

25.02.2008

Subject: MDGF- Culture - Joint Programme Proposal of the UN Country Team.

To the MDG Secretariat,

I write in my capacity as Officer in Charge of the Office of the United Nations Office of the Special Coordinator for the Middle East Process (UNSCO), which is responsible for Resident/Humanitarian Coordinator functions in the oPt. It is my pleasure to submit this proposal on behalf of the four participating Agencies and Programmes. It is the product of dedicated work by Agency staff and numerous rounds of consultation with counterparts in the Palestinian Authority and the civil society.

The rationale behind this programme is to support the *Palestinian Reform and Development Plan* (PRDP) by providing Palestinian institutions, organizations and professionals concerned with the skills and tools necessary to better understand, access, protect and profitably manage their rich and diverse cultural heritage.

This Joint Programme on Culture and Development is the first international assistance programme developed in the oPt which gives central focus to cultural diversity from a holistic and integrated approach, addressing issues ranging from safeguarding tangible and intangible heritage to fostering creativity and improving the production quality of cultural artefacts.

Through capacity-building components the program aims to re-enforce interaction between the national level (institutional development and the creation of policies for the protection and promotion of culture) and communities (empowerment – in particular of vulnerable groups such as women, people living in remote/rural areas and refugees - to have better access to cultural services and participate more effectively in cultural life).

To achieve its outputs the Joint Program will adopt an innovative and interdisciplinary strategy which includes all actors involved in the protection and promotion of Palestinian cultural diversity (local communities, private sector, civil society, PA), piloting on site activities, and using the lessons learnt at the grassroots level to feed into national policy development and vice versa.

With the above points in mind, it is my hope that this proposal will receive favourable consideration by the MDGF Steering Committee. I and UNSCO staff remain at your disposal, should you require any further information or support.

With best regards,

**Draft Summary of the Final National Steering Committee Meeting
22 February 2008**

Present:

Moria Little, RC Office/UNESCO
Cairo Arafat, Ministry of Planning
Angel Garcia, Spanish Cooperation
Rauf Malki, Spanish Cooperation
Giovanni Fontana, UNESCO (Observer)

Introduction: Each of the NSC members approved the proposal for submission. A number of points were raised in regards to areas where attention needed to be given during implementation, however. They are as follows:

- 1) The candidates and ToRs for carrying out the programme evaluations should be endorsed and approved by the National Steering Committee. These evaluations should be carried out as a joint activity as opposed to individual efforts by each agency. (*Note: this has since been noted in the proposal document*)
- 2) Support to a museum of contemporary art in East Jerusalem was raised as a possible opportunity through this program. While the UNESCO office based in Ramallah does not have a mandate to work in East Jerusalem, it was agreed that the program could foster partnerships via UNESCO headquarters and other actors on the ground which would be devoted to museum development in East Jerusalem. It was agreed that this MDG program will serve as a platform for further, comprehensive initiatives in the field of culture and development.
- 3) The issue of establishing a Historical Center/Unit within the Ministry of Local Government was also raised. It was agreed that the programme would prepare the ground, through intensive capacity building, for such units to be established in the future. Those who receive training through the program will ultimately be embedded within these types of units. In addition, cooperation with other related programs (particularly in Bethlehem) can be fostered through this program.

End.

JOINT PROGRAMME PROPOSAL

CULTURE AND DEVELOPMENT IN THE OCCUPIED PALESTINIAN TERRITORY

(2008-2010)

UNESCO, UNIFEM, UNDP, FAO

Submitted by UNESCO

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1. EXECUTIVE SUMMARY

The Joint Programme on Culture and Development in the occupied Palestinian territory (oPt) is to promote Palestinian cultural diversity as a means to foster social cohesion and economic growth.

The rationale behind this programme is to support the *Palestinian Reform and Development Plan* (PRDP)¹ by providing Palestinians institutions, organizations and professionals concerned with the skills and tools necessary to better understand, access, enjoy, protect and profitably manage their rich and diverse cultural heritage².

Thus this programme builds on and complements the commitment of the Palestinian Authority (PA) to foster social development and economic growth through the PRDP national programmes of "Public recreation and cultural facilities", "Tourism Industry Development" and "Agribusiness Development".

The programme is framed in the context of UN's normative principles, as underscored by the September 2000 Millennium Declaration³, the 1995 UNESCO Report of the World Commission on Culture and Development (*Our Creative Diversity*), the 1998 Stockholm Conference on Cultural Policies for Development, and the 2004 UNDP Human Development Report, and relevant UNESCO conventions such as: the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions, the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage, and the 1972 Convention Concerning the Protection of the World Cultural and Natural Heritage.

The United Nations Educational, Scientific and Cultural Organization (UNESCO), The United Nations Development Program (UNDP), the United Nations Development Fund for Women (UNIFEM), and the United Nations Food and Agriculture Organisation (FAO) will work jointly in the oPt with relevant ministries of the PA, in particular the Ministry of Planning (MoP), the Ministry of Culture (MoC), the Ministry of Tourism and Antiquities (MoTA), the Ministry of Agriculture (MoA) and the Ministry of Women's Affairs (MoWA), as well as the Ministry of Local Government (MoLG), Ministry of Education and Higher Education (MoEHE) and the Ministry of Youth and Sports (MoYS) – local authorities, community based organisations, universities and research institutes, private sector and civil society at large.

Due to the major budget cut (only 3 million USD were obtained against the 12 million originally requested) and in order to have an effective impact, the programme will focus on two geographical

¹ A three-year strategy successfully presented at the donor pledging conference in Paris in December 2007. This strategy connects policy making, planning and budgeting.

