technical knowledge of professionals in the domain of Cultural Heritage</p> <p><b>Timeframe:</b> Year 1 – Year 3</p>	<p>Assessment reports</p> <p>Project progress reports</p> <p>workshops</p> <p>participants</p> <p>progress</p>	<p>Review and analysis of quarterly project progress reports</p> <p>Final evaluation</p>	<p>UNESCO &amp; MYSSC</p>	<p>Lack of competent staff at the local level to carry out the activity</p>
<p><b>Indicator:</b> Number of Heritage Sites identified</p> <p><b>Baseline:</b> Cultural heritage not mainstreamed into the tourism sector; Imbalance of regional distribution of declared heritage resources; Cultural assets and profiles not sufficiently protected and enhanced while prospecting tourism growth</p> <p><b>Timeframe:</b> Year 1 – Year 3</p>	<p><b>Indicator:</b> Number of Government officials &amp; professionals trained (digital data management, IPR)</p> <p><b>Baseline:</b> Limited capacity &amp; technical knowledge of professionals in the domain of Cultural Heritage</p> <p><b>Timeframe:</b> Year 1 – Year 3</p>	<p>Equipment documents</p> <p>Training reports</p> <p>List of participants</p> <p>Project progress reports</p> <p>National Heritage list publicized</p> <p>National Monuments Council reports</p>	<p>Review and analysis of quarterly project progress reports</p> <p>Final evaluation</p>	<p>UNESCO &amp; MYSSC</p>	<p>No critical shortage of trainers, technical staff, and technologies required for the process</p>
<p><b>Output 1.2</b></p> <p>Identification of new heritage sites</p>	<p><b>Indicator:</b> Number of Heritage Sites identified</p> <p><b>Baseline:</b> Cultural heritage not mainstreamed into the tourism sector; Imbalance of regional distribution of declared heritage resources; Cultural assets and profiles not sufficiently protected and enhanced while prospecting tourism growth</p> <p><b>Timeframe:</b> Year 1 – Year 3</p>	<p>Equipment documents</p> <p>Training reports</p> <p>List of participants</p> <p>Project progress reports</p> <p>National Heritage list publicized</p> <p>National Monuments Council reports</p>	<p>Review and analysis of quarterly project progress reports</p> <p>Final evaluation</p>	<p>UNESCO &amp; MoE</p>	<p>Delay in the procurement of equipment</p>
<p><b>Output 1.2</b></p> <p>Identification of new heritage sites</p>	<p><b>Indicator:</b> Number of Heritage Sites identified</p> <p><b>Baseline:</b> Cultural heritage not mainstreamed into the tourism sector; Imbalance of regional distribution of declared heritage resources; Cultural assets and profiles not sufficiently protected and enhanced while prospecting tourism growth</p> <p><b>Timeframe:</b> Year 1 – Year 3</p>	<p>Equipment documents</p> <p>Training reports</p> <p>List of participants</p> <p>Project progress reports</p> <p>National Heritage list publicized</p> <p>National Monuments Council reports</p>	<p>Review and analysis of quarterly project progress reports</p> <p>Final evaluation</p>	<p>UNESCO &amp; MYNSSC</p>	<p>Delay in the identification process</p> <p>Communities are willing to participate fully</p>