² The Joint Programme tackles three aspects of cultural heritage: **cultural tangible heritage** (art. 1 of the **Convention concerning the protection of the world cultural and natural heritage** defines cultural heritage as: *monuments: architectural works, works of monumental sculpture and painting, elements or structures of an archaeological nature, inscriptions, cave dwellings and combinations of features; groups of buildings: groups of separate or connected buildings; sites: works of man or the combined works of nature and man; cultural landscapes are included in the sites' category*); **intangible cultural heritage** (art. 2 of the **Convention for the safeguarding of the intangible heritage**: The *"intangible cultural heritage"* means the practices, representations, expressions, knowledge, skills – as well as the instruments, objects, artefacts and cultural spaces associated therewith – that communities, groups and, in some cases, individuals recognize as part of their cultural heritage. This intangible cultural heritage, transmitted from generation to generation, is constantly recreated by communities and groups in response to their environment, their interaction with nature and their history, and provides them with a sense of identity and continuity, thus promoting respect for cultural diversity and human creativity ...) and **creative industries** (Cultural and Creative industries are those which comprise the formation, production, commercialisation, and distribution of cultural goods and services resulting from human inspiration and imagination. They include, among others, printing and publishing, visual and performing arts, cultural tourism and related heritage industries, cinema, music, radio, television and online industries, arts, and design and crafts. See art. 4 and 5 of the **Convention on the Protection and Promotion of the Diversity of Cultural Expressions**)

³ <http://www.un.org/millennium/summit.htm>

areas: The Northern West Bank (Jenin, Salfit and Nablus Governorates)⁴ and the central area in Gaza Strip (Deir al Balah Governorate) if circumstances permit and Hebron Governorate as an alternative⁵.

These areas were selected according to a set of criteria being: 1. presence of cultural assets (tangible, intangible heritage, cultural landscapes, creative industries); 2. possibility to create synergies with other initiatives and to use/mobilize resources from other projects; 3. focus on rural, remote and marginalized areas or where there is lack of major development projects (and or framework); 4. physical accessibility of the sites and (5) availability of data gathered through research and interviews held with governmental institutions, municipalities, and community based organisations (CBOs) to assess the sustainability of targeted interventions at the selected sites.

The programmes' activities have been structured in order to achieve the following two integrated outcomes:

- 1) Institutional development: policies and practices for safeguarding cultural heritage are established as a contribution to the updating of the PRDP and implemented in the selected areas;
- 2) Socio-economic development: the potential of cultural and eco-tourism as well as of creative industries for inclusive economic growth and social cohesion is identified and enhanced.

To achieve the above outcomes the JP will adopt an innovative and interdisciplinary strategy seeking to reach an integrated and holistic approach for the promotion of cultural diversity as a venue for development. This strategy will be built along a circular feeding back process system structured along the following interlinked components: capacity building, policy making, partnerships establishment and implementation of best practices.

The implementation of this strategy will follow a bottom up approach by: (i) including all actors involved in the protection and promotion of Palestinian cultural diversity (local communities, private sector, civil society at large and government officials both at central and local level); (ii) piloting on site activities (on the job-training) and using the lessons learnt at the grassroots level to feed the national policy development and vice versa.

Gender mainstreaming and capacity building will be considered cross-cutting themes throughout the JP. In particular capacity-building programmes will be implemented at all levels in order to allow for a mutually reinforcing interaction between the national level (focus on institutional development and the creation of policies for the protection and promotion of culture) and the communities (focus on empowerment – in particular of vulnerable groups such as women, people living in remote/rural areas and refugees - to have better access to cultural services and participate more effectively in cultural life).

Finally, to ensure maximum national ownership, institutionalization and thus sustainability of the various components of the Joint Programme, the UN agencies will empower, support and complement existing structures and resources in the implementation of the foreseen activities. Therefore - whenever possible - the UN agencies will ensure that the individuals trained and involved in the programme are embedded and made accountable to national ministries, institutions and NGOs.

⁴ **ARRABA** (cultural diversity/tourism) & **YA'BAD** (intangible heritage /creative industries/ cultural landscape); **SEBASTIYA** (archaeological site/intangible heritage) & **ASIRA ASH SHAMALIYA** (Cultural landscape) and **DEIR ISTYA** (cultural industries/cultural landscape)

⁵ **AS SAMU** (Cultural heritage/cultural industries) & **ADH DHAHIRIYA** (Cultural heritage/cultural tourism/ intangible heritage); and **AL RAMADIN** (intangible heritage) and **BANI NA'IM** (cultural pluralism/cultural-creative industries/cultural landscape)

2. SITUATION ANALYSIS

2.1 Country context: outline of geographical, historical, socio-economical, main features relevant to the Joint Programme

2.1.1 Main Geographical features (see annex i)

The Occupied Palestinian Territory (oPt) lies at the meeting point of three continents (Asia, Africa and Europe) between latitudes N30 30 N15 32 and longitude E15 34 and E40 35. It consists of two physically separated landmasses: the West Bank and the Gaza Strip with a total area of just over 6000 square km (5690 square kilometers in the West Bank and 365 km in the Gaza Strip)⁶.

Despite its relatively small size, the oPt is characterized as having great variation in topography⁷ as well as ecological⁸ and climate diversity⁹. All these factors contributed to the creation of a varied cultural landscape¹⁰ and high biodiversity.

Cultural landscapes, biodiversity, traditional knowledge, tangible and intangible cultural heritage manifestations are indissolubly associated. The definition of cultural landscapes clearly states this link: "cultural properties that represent the combined works of nature and of man"¹¹. Thus, cultural landscapes are complex heritage categories embracing a diversity of manifestations of the interaction between humankind and its natural environment and thus encompassing tangible, intangible cultural and environmental (e.g. scenic beauty, geological features, bio-diversity etc.) values. People's life, beliefs, identity are indissolubly linked with their landscape. A landscape is the *locus* of culture, the vessel of a collective memory and source of inspiration (e.g. Palestinian cultural landscape and natural heritage associated to it, has served as a central inspiration and motif for psalmists, profits and pilgrims) and of social and economic development (most of the Palestinian cultural landscapes are put to agricultural use and constitute the main source of income for many small farmers).

Cultural landscapes often reflect specific techniques of sustainable land-use and their protection can maintain or enhance biodiversity and natural/environmental values. The continued existence of traditional forms of land-use not only is helpful in maintaining biological diversity but also in safeguarding a know-how and a system of beliefs and traditions that constitute an indissoluble part of people's heritage. This is particularly evident in Palestine, where agriculture has been always been vital.

⁶ Palestine A Guide, By Mariam Shahin & Photographs by George Azar

⁷ The oPt can be divided in three main topographical and most diverse areas: **Mid-Mountain Chain**: is the largest mountain chain in the oPt with an area of nearly 3500 square km stretches from Nablus in the north to Hebron in the south, the highest mountains reaching 1000 m above sea levels. **East Slopes**, Jerusalem (Judean Desert): With a total areas of nearly 1500 square meters, this area starts at East Jerusalem at an altitude of nearly 800 meter above sea level and slopes down eastwards towards the Dead Sea (400 m below sea level - the lowest point on the surface of the earth). **The Jordan Valley**: this area of nearly 400 square km is known as Palestine's vegetable basket because of its cultivable & fertile lands and extends from Jerusalem wasteland to Jordan and the Dead Sea.

⁸ According to the Palestinian Wildlife Society (www.wildlife-pal.org) there are over 2700 species of plants belonging to some 126 families which represent a large number considering the size of the oPt. Land based fauna counts with 730 species including mammals, reptiles, amphibians and birds. Furthermore Palestine is as a major pathway for migratory birds such as Storks and Pelicans.

⁹ Climate is influenced by the presence of the Mediterranean sea (long hot/dry summers and cool/rainy winters) and the Negev and Arabian deserts (hot sandy/dusty winds increasing temperature and decreasing humidity).

¹⁰ There are various types of landscapes in the oPt, which can be summarized in four main groups: **rugged hills**, **low hills**, **flat valleys** and **desert land**. In the terraced land of the **rugged hills** the farming of olive trees and fruit trees prevails, particularly almond trees; very often the small portions of available soil are also ploughed and sowed. Olive and fruit trees, vineyards and small cultivated fields characterize the lower hills areas. In the areas of predominantly **plains and wider valleys**, namely near **Jenin**, the landscape is dedicated to cultivated fields and vegetable production as well as olives and orchards. Finally, in the surroundings of **Jericho**, in the **Jordan Valley**, fruit and vegetables are planted both in open fields and in greenhouses, whilst the more arid slopes of the desert hills allow grazing for goats and sheep herds.

¹¹ Annex 3, Operational Guidelines for the implementation of the World Heritage Convention 2005.

The preservation of the landscape greatly depends on the kind of transformation that are made on the modalities of farming.

Nowadays Palestinian cultural landscape and biodiversity are under threat; several factors are driving to biodiversity loss and irreversible change in landscape integrity/authenticity and land-use: (i) the pervasive presence of Israeli settlements caused a heavy transformation of the landscape and a significant reduction of land available for agricultural production. Considering the space occupied by residential buildings, the fenced-in space the new roads of connection for exclusive use and the bordering areas often abandoned, there is a big portion of land that is alienated from possible agricultural use; (ii) thought, the lack of an integrated approach and unified legislative framework to landscape and bio-diversity conservation, is the main cause of the current deterioration of the Palestinian environment and nature resources. Different laws are applied in different areas of the oPt and, as clearly revealed by the "Desk Study on the Environment in the Occupied Palestinian Territory" carried out by UNEP in 2003, there is lack of coherence and overlap amongst these laws. The lack of an environmental policy and legal framework leads to the poor planning of land uses (e.g. rampant urban development; exploitation of forestry, mining and quarrying activities, illegal dumping of solid waste etc) and is creating an increasing need for the establishment and enforcement of a methodology for the conservation and management of cultural landscapes and its associated cultural and natural values; (iii) the increasing number of peasants and agricultures returning to farming and breeding activities due to the impossibility to work in Israel determines growing pressure on farm land, and its higher exploitation. Furthermore the extensive use of pesticides and the scarce use of organic farming and of ogm-free seedlings, together with the poor quality of irrigation water contribute to the further deterioration of the quality of the natural environment.

The JP is addressing these gaps and seeking to contribute to reverse this trend by (i) paving the way to the creation of new integrated policies through the elaboration and implementation of guidelines and cultural management plans that should serve as pilot reference models for the protection of landscapes and its biodiversity; (ii) fostering the collaboration within local communities, government officials and civil society at large towards the recognition, re-vitalization and duly adaptation to the current circumstances, of the traditional knowledge and practices related to the sustainable use of the landscape and natural resources, through on-the job training program and awareness raising activities.

2.1.2 Brief Historical background

Due to its strategic geographical location Palestine has been throughout the centuries and continues to be nowadays the **platform for the interaction and an important route of migration and encounter between diverse cultures and civilizations**, functioning as a bridge between Eastern and Western societies.