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<p><b>Output 1.3</b> Identification and documentation of legal, cultural and community barriers between cultural tourism and poverty reduction</p>	<p><b>Indicator:</b> National heritage sites proclaimed</p> <p><b>Baseline:</b> Cultural heritage not mainstreamed into the tourism sector; Imbalance of regional distribution of declared heritage resources; Cultural assets and profiles not sufficiently protected and enhanced while prospecting tourism growth</p> <p><b>Timeframe:</b> Year 1 – Year 3</p> <p><b>Indicator:</b> Comprehensive plans (conservation, management, HIV &amp; AIDS &amp; marketing) for proclaimed Heritage Sites developed and implemented</p> <p><b>Baseline:</b> HIV and AIDS prevention plan overlooked in sectoral tourism plans; thinly trained professional personnel in heritage site management</p> <p><b>Timeframe:</b> Year 1 – Year 3</p> <p><b>Indicator:</b> Number of professional heritage managers trained and seconded to institution with best practice</p> <p><b>Baseline:</b> thinly trained professional personnel in heritage site management</p> <p><b>Timeframe:</b> Year 1 – Year 3</p>	<p>National Heritage Register publicized National Monuments Council reports</p> <p>Project implementation reports Management plans Training workshop reports</p> <p>Training workshop reports List of participants Training material produced &amp; distributed</p> <p>Baseline assessment reports Training reports Project implementation reports</p> <p>Consultations and Workshops' reports Project implementation reports</p>	<p>Review and analysis of quarterly project progress reports Final evaluation</p> <p>Evaluation of training Materials Review &amp; analysis of quarterly project progress reports Final evaluation</p> <p>Evaluation of training Materials Review and analysis of quarterly project progress reports Final evaluation</p> <p>Review and analysis of quarterly project progress reports Final evaluation</p>	<p>UNESCO &amp; MYNSSC</p> <p>UNESCO &amp; MYNSSC</p> <p>UNESCO &amp; MYNSSC</p> <p>UNESCO &amp; MYNSSC</p> <p>UNEP &amp; MET</p> <p>UNESCO &amp; MYNSSC</p>	<p>Delays in legal processes for proclamation Commitment at the policy level</p> <p>Availability of expertise in the field reduces delay in the implementation</p> <p>Delay in the trainees identification process Overloaded personnel The trainees will retain and apply the skills learnt</p> <p>Availability of competent and qualified experts with a culturally appropriate approach</p> <p>Stakeholders committed to cooperate</p>
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	<p><b>Indicator:</b> Actionable recommendations and guidelines for inclusion of culture and cultural tourism in social development at community level proposed &amp; taken into account</p> <p><b>Baseline:</b> Lack of baseline on cultural tourism; legislation and policies for sustainable cultural tourism not in place; communities not benefiting sufficiently from the current forms of tourism in Namibia; severe limitations in rural employment opportunities and alternative livelihood offers</p> <p><b>Timeframe:</b> Year 1 – Year 3</p>	<p>Report and guidelines</p>	<p>Review and analysis of quarterly project progress reports Final evaluation</p>	<p>ILO &amp; MIT</p>	<p>Close commitment from local authorities and involvement of communities</p>
<p><b>Output 1.4</b> Validation of pilot sites for implementation and identification of new sites for replication</p>	<p><b>Indicator:</b> Relevance of pilot sites identified according to set parameters and corresponding indicators with benchmarks; Equitable process selection and representativeness of stakeholders / potential actors involved</p> <p><b>Baseline:</b> Lack of baseline empirical data and defined criteria for the validation of sites where to implement the pilot models and for the identification of new sites for replication</p> <p><b>Timeframe:</b> Year 1 – Year 2</p>	<p>Meeting Reports Set parameters and corresponding indicators with benchmarks Assessment report</p>	<p>Review of consultative meetings Quarterly reports</p>	<p>UNESCO &amp; NPC</p>	<p>Delay at country level due to lack of relevant local expertise and resources to carryout the activities  Stakeholders willing to cooperate to facilitate the process</p>

<p align="center"><b>JP Outcome 2</b></p> <p align="center"><b>Livelihoods are mainstreamed into sustainable cultural policies and standards are made compatible with expected cultural tourism</b></p>					
<p><b>Expected Outcomes &amp; outputs</b></p>	<p><b>Indicators (with baselines &amp; indicative timeframe)</b></p>	<p><b>Means of verification</b></p>	<p><b>Collection methods (with indicative time frame &amp; frequency)</b></p>	<p><b>Responsibilities</b></p>	<p><b>Risks &amp; assumptions</b></p>
<p><b>Output 2.1</b> Harmonization and publicizing of relevant policies and Legislation on tangible/intangible heritage and customary laws</p>	<p><b>Indicator:</b> Reviewed policy document shared and publicized;</p> <p><b>Baseline:</b> Insufficient alignment of national heritage legislation &amp; policies to international cultural heritage conventions; weak linkages between national and local policies resulting in a lack of harmonization between policy &amp; legislative framework and customary laws; weak awareness in tourism industry on international standard tools for the protection of Tangible &amp; Intangible Cultural Heritage</p> <p><b>Timeframe:</b> Year 1 – Year 2</p>	<p>Awareness-raising workshop reports Policy document Project progress reports</p>	<p>Quarterly, annual progress reports &amp; final report for regular project management reporting system</p>	<p>UNESCO &amp; MYNSSC</p>	<p>Political commitment and willingness to facilitate the process</p>

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	<p><b>Indicator:</b> Number of stakeholders reached with information on international set tools for protecting Tangible &amp; Intangible Cultural Heritage; Platform provided to bridge national legal framework &amp; policy with customary laws</p> <p><b>Baseline:</b> Insufficient alignment of national heritage legislation &amp; policies to international cultural heritage conventions; weak linkages between national and local policies resulting in a lack of harmonization between policy &amp; legislative framework and customary laws; weak awareness in tourism industry on international standard tools for the protection of Tangible &amp; Intangible Cultural Heritage</p> <p><b>Timeframe:</b> Year 1 – Year 2</p>	<p>Awareness-raising workshop reports &amp; list of participants Consultation meetings reports</p>	<p>Review and analysis of quarterly and annual project progress reports</p>	<p>UNESCO &amp; MYNSSC</p>	<p>Collaboration from relevant authorities and stakeholders</p>
<p><b>Output 2.2:</b> Communities/groups in the nine focus regions reaping benefits from cultural/natural heritage assets</p>	<p><b>Indicator:</b> Number of parliamentarians, regional governors &amp; councilors and traditional authorities sensitized on the sustainable utilization of cultural / natural assets; training material addressed to communities produced and in use</p> <p><b>Baseline:</b> Weak awareness of stakeholders on Heritage laws and policies; low capacity of communities in sustainable use of cultural / natural assets, including in services of cultural tourism</p> <p><b>Timeframe:</b> Year 1 – Year 3</p>	<p>Awareness-raising workshop reports &amp; list of participants Workshop material produced &amp; distributed</p>	<p>Review and analysis of quarterly and annual project progress reports Final evaluation</p>	<p>UNEP &amp; MET</p>	<p>Collaboration from relevant authorities and stakeholders</p>
<p><b>Output 2.3</b> Strengthening governance of Namibia's Geopark programme</p>	<p><b>Indicator:</b> Policy and guidelines for the Geoparks establishment in place</p> <p><b>Baseline:</b> Policy and regulatory framework for Geoparks not yet in place</p> <p><b>Timeframe:</b> Year 1 – Year 2</p>	<p>Guidelines for management &amp; monitoring structure of Geopark workshops reports &amp; list of participants Equipment transfer documents</p>	<p>Review and analysis of quarterly and annual project progress reports</p>	<p>UNESCO &amp; MME</p>	<p>Guidelines developed ignored by stakeholders</p>
	<p><b>Indicator:</b> Number of people sensitized on Geopark policy and legislation</p> <p><b>Baseline:</b> Policy and regulatory framework for Geoparks not yet in place</p> <p><b>Timeframe:</b> Year 1 – Year 2</p>	<p>Workshops reports &amp; list of participants Workshop material produced &amp; distributed</p>	<p>Review and analysis of quarterly and annual project progress reports</p>	<p>UNESCO &amp; MME</p>	<p>Sustained national, donor and private sector interest to support future actions</p>

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

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

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

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<p><b>Output 3.5</b> Support the establishment and management of the Gondwanaland Geopark</p>	<p><b>Indicator:</b> Number of people sensitized on issues of piracy &amp; IP related to handicraft products</p> <p><b>Baseline:</b> Unstable quality of cultural products; quality standards for handicraft products not yet set and market demand for Namibian handicraft products not enough strengthened; activities and cultural products thinly subsidized; lack of innovation and value addition in crafts sector; insufficient market linkages and opportunities for cultural products</p> <p><b>Timeframe:</b> Year 2 – Year 3</p> <p><b>Indicator:</b> Market linkages &amp; opportunities fostered through the UNESCO Award of Excellence</p> <p><b>Baseline:</b> Unstable quality of cultural products; quality standards for handicraft products not yet set and market demand for Namibian handicraft products not enough strengthened; activities and cultural products thinly subsidized; lack of innovation and value addition in crafts sector; insufficient market linkages and opportunities for cultural products</p> <p><b>Timeframe:</b> Year 1 – Year 3</p> <p><b>Indicator:</b> Geopark established</p> <p><b>Baseline:</b> Lack of the entire infrastructure for the presentation &amp; promotion of the Geopark and of business &amp; management plans supporting local communities income generating activities; informally trained but well performing tour guides don't have recognition by the formal system of accreditation to commensurate remuneration and employment; community tour guides at many heritage sites remain inadequately trained</p> <p><b>Timeframe:</b> Year 1 – Year 3</p>	<p>List of participants &amp; catalogue of Award Of Excellence events</p> <p>Project progress reports</p>	<p>Review and analysis of quarterly and annual project progress reports Final evaluation</p> <p>Review and analysis of quarterly and annual project progress reports Final evaluation</p>	<p>UNESCO &amp; MYNSSC</p> <p>UNESCO &amp; MYNSSC</p>	<p>Recognition in the SADC framework and internationally</p> <p>Insufficient local understanding of how the Geopark will contribute to the livelihoods of the local communities High commitment of the national and local authorities Local communities willing to fully participate and facilitate project implementation The Geopark concept will be linked to other Tourism products and Namibian Geopark will be marketed internationally</p>
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PKC