Palestine, the Holy Land, the land of many narratives, contrasts, layers and textures has always been the object of rivalry: Canaanites, Assyrians, Egyptians, Phoenicians, Palestinians, Jews, Greeks, Romans, Christian crusaders, Byzantines, Arabs, Franks, Turkishs, Mameluk, etc have left evidences of their presence across Palestine: Greek, Roman and Crusaders remains (Sebastia), Byzantine churches, Umayyad palaces (Jericho), Ayyubied and Mamluk buildings (Qassr Al Basha in Gaza), Ottoman buildings and historic centres such as the old towns of Jerusalem, Nablus, Hebron, Bethlehem, Gaza and the old cores in many Palestinian villages forge the diverse and rich Palestinian heritage. Three monotheistic religions are rooted in this relatively small country and sites of outstanding symbolic/religious value for Christians Muslims and Jews such as Al-Aqsa Mosque, the Salomon Temple remains, the Dome of the Rock, the Church of Nativity, the Church of Holy Sepulchre, the Ibrahimi Mosque are scattered throughout the Palestinian landscape.

All these elements contributed to create an extremely rich cultural diversity and one can say that Palestine has been the **arena of processes**, which have contributed significantly to the economical, socio-political, and cultural morphology of the entire Middle East region

The coexistence of these different religions and cultures represents a major challenge to Palestinian heritage protection and the history of the Holy Land is marked by the attempts of the ruling religion/culture to overthrow and replace the others. And the process is still going on.

The division of the oPt in separated areas resulting from the Oslo Accords¹² has contribute to the fragmentation of the interventions and has been an impediment towards a holistic approach to heritage conservation (see annex i). In **Area A** (comprising the largest Palestinian urban centres and 17% of West Bank land) the PA was given security and civilian control; in **Area B** (smaller Palestinian population centres outside the urban areas) the PA was given civilian control whereas Israel retained security control. In **Area C** (comprising 60% of the West Bank) Israel was given and full civilian and security control. Due to the non-contiguous geographical nature of the A, B, and C areas, the C areas physically disconnect the territory under PA jurisdiction. This limited and fractured autonomy has made it very difficult for the *Palestinian Authority (PA)* to govern and implement effectively heritage policies, even more so since the beginning of the second Intifada.¹³

Furthermore since the Government of Israel (GoI) engaged in the construction of a concrete and metal barrier the so called "Barrier", whose route runs deep into the West Bank¹⁴, mobility restrictions for Palestinian have increased and new portions of Palestinian territories have been annexed under the Israeli jurisdiction.¹⁵

The fragmentation of Palestinian territory into a group of isolated cantons, precipitated by the tightening grip of occupation, settlement growth and mobility restrictions, has also had grave impacts on social cohesion. Ties of family and friendship have been weakened and opportunities for social and cultural exchange between different areas within the occupied territory have been limited.

The multiculturalism and pluralism that has always existed in Palestinian society has been partially suppressed since Israel took over Palestine. The essentially non-inclusive nature of the occupation has created a sometimes reactionary and certainly more defined sense of "self" and "otherness" among the Palestinians.

The political and economic situation as a whole has negatively affected human security of the larger population, but in particular it has diminished the space for rights to culture and dialogue.

Thus there is an urgent need to reassert the cultural identity of the different communities, bringing them closer together whilst maintaining their cultural diversity, trough reviving cultural traditions (incl. arts and crafts), safeguarding their heritage and fostering the creation of new cultural spaces and opportunities of expression and cultural exchange.

The JP responds to this need by (i) contributing to the commitment and efforts of the Palestinian Authority (PA) towards the elaboration of policies and strategic programmes for the safeguarding and enhancement of the Palestinian cultural heritage in its various forms (see activities 1.1.2, 1.2.1 and 1.2.2); (ii) creating social-responsible partnerships with established Palestinian art groups as well as with individual artists and cultural organizations (see activity 2.2.1); (iii) establishing a calendar of cultural events (see activity 2.2.2); and implementing extra curricular activities to foster cultural diversity and pluralism (see activity 2.2.4).

¹² In 1993, Israel and the Palestine Liberation Organization (PLO) began secret negotiations in Oslo that resulted in the signing of the Declaration of Principles (DOP) and subsequent Israeli-Palestinian agreements, collectively known as the **Oslo Accords**. As a result of the Oslo Accords, the PLO formed a Palestinian Authority (PA), made up of a President, cabinet of ministers, and legislative body and in 1996, organized its first parliamentary and presidential elections.

¹³ International Crisis Group, www.crisisgroup.org

¹⁴ The Barrier consists of nine-meter high concrete walls, ditches, trenches, wire fences, patrol roads and razor wire. The Barrier does not follow the 1949 Green Line but veers significantly eastwards into the heart of the West Bank. Since October 2003, the area between the Barrier and the Green Line has been declared closed by military order. All Palestinians residing there or wishing to enter these areas including farmers are required to obtain a permit from the Israeli authorities. The International Court of Justice (ICJ) opined in July 2004 that the Barrier route in the West Bank is illegal under international humanitarian and human rights law. OCHA <http://www.ochaopt.org/> and Human Rights Watch, www.hrw.org

¹⁵ OCHA report July 2007

All that said, besides the problems posed by the complex political environment the major challenge to cultural heritage protection and management in Palestine remains the lack of an updated and common legislative framework encompassing different forms of heritage able to meet the cultural needs of the today's Palestinian society. Indeed, the existing law, which protects only tangible heritage (movable and immovable objects and buildings older than 1700 and human and animal remnants predate 600 AD) was introduced during the British mandate (1920-48). As the British mandate covered also today's Jordan, the same law is also sometimes referred to as the Jordanian law of Antiquities as it was applied (with small amendments) during the period of Jordanian rule in the West Bank (1948-67). When Egypt had the sovereignty over Gaza a similar (British) law of 1937 was introduced and is still valid. On the initiative of MOTA, a new draft law has been prepared.