	<p><b>Indicator:</b> % of small scale miners supported</p> <p><b>Baseline:</b> Lack of the entire infrastructure for the presentation &amp; promotion of the Geopark and of business &amp; management plans supporting local communities income generating activities; informally trained but well performing tour guides don't have recognition by the formal system of accreditation to commensurate remuneration and employment; community tour guides at many heritage sites remain inadequately trained</p> <p><b>Timeframe:</b> Year 1 – Year 3</p> <p><b>Indicator:</b> Geopark business and management plans developed and their implementation monitored</p> <p><b>Baseline:</b> Lack of the entire infrastructure for the presentation &amp; promotion of the Geopark and of business &amp; management plans supporting local communities income generating activities; informally trained but well performing tour guides don't have recognition by the formal system of accreditation to commensurate remuneration and employment; community tour guides at many heritage sites remain inadequately trained</p> <p><b>Timeframe:</b> Year 1 – Year 3</p> <p><b>Indicator:</b> Virtual entry to the Geopark promoted (support for the setting-up of interpretive centre and infrastructure to run field-schools programmes &amp; research)</p> <p><b>Baseline:</b> Lack of the entire infrastructure for the presentation &amp; promotion of the Geopark and of business &amp; management plans supporting local communities income generating activities; informally trained but well performing tour guides don't have recognition by the formal system of accreditation to commensurate remuneration and employment; community tour guides at many heritage sites remain inadequately trained</p> <p><b>Timeframe:</b> Year 2</p>	<p>Equipment transfer documents Consultation meetings reports &amp; list of participants</p> <p>Meetings reports &amp; list of participants Business and management plans</p> <p>Equipment transfer documents Business and management plans Brochures &amp; promotional materials produced &amp; distributed</p>	<p>Review and analysis of quarterly and annual project progress reports Final evaluation</p> <p>Review and analysis of quarterly and annual project progress reports Final evaluation</p> <p>Review and analysis of quarterly and annual project progress reports Final evaluation</p>	<p>UNESCO &amp; MME</p> <p>UNESCO &amp; MME</p> <p>UNESCO &amp; MME</p>	<p>Lack of policies to regulate small scale mining activities</p> <p>Lack of resources to implement the plans</p> <p>MME Committed to operate and maintain the Centre</p>
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PKR



<p><b>Indicator:</b> Number of local communities (at least 60% women &amp; youth) trained as Geopark guides</p> <p><b>Baseline:</b> Lack of the entire infrastructure for the presentation &amp; promotion of the Geopark and of business &amp; management plans supporting local communities income generating activities; informally trained but well performing tour guides don't have recognition by the formal system of accreditation to commensurate remuneration and employment; community tour guides at many heritage sites remain inadequately trained</p> <p><b>Timeframe:</b> Year 1 – Year 3</p>	<p>Training and Consultation meetings reports &amp; list of participants List of guides accredited</p>	<p>Review and analysis of quarterly and annual project progress reports Final evaluation</p>	<p>UNESCO &amp; MME</p>	<p>Interest of communities to participate in training The trainees will retain and apply the skills learnt</p>
<p><b>Indicator:</b> Number of stakeholders reached with information on the Gondwanaland Geopark programme</p> <p><b>Baseline:</b> Lack of the entire infrastructure for the presentation &amp; promotion of the Geopark and of business &amp; management plans supporting local communities income generating activities; informally trained but well performing tour guides don't have recognition by the formal system of accreditation to commensurate remuneration and employment; community tour guides at many heritage sites remain inadequately trained</p> <p><b>Timeframe:</b> Year 2 – Year 3</p>	<p>Awareness raising campaign and events material &amp; list of participants</p>	<p>Review and analysis of quarterly and annual project progress reports Final evaluation</p>		<p>Low awareness of participatory approaches</p>

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## **Ex-Ante Assessment of Cross-cutting Issues**

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

### **Sustainable Use of the Environment**

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

### **Ownership, Gender and HIV/AIDS**

The Namibian society is characterized by social inequalities and economic disparities. HIV and AIDS is the greatest threat to national development and continue to be the leading cause of death in the country. According to the 2006 HIV sentinel survey the national prevalence rate among pregnant women has now increased to 19.9% from 19.7 in 2004. Knowledge of how to reduce the risk of transmission of HIV/AIDS is widespread (between 80-90% of both women and men know at least one method<sup>27</sup>) but behaviour change does not seem to be happening consistently.

Women-headed households are over-represented among the poor. Female headed households account for 41% of all households and income per capita of these households is 40% lower than male headed households. Most of the poor households are relatively large and contain orphans<sup>28</sup>. Girls living in impoverished conditions are outside the reach of traditional programmes and services and are subjected to lack of education and social mobility opportunities. Girls in impoverished conditions are considered to be highly vulnerable to HIV as well as to unwanted teenage pregnancies due to the fact that they are subjected to sexual coercion, violence and abuse. Furthermore, the majority of rural female-headed households are impoverished and particularly vulnerable to HIV and AIDS as a result of their unique socio-economic status and the need to undertake risky behaviour to provide sustenance to their families. Women’s lack of access to preventive methods as well as cultural norms supportive of men having multiple, concurrent sexual partners, all contribute to the precarious position of women and girls in the context of HIV and AIDS.

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

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<sup>27</sup> MoHSS Preliminary NDHS 2007

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

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

### Capacity Building

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

### Legal Context or Basis for Relationship

This section confirms that the cooperation or assistance agreements<sup>29</sup>, which are the legal basis for the relationships between the Government and each of the UN Organizations participating in this Joint Programme, will apply. Each Agency's activities under this Joint Programme will be governed by the respective applicable basic and other agreements of that Agency. The specific applicable legal arrangements between Namibia and each of the participating UN agencies are as follows:

#### Legal Context

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

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

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

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

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

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

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

### **Monitoring, Mid-Term Review and Evaluation**

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

### **Audit**

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

DHK 

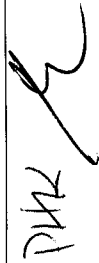
## Annex A – Work Plan Year 1

WORPLAN YEAR 1 for Joint Programme on Sustainable Cultural Tourism in Namibia										Period: YEAR 1-3		
Annual targets	Key Activities	TIME FRAME YEAR 1				UN AGENCY	RESPONSIBLE PARTY	PLANNED BUDGET				
		Q1	Q2	Q3	Q4			Source of Funds	Amount			
<b>JP Output 1.1 : Knowledge base and information-sharing portal development; baseline on tangible and intangible heritage and training</b>												
<p><b>By end of Year 1:</b></p> <p>1. A comprehensive assessment on existing baseline studies, cultural data &amp; databases identification in repository institutions in the country are carried out, to further feed a newly developed national cultural/natural heritage website &amp; sharing information portal. Needs assessment analysis will include Traditional knowledge on cultural layout planning of settlements in 3 selected towns; needs and capacity among handicrafters in the 9 target regions are assessed and baseline collected; gaps are identified in cultural heritage issues (subjects and contents) in secondary &amp; tertiary education curricula</p> <p>2. Communities' active involvement in safeguarding Intangible Cultural Heritage is sought through: two 2-day training workshops is conducted on documentation of intangible heritage and socio-cultural issues for 30 participants each from Kunene,</p>	Research and review of existing databases of government ministries and different organizations in the country					UNESCO	MYNSSC	MDG-F	UNESCO: Local Consultants 9,000 Travel & DSA 3,000 Publications & printing 1,000 Finance & Administration 500 Miscellaneous 1500	15,000.00		
	In-service training of professionals in tangible cultural heritage documentation / database setting and management					UNESCO	MYNSSC	MDG-F	UNESCO: Local Consultants 5,000 Travel 1,500 Supplies 1,000 Equipment 1,500 Finance & Administration 500 Miscellaneous 500	10,000.00		
	Training of community youth groups (at least 60% girls) in the 9 target regions in documentation of intangible heritage and socio-cultural issues dominant in those regions					UNESCO	MYNSSC	MDG-F	UNESCO: Local Consultants 15,300 Travel & DSA 3,000 Transport 2,000 Venue rental 500 Supplies 1,000 Miscellaneous 200 Evaluation/ass. Reporting 3,000	25,000.00		
Training of 30 Namibians on intellectual property rights (National Archives, teaching institutions and relevant ministries' directorates at central and regional level)					UNESCO	MoE	MDG-F	UNESCO : Local Consultants 5,000 Travel & DSA 14,500 Training 6,000 Venue rental 3,000 Supplies & train material 3,000 Miscellaneous 1,000 Evaluation/ass. Reporting 3,500	36,000.00			