The new draft law has a more integrated approach as encompasses provisions to safeguard other components of cultural heritage and seeks to define administrative roles and responsibilities of all actors involved in heritage protection and management. Indeed it has to be underlined that civil society organizations, often through collaboration/support of international donors, have played a crucial role for the protection and promotion of Palestinian heritage. At the same time the fact that NGOs have led their life and conducted their actions in isolation from the State (also after the establishment of the PA) has contributed to the fragmentation of the heritage interventions and has created frictions between the civil society and the national authorities.

With this particular regard the JP is intending to foster a new pioneering approach in the way civil society and national authorities interact to wards heritage conservation and promotion. Indeed through the implementation of on site pilot projects, capacity building programmes at various levels, partnership schemes the JP is seeking to building bridges and alliances between the national authorities and the civil society.

2.1.3. Socio-economic situation

Between, 1995 and 2000, the Palestinian economy was growing at an average rate of 8% per year. Had that trend continued through 2007 in the absence of restrictions, real GDP may have been more than double its current value¹⁶.

Since 2000, political instability, drastic reduction in the productive capacity and steep economic decline have had severe social impacts.

Unemployment more than doubled between 1999 and 2006, reaching almost 35% in Gaza and almost 20% in the West Bank¹⁷. The Palestinian labour force has a deficit in skills in demand in the labour market. The majority of the labour force consists of lower skilled workers with limited education or highly educated people with theoretical skills with little relevance to the labour market.

The shrinking private sector and the loss of employment opportunities in Israel (the number of Palestinians working in Israel or its settlements fell from 116,000 in 2000 to less than 64,000 in the first half of 2007) combined with one of the highest **population growth** rates in the world- nearly 4 percent per annum- calls for a persistent need to accommodate new workers in the labor force¹⁸.

It is estimated that 66% of the population in the oPt lives below the poverty line (88 % in Gaza)¹⁹ ; youth and women being particularly affected.

¹⁶ *Investing in Palestinian Economic Reform and Development*, WB Report for the Pledging Conference, Paris 17 December 2007.

¹⁷ Palestinian Bureau of Statistics (PCBS), *Demographic and Socioeconomic Status of the Palestinian People*, 2006.

¹⁸ The unemployment rate for women with university degrees is 34%¹⁸ and young persons aged from 15 to 24 represent over 67% of all unemployed. Adding to the pressures of unemployment is the youthful population and ensuing high labour force growth – it is estimated that around 40,000 young people enter the labour force annually. The World Bank, *Two Years After London: Restarting Palestinian Economic Recovery*, 2007

¹⁹ Palestinian Bureau of Statistics (PCBS), *Demographic and Socioeconomic Status of the Palestinian People*, 2006. The situation in Gaza has widened the gap in economic well-being with the West Bank. The current closure policy due to the illegal takeover of Gaza has eroded its economic backbone in a manner that is difficult to reverse. According to the Palestinian Federation of Industries, the restrictions have led to the suspension of 95% of Gaza's industrial operations. They can access

Cooperatives in the oPt represent an important means of survival and resilience and absorb about 15% of the working population.

Palestinian enterprises are mostly small. During 2004 as many as 91% of enterprises employed 0-4 employees and 6% employed 5-9 employees. Only 0.2% employed more than 50 employees. The only sectors which experienced moderate growth were the service and IT sectors.

At present there is no quantitative data related to how creative industries (arts and crafts) contribute to Palestinian economic growth. Creative industries have undoubtedly suffered from mobility restrictions, weak institutional and political support, low levels of entrepreneurial capability, over-dependence on Israeli firms and export limitations imposed by the Protocol on Economic Relationships between the Government of Israel and the PLO²⁰. That said it also has to be underlined that the quality and the variety of arts and crafts is often poor and it is unlikely to be able to compete with other similar products available on the international markets. Taking for example the olive wood carving subsector, the majority of workshops are concentrated in Bethlehem, Beit Jala and Beit Sahour. While the majority of their products were traditionally sold to local souvenirs shops and tourist, there was minimal focus given to the export potential of these products. It was not until the start of the second Intifada in September of 2000, that stakeholders turned their efforts to the international market. Unfortunately, due to the religious nature of the designs / products, the international marketing and sales focused on targeting religious organization and individual sales efforts (through shopping malls in the US). For Palestinian arts and crafts, entering the international market will require more of a demand driven approach where designs are market demand driven. Such a strategy will require extensive work and support on multiple tracks. The design, packaging and quality of the products need to be addressed and improved. The JP is addressing this issue by enhancing the quality of Palestinian arts and crafts through innovative training programmes for creative sector professionals aimed at improving the conceptualization and design of selected marketable products. Furthermore through the establishment of a financial support mechanism, seed money for start up business will be made available to small entrepreneurs for the creation and distribution of traditional crafts and contemporary cultural products. In this framework, linkages between the distribution of creative and the tourism industry will also be explored.

The further development of the tourism industry in the oPt has the potential to become a major contributor to Palestinian economic development. Indeed, between 1994 & 2000, at its peak, tourism contributed 7-10% to GDP and directly employed nearly 12,000 people. During this period private sector investment in tourism alone topped US 750 million – through this support new tourism infrastructure, facilities and operators network were created in the main Palestinian pilgrimage locations.

The past seven years of political unrest has had a devastating effect on the tourism industry. The year 2002, marked the worst year in decades and the tourism industry has been unable to cope with the ongoing crisis, restriction and occupation. While today there are signs of recovery and cautious optimism, the Palestinian tourism industry remains vulnerable to Israeli actions and mobility restrictions²¹.

Palestinian tourism infrastructure system today is able to compete on a regional level however Palestinian reliance on Christian pilgrimage tourism proved to be a myopic strategy as this travel

neither the inputs for production nor the crossings to export what they produce, transforming Gaza into a consumer economy driven by public sector salaries and humanitarian assistance only. The agriculture sector has also been badly hit. Nearly 40,000 workers depend on the export of cash crops for Gaza.

²⁰ Most Palestinian businesses rely on Israel as a provider of inputs, services, or as a market and over 95% of Palestinian trade is with Israel.

²¹ In the West Bank, the number of checkpoints increased from 376 in August 2005 to 541 in July 2007. There are currently 149 settlements in the West Bank, including East Jerusalem, and roughly 100 "illegal outposts" that lack Israeli government approval. The Settlement population has risen to approximately 450,000, 63% more than during the Oslo Accord period in 1993. According to the *Humanitarian Impact of Israeli Settlements and other Infrastructure in the West Bank* (OCHA, June 2007) some 38% of the West Bank has been confiscated for current or future settlements, outposts, closed military areas, municipal boundaries, and settlement regional jurisdiction. Palestinians without special permits are restricted from important agricultural areas in the Jordan valley, and producers are cutoff from the East Jerusalem market.

segment is highly seasonal and the majority of pilgrims visit the Holy Land through pre arranged group packages which do not include visiting other sites in the oPT.

MOTA is aware that in order for the Palestinian cultural tourism to take off the offer has to be diversified; therefore the objectives of the new *National Tourism Development Plan* revolve around increasing the number of visitors, their length of stay in Palestinian areas and most importantly increase the spending of tourists in the oPT. This strategy will require MOTA and the private sector to develop the Palestinian tourism offer and target new niche markets and travellers segment. Cultural tourism, domestic tourism and ecotourism are among the priority market to attract. The cultural diversity in the oPT, if developed, packaged and promoted effectively and strategically, has the potential to contribute significantly to the tourism industry.

The JP is supporting MOTA's strategy by: (i) contributing to the enhancement of a private/public sector partnership to promote cultural and agro-tourism development in a selected number of cultural and natural heritage sites; (ii) providing these sites with basic facilities and infrastructure that will enable visitors (both national and international) to access and understand the sites; (iii) expanding the tourist offer of leisure by combining the programming of cultural events (performing arts, music, agro fairs, cinema festivals etc.) with the exploitation of sites of cultural and natural significance.

2.2 CULTURAL HERITAGE AND DEVELOPMENT IN THE OPT

An updated and comprehensive registry of Palestinian **cultural heritage sites** (including those in danger) was released by Riwaq (Centre for Architectural Conservation, is a non-government, non-profit organization established in June 1991) in 2007. This registry is an extremely useful tool for researchers and planners as includes information about 50,320 buildings located in 16 main towns and 406 villages in eleven west bank districts and five districts in Gaza Strip.

In addition to its valuable architectural information: description of buildings, materials and details, typology of construction and roofs, the physical and structural conditions of buildings, the Registry include digital maps; all hard paper maps have been checked in the field, modified and finally digitized. So through this registry Palestine has a digital map archive of all its sites.

The third valuable component of Riwaq's registry is its photography archive which includes over 45,000 photos.

Unfortunately there is no such a tool on **intangible heritage** archives of a number of intangible cultural heritage collections, limited to very few forms of oral expressions (tales, proverbs, songs) and performing arts (traditional music), have been kept in some cases, very often depending on personal initiatives. As such, existing archives are often sporadic, inconsistent, incomplete, limited, and of different formats and only very few archives exist in electronic version. Most other domains of intangible cultural heritage have been neglected with regard to identification, documentation and research.

The UNESCO proclamation of the "**Palestinian Hikaye**" (folktales) as a "Masterpiece of Oral and Intangible Heritage of Humanity" in November 2005 has served as a leverage tool to raised awareness and drive attention towards the importance of safeguarding and promoting Palestinian intangible heritage. In July 2007, activities to promote the Palestinian Hikaye started in the context of the Human Security Trust Fund project where the Hikaye are used as a means to promote psycho-social counseling and human security within marginalized communities of the Nablus Governorate, through cultural activities such as handicrafts, puppet shows, drama and dance. Such activities not only served to raise community awareness on but also provided a space for cultural expression to marginalized communities that have scarce possibility to access and (in this particular case) participate to cultural events/goods.

The JP is seeking to keep this momentum alive by implementing a joint UNESCO/FAO activity that aims to reinforce the capacity of MOC and other stakeholders (relevant ministries, NGOs and universities) to

develop a knowledge-based tool for understanding, managing and disseminating data concerning the Palestinian Intangible Cultural Heritage, through the development of a work methodology and the design of a national inventory of the Palestinian Intangible Cultural Heritage.

This activity represents a major and concrete step, based on which, a national effort towards the safeguarding of the Palestinian intangible heritage will be exerted.

In the domain of **creative industries** several scattered initiatives have been conducted but there is no national policies in this field. In 2005, UNESCO commissioned a survey in the area of Jericho to investigate about the existing endangered typologies of crafts to be revitalized and potentially used as a source of revenue for the local populations. This survey serves an important reference to develop the activities in relation to creative industries in the JP.