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

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

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<p>comprehensive environmental/cultural impact study will have assessed the likely impacts of cultural tourism activities on the environment with a focus on the perspective pilot sites and the potential sites on the National Heritage Register</p> <p>2. Communities' active involvement in the JP is sought through consultation meetings with local and traditional authorities, stakeholders and communities; guidelines and recommendations are produced to guide the implementation of the JP in the target areas of the 9 regions; participatory territorial diagnosis and institutional mapping exercise for each of the pilot sites are conducted</p>	<p>Carry out baseline and assessment studies on cultural tourism and the existing legislation, policies and programmes relating to sustainable cultural tourism and disseminate information and results to national authorities, CBOs and the public</p> <p>Together with the target communities, carry out a territorial diagnosis and institutional mapping exercise for each of the pilot project sites</p> <p>Undertake an environmental cultural impact assessment and review customary law, cultural and traditional laws, policies and institutional arrangements on customary, traditional practices, cultural/natural heritage and livelihoods principles and practices</p>			<p>UNEP</p> <p>ILO</p> <p>UNEP</p>	<p>MET</p> <p>MIT</p> <p>MET</p>	<p>MDG-F</p> <p>MDG-F</p> <p>MDG-F</p>	<p>UNEP: Local Consultants 4,000 Travel 4,500 Supplies 1,500 Finance &amp; Administration 1,000 Miscellaneous 500 Publication &amp; Printing 3,500</p> <p>ILO: Local Consultants 1,500 Travel &amp; DSA 12,500 Stakeholders Workshop 10,000 Venue rental 1,000</p> <p>UNEP: Local Consultants 7,000 Travel 5,500 Training 500 Supplies 1,000 Miscellaneous 1,000 Publication &amp; Printing 5,000</p>	<p>15,000.00</p> <p>25,000.00</p> <p>20,000.00</p>
<p><b>JP Output 1.4: Validation of pilot sites for implementation and identification of new sites for replication</b></p>								
<p>By end of Year 1:</p> <p>1. A panel, constituted by Namibian experts with advisory support from JP partners, is set-up; exact parameters and corresponding indicators with benchmarks for the sites selection are established and tested on the ground; the validation of site places is initiated</p>	<p>Constitute an expert panel that will validate the localities based on empirical data from baseline studies, research, participatory assessments and environmental &amp; cultural impact assessments</p> <p>Asses the baseline and collate the assessment studies on the feasibility of the proposed pilot models for the purpose of setting a selection criteria</p> <p>Validation of pilot sites, identification of sites for replication and presentation to stakeholders</p>		<p>UNESCO</p> <p>UNESCO</p> <p>UNESCO</p>	<p>NPC</p> <p>NPC</p> <p>NPC</p>	<p>MDG-F</p> <p>MDG-F</p> <p>MDG-F</p>	<p>UNESCO: Travel &amp; DSA 3,000 1day Workshop 2,500 Miscellaneous 500</p> <p>UNESCO: Local Consultants 28,000 Travel &amp; DSA 12,000 Supplies 1,000 Finance &amp; Administration 500 Miscellaneous 500</p> <p>UNESCO: Travel &amp; DSA 3,000 1day Workshop 2,500 Miscellaneous 500</p>	<p>6,000.00</p> <p>42,000.00</p> <p>6,000.00</p>	
<p><b>JP Output 2.1: Harmonization and publicizing of relevant policies and legislation on tangible/intangible heritage and customary laws</b></p>								
<p>By end of Year 1:</p> <p>1. Government is supported in launching the revision of National policy &amp; legislative frameworks on tangible/intangible heritage and recommendations on policies implication are issued in line with international instruments</p>	<p>Research, review and harmonize national policies and legislative frameworks on tangible /intangible heritage</p>		<p>UNESCO</p> <p>MYNSSC</p>	<p>MYNSSC</p>	<p>MDG-F</p>	<p>UNESCO: Local Consultants 6,500 Travel 1,000 Supplies 500 Administration &amp; Finance 1,000 Miscellaneous 1,000</p>	<p>10,000.00</p>	

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

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JP Output 3.2: By way of LED approach, communities are empowered to generate employment and income from the pilot projects							35,000.00
By end of Year 1:				MDG-F	ILO:		
1. Market research reports on the supply and the demand for cultural tourism services are conducted and results disseminated	Commission a supply and demand diagnosis of community-based cultural tourism services covering both the local market and the international benchmark performers				Intern. Consultants Local Consultants Travel Training Supplies Finance & Administration Miscellaneous	7,000 4,000 8,000 9,000 3,000 2,000 2,000	
JP Output 3.4: Promote skills transfer, built capacity and enhance market opportunities							5,000.00
By end of Year 1:	Establish, launch and implement, in collaboration with relevant public and private entities, the UNESCO Award of Excellence for Handicraft Products with cultural/traditional content within a SADC recognition framework				UNESCO: Sub-contracts	5,000	
1. The preparation for the launch of the UNESCO Award of Excellence for Handicraft Products is initiated							
2. Promotional and Introductory workshops and awareness raising events addressing selected community based enterprises & producers are organized on the benefits and procedures of the Award	Provide training (at least 60% women & girls) in the development of innovative products associated with low-cost technology to traditional handicraft skills				UNESCO: Local Consultants Travel & DSA Introductory Workshops Supplies Miscellaneous	6,500 4,500 4,000 1,000 500	
JP Output 3.5: Support the establishment and management of a Geopark							18,000.00
By end of Year 1:	Hold public awareness campaigns and stakeholders meeting at local level on the Gondwanaland Geopark concept				UNESCO: Local Consultants Transport Stakeholders Meetings Supplies & Campaign material Finance & Administration Miscellaneous	6,500 3,500 3,500 3,500 500 500	
1. 1 stakeholders workshop with community leaders, local authorities from Erongo and Kunene regions & technical bodies are organized and 1 awareness raising campaign among the 50 conservancies within Gondwanaland Geopark, geared to strengthen communities active involvement in the Geopark programme	Develop management and business plans for the Gondwanaland Geopark and support their implementation				UNESCO: Local Consultants Transport Finance & Administration Miscellaneous Report	12,500 3,500 250 250 1,500	
2. Gondwanaland Geopark is provided with Management, Education and Business plans; signage is designed and its installation in the protected area initiated	Procure and install infrastructure for small scale miners to sell their products (linked to MME and MET ongoing activities)				UNESCO: Sub-contracts Equipment Transport Miscellaneous	6,500 11,000 2,000 500	
3. At least 20 trainees are selected and trained as Geopark guides; the setting up of education infrastructure is supported (i.e.	Demarcate and erect signage in the park area				UNESCO: Sub-contracts Equipment Transport Miscellaneous	3,500 14,000 2,000 500	