MOC and **MOTA** were created in 1994 to oversee Palestinian cultural heritage protection and promotion. More specifically the mandate of MOTA includes antiquities (historic heritage sites) whereas MOC deals with arts and crafts, intangible and living heritage. Recently the MOC embarked on a holistic strategic reflection on the role of culture in development in the oPt. As a result a National Plan for the Palestinian Culture (NPPC) was developed and endorsed by the cabinet of Ministers in 2006. However due to limited resources and capacities and the volatile political situation the MOC has not been in the position to implement the plan.

The focus of the international assistance in this field has been geared rather towards job creation programmes than activities which would allow strengthening service delivery by the MOC. In this context the JP on Culture and development is the first international aid programme that gives central focus to culture and that considers culture in a holistic/ integrated approach tackling issues ranging from safeguarding tangible and intangible heritage to fostering creativity and improving the quality of cultural artefacts' production. In the implementation of the JP priority is given to building the capacity of governmental institutions, line ministries (at central and local level) especially of MOC while acknowledging the central role of NGO in the protection and promotion of Palestinian culture.

In recent years, Palestinian public, private and civil society organizations have carried out a number of successful interventions addressing the enhancement of performing arts (theatre – e.g. Ashtar Inad groups; dance – e.g. El-Funoun; music -e.g. Sabreen Association for artistic development and Yabous) as well as emergency safeguarding measures, rehabilitation and valorization of cultural assets (e.g. actions and projects conducted by Riwaq). However, the lack of a national plan, supported by a coherent vision and a consolidated set of norms establishing the respective roles and responsibilities of the civil society and the governmental bodies and defining regulations for the protection, management and promotion of cultural heritage has limited the impact of such interventions and generated, in some cases, frictions and confusion.

The JP is contributing to filling this gap by supporting the upgrading and operationalization of the NPPC aimed at (i) providing guidelines for the safeguarding, management and promotion of cultural tangible and intangible heritage and creative industries and (ii) at defining roles and responsibilities of all the actors involved in Palestinian heritage conservation and promotion (see activity 1.1.2).

3. STRATEGIES INCLUDING LESSONS LEARNED

3.1. Background/context

The present situation in the oPt is affected by the political instability and the volatility of security conditions, both reflecting on the social and economical context and the cultural life of Palestinian people.

Since mid-2006, the humanitarian situation has further deteriorated. For the United Nations this situation, which generated acute humanitarian needs, poses challenges for assistance delivery. Priority is given to the provision of direct humanitarian assistance, whereas conventional development assistance has declined resulting in severe deterioration of social cohesion. However, noteworthy, in these special circumstances, culture, and in particular the safeguarding of cultural heritage, has been assessed as a key factor that can valuably contribute to overall developmental goals, such as eradicating extreme poverty (MDG1), promoting gender equality and empowering women (MDG3) and ensuring environmental sustainability (MDG7).

Culture's contribution in achieving MDGs in the oPt will be channelled not only through job creation/income generating activities, but also through the empowerment of local communities by developing institutional and local capacities, involving women as guardians of living culture, securing access of marginalized groups and minorities to services, encouraging creativity, disseminating good practices and promoting social cohesion.

The JP activities have been structured in order to achieve the following two integrated outcomes:

- 1) **Institutional development:** policies and practices for safeguarding cultural heritage are established as a contribution to the updating of the PRDP and implemented in the selected areas;
- 2) **Socio-economic development:** the potential of cultural and eco-tourism as well as of creative industries for inclusive economic growth and social cohesion is identified and enhanced.

To achieve the above outcomes the JP will adopt an innovative and interdisciplinary strategy seeking to reach an integrated and holistic approach for the promotion of cultural diversity as a venue for development. This strategy will be built along a circular feeding back process system structured along the following interlinked components: capacity building, policy making, partnerships establishment and implementation of best practices.

The implementation of this strategy will follow a bottom up approach by: (i) including all actors involved in the protection and promotion of Palestinian cultural diversity (local communities, private sector, civil society at large and government officials both at central and local level); (ii) piloting on site activities (on the job-training) and using the lessons learnt at the grassroots level to feed the national policy development and vice versa.

Furthermore through the JP, for the first time in the oPt, culture will be dealt according to an innovative, interdisciplinary and integrated approach encompassing the broad spectrum of culture-related issues, ranging from (i) recovery, conservation and management of tangible heritage, (ii) to safeguarding and revitalization of intangible assets, (iii) from safeguarding of traditional knowledge systems (iv) to support to creative industries (including cultural tourism, arts and crafts, performing arts and cinema industry) and strengthening of cultural institutions, (v) from formulation of inclusive cultural policies to promotion of cultural pluralism and diversity. All together the elements that compose the unique mosaic of cultures and traditional knowledge in the oPt have a great potential to give cultural diversity the leverage to fostering sustainable economic development and social cohesion as well as promoting dialogue towards national reconciliation.

Gender mainstreaming and capacity building will be considered cross-cutting themes throughout the JP. In all training activities, UN organisations will use proven methodologies developed and implemented with relevant PA ministries. Needs assessment will be conducted prior to each training and relevant PA ministries will be consulted. Different methodologies will be used depending on the type of training that is provided and its target group (case studies, work group discussions, role play). Post-training

evaluations will be conducted and follow-up will be done in coordination with the MOTA, MOC, MOA and MOWA. Finally, whenever possible in all its activities this program will seek to promote cross-linkages with relevant national NGOs, CBOs and private sector.

The JP will be guided by the set of international tools, declarations, conventions and recommendations that the UN system promotes worldwide, though the oPt is not a state party to any of these conventions: 1972 Convention concerning the protection of the world cultural and natural heritage; 2003 Convention for the safeguarding of the intangible heritage and 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions²². The full implementation of these Conventions constitute and important contribution towards the achievement of the MDGs 1, 3 and 7.