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<p>interpretive centre and field-schools infrastructures)</p> <p>4. 1 consultation meeting with small scale miners is carried out: small scale miners are provided with equipment to improve the infrastructures where to sell their products</p>	<p>Support the setting-up of education infrastructure (i.e. interpretive centre and field-schools infrastructures)</p> <p>Train local communities and Geopark guides (at least 60% women &amp; youth)</p>		UNESCO	MIME	MDG-F	<p>UNESCO: Local Consultants 6,500 Sub-contracts 3,500 Transport 2,000 Equipment 5,000 Miscellaneous 500</p> <p>UNESCO: Local Consultants 12,500 Transport 2,000 Training material 1,500 Finance &amp; Administration 250 Miscellaneous 250 Assess./Evaluation Report 1500</p>	17,500.00
<p><b>JP Output 4.1: Joint Programme Management, Coordination, Monitoring and Evaluation</b></p>							
<p>2 Programme Inception workshops (1 at national and 1 at regional level), M&amp;E, and Programme Offices running costs</p>	<p>Programme inception &amp; annual planning workshops</p> <p>Programme Management &amp; Coordination</p>		UNESCO	NPC	MDG-F	<p>UNESCO: Travel &amp; DSA 25,000 Supplies 1,000 Venue rental 4,000 Miscellaneous 1,500</p> <p>UNESCO: Nat. Personnel 65,000</p>	31,500.00
	<p>Monitoring and Evaluation</p>		UNESCO	NPC	MDG-F	<p>UNESCO :n Int. Personnel 14,000 Technical assistance (Travel) 11,000 Equipment 20,000 Supplies 8,000 Misc./office runn. Costs 45,148</p>	98,148.00

<p><b>Total Planned Budget</b></p> <p><b>Total Planned Budget including 7% indirect support costs</b></p> <p>Including 7% indirect support costs</p>	<p>955,648.00</p> <p><b>1,022,543.00</b></p> <p>806,938.00</p> <p>112,350.00</p> <p>39,055.00</p> <p>64,100.00</p>
<p>Total UNESCO</p>	<p>806,938.00</p>
<p>Total UNEP</p>	<p>112,350.00</p>
<p>Total UN-HABITAT</p>	<p>39,055.00</p>
<p>Total ILO</p>	<p>64,100.00</p>

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Summary table of Year 1 budget by categories

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

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## **Annex B**

### **UNESCO**

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

UNESCO has acquired considerable expertise as well as global and operational tools that can demonstrate the benefits of investing in culture, and justify new approaches to policy formulation. Programme implementation will therefore be characterized by ensuring the linkage between operational action and the solid normative foundation provided by international conventions, recommendations, declarations and tools elaborated by UNESCO in the field of culture. UNESCO's focus on culture in the JPD is therefore based on the following premises:

#### **Training and capacity building**

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

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

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

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

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

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

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

### **Supporting Social cohesion and intercultural dialogue**

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

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

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

### **Promoting the Creative Industries**

By encouraging diversity and contemporary creation, UNESCO endeavours to ensure that all cultures – with due respect for their equal dignity -- benefit from the development opportunities opened up by creative industries through enhancing quality control and marketing interventions, strengthening local markets and providing better access to international markets, particularly by means of North-South and South-South cooperation.

### **UNESCO in the MDG-F Joint Programme**

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

### **UNEP**

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

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

- **Global environmental advocacy;**
  - **Facilitating setting new global norms and standards;** and
  - **Technology support and strengthening capacity** – Bali Strategic Plan.
2. In this regard, UNEP envisages to mainstream environment into culture by taking the leadership in outcome 2: Livelihoods are mainstreamed into sustainable gender sensitive cultural/ natural heritage legislation, policies and programmes with capacity and awareness enhanced on sustainable cultural/ natural heritage and livelihoods and related international cultural legal instruments. This action aims to strengthen the contribution of cultural and natural heritage through cultural tourism in order to sustain livelihoods and development, achievement of MDGs and ensure social cohesion.
  3. Through the UNEP intervention, the programme is envisaged to support the Government of Namibia to more effectively integrate and implement the principles of cultural diversity into sustainable development policies and activities by promoting sustainable tourism in cultural and natural sites and empower the local communities in the management and ownership of cultural and natural heritage sites through appropriate policies and regulations.

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

## UN-HABITAT

The main roles and responsibilities of UN-Habitat derive from the *Habitat Agenda*, adopted at the United Nations Conference on Human Settlements (Habitat II) in Istanbul in 1996. After 1996, the UN General Assembly mandated UN-Habitat with the overall responsibility for the coordinated implementation of the Habitat Agenda. The *Habitat Agenda* has two main goals – adequate shelter for all, and sustainable human settlements development in an urbanizing world. These goals are reflected in MDG 7 on environmental sustainability. Under target 10 it seeks to *reduce by half the proportion of people without sustainable access to safe drinking water and sanitation by 2015*. Under target 11, it seeks to *achieve significant improvement in the lives of at least 100 million slum dwellers by 2020*.

UN-Habitat's objectives are expressed as follows:

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

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### **UN-Habitat's Focus Area in the JPD:**

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

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

The ultimate objective is to have urban issues reflected in national development strategies, and poverty reduction strategies where applicable. UN-Habitat will provide technical advisory and capacity building support for policy and institutional reform. Such support may be provided through Habitat Agenda partners, consultants or directly by UN-Habitat. A related role for UN-Habitat will be to facilitate strong working relations between Habitat Agenda partners – particularly National Habitat Committee, civil society, the private sector, local authorities and Ministry of Regional and Local Government, Housing and Rural Development (MRLGHRD) - to help align efforts to achieve sustainable urbanization-related objectives.

### **Programme Implementation**

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

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

### **Financial Management**

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

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

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

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

Decent work is captured in four strategic objectives: fundamental principles and rights at work and international labour standards; employment and income opportunities; social protection and social security; and social dialogue and tripartism. These objectives hold for all workers, women and men, in both formal and informal economies; in wage employment or working on their own account; in the fields, factories and offices; in their home or in the community.

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

To boost employment opportunities among the ultimate MDG-F programme beneficiaries, ILO will use the Local Economic Development (LED) approach. The LED approach is as a process where local actors shape and share the future of their territory with the aim of strengthening the economic capacity of a locality and thereby improving the quality of life for all. LED is defined by being based within a specific territory or area as a locally owned approach that aims to empower social partners and local actors. It involves public as well as private actors including civil society, and it focuses on boosting local economies and employment creation through interventions in sectors with economic potential. The LED approach enables the joint formulation and implementation of development strategies that are building on existing local endogenous resources and competitive advantages.

The ILO values expressed in the LED process are:

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

*DHR*



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

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

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

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

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## Annex C

### Cultural Village

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

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

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

#### Infrastructure

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

### Cultural Trail

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

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

#### Promotion of cultural and historical sites

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

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


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

#### **Cultural and Interpretive Centre**

A cultural centre in the context of this JP Will be a place for acquiring entrepreneurial skills and where target groups can set up their cottage industries for the production of handicrafts and presentation of living heritage. It will also serve as a centre for providing information about the cultural heritage of a selected region. The following are the activities that will take place at a cultural centre:

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

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

- a) Construction of a interpretive centre
  - b) Provision of land (Local authorities to provide land)
  - c) Signage
  - d) Provision of running water
  - e) Provision of solar electricity and telecommunications
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- f) Provision of internet infrastructure
- g) Promotional & marketing materials
- h) Linkages with tour operators
- i) Training of interpreters & Tour guides
- j) Consultancy work
- k) Management and conservation policies
- l) Marketing and presentation policies
- m) On going research about the cultural asserts of the region
- n) Research for content of exhibitions
- o) Exhibition design and installation

### **Cultural Industries and Cultural Industries Promotion**

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

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

### **Geopark**

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

#### **CONSERVATION**

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

#### **EDUCATION**

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

#### **GEOTOURISM**

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



Geparks have a management plan designed to foster socio-economic development that is sustainable, most likely based on agritourism<sup>30</sup> and geotourism<sup>31</sup> and generally respect the following principles:

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

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

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

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

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

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

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

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