3.2. Lessons Learned (past experiences, opportunities, risks)

Over the last few years UNESCO, FAO, UNIFEM and UNDP have assisted in building the capacity of the PA within line ministries. However, in spite of these efforts, the Palestinian National Authority institutions (central government and local authorities), which are mandated to preserve and manage the Palestinian cultural heritage, are facing enormous difficulties to ensure effective protection and provide qualified personnel as well as adequate measures for the safeguarding of the Palestinian cultural heritage and the capacity of the Government in crafting and implementing policies, strategies, planning and programme development as well as monitoring and evaluating remains to be strengthened.

One of the greatest opportunities of this joint programme is that it comes at a timely moment to align its strategic objectives with those of the PA in its PRDP (2008-10), MOTA Strategic Plan (2008-10), MOA strategy for the conservation of biodiversity and MOC Strategic Plan (2008-2010). This will enable the Joint programme to fully align its support within the implementation of the PA's national priorities.

UNESCO has been an active partner to the PA and has supported the national authorities in safeguarding and promoting Palestinian heritage by: (i) providing technical assistance for the formulation of policy documents related to cultural heritage management and promotion (e.g. "National Plan for the Palestinian Culture" (Cultural Policy), endorsed by the Cabinet of Ministers in January 2006); (ii) conducting capacity building programmes (e.g. 4-month training course on "Site Management and Risk Preparedness" carried out by UNESCO in cooperation with MOTA in 2006, which targeted 15 middle managers of MOTA from the central and local offices of the West Bank and Gaza Strip); (iii) identifying, documenting and carrying out thematic studies on both tangible, intangible heritage and creative industries (e.g. "Inventory of cultural and natural heritage sites of potential outstanding universal value in Palestine" 2005; survey in the area of Jericho to investigate existing endangered typologies of crafts to be revitalized and potentially used as a source of revenue for the local populations); (iv) conducting rehabilitation projects (e.g. "Nablus Old City Renovation" for the rehabilitation and adaptive re-use of the Khan al-Wakala); and (v) piloting innovative interventions on cultural landscapes and urban management (e.g. "Bethlehem Area Conservation and Management Plan", the "Safeguarding Historical and Environmental Resources towards Sustainable Development in the Bethlehem Governorate" "Nablus Revitalization Plan").

All these successfully implemented experiences will serve as a basis for the implementation of the JP activities.

UNDP activities build on the extensive experience in: (i) designing capacity building programmes to strengthen the service provision of the PA (e.g. the Civil Leadership Development Project, under which over one thousand senior and middle-level personnel from all the ministries are receiving training on governance, public administration, leadership and management skills); (ii) conducting restoration and rehabilitation of cultural properties throughout the West Bank (e.g. restoration of heritage sites in the

²² All these Conventions seek to safeguard cultural and natural assets by encouraging states parties to **safeguard, protect and preserve their heritage**. According to these conventions safeguard goes beyond the mere conservation of buildings, sites, traditions/expressions, know how etc. and encompasses the identification, documentation, research, preservation, promotion, enhancement, transmission, through formal and non formal education, as well as the revitalization of the various aspects/values related to specific forms of cultural and natural heritage.

Bethlehem district, carried out in 1998-2000 in the framework of UNDP/PAPP; preservation of cultural heritage of cities like Bethlehem, Beit Sahour, Beit Jala, Gaza, Jenin, Nablus, Tulkarem executed in cooperation with the USAID's Tashghil Project; the rehabilitation of the Arrabeh castle, to name but a few); and (iii) the creation of financial mechanisms to support the start up of small enterprises related to the production of cultural products (e.g; successful experience of the Deprived Families Economic Programme-DEEP).

FAO's JP activities build on its proven experience in the implementation of grassroots activities, reaching minorities and marginalized groups (e.g. and in providing technical capacity building at different levels on land-use management, ecological impact assessment, use of natural resources, and agro-biodiversity conservation, restoration and enhancement. Furthermore the JP will benefit from FAO's previous lessons learnt in the successful marketing of local agro-biodiversity products.

The programme draws on **UNIFEM's** extensive grassroots outreach in 18 local, predominantly rural communities in the Gaza Strip and West Bank (Tulkarem, Jenin, Qalqilia, Nablus, Hebron, Salfit, Bethlehem and Jerusalem governorates in the West Bank and in Beit Hanoun, Al Maghazi and Al Mawasi in the Gaza Strip), where successful approaches have been used to promote women's social and economic empowerment as well as their active participation in all aspects of civil life. These activities have helped women raise their voice to address their concerns for security and protection, build their knowledge and skills, and improve their access to essential services.

4. PROPOSED JOINT PROGRAMME

The Culture and Development Joint Programme for the oPt has two integrated outcomes:

- 1) **Institutional development:** policies and practices for safeguarding cultural heritage are established as a contribution to the updating of the PRDP and implemented in the selected areas;
- 2) **Socio-economic development:** the potential of cultural and eco-tourism and creative industries is identified and utilized for inclusive economic growth and social cohesion.

As this is a joint programme proposal that involves 4 UN organizations, a lead agency has been appointed for each output to ensure proper coordination of all activities under any given output.

OUTCOME 1. Institutional development: policies and practices for safeguarding cultural heritage are established as a contribution to the updating of the PRDP and implemented in the selected areas

This outcome is achieved by the following outputs:

1.1 The capacity of MOC, MOTA, MOA, MOWA and MOLG to cooperate and jointly work to upgrade and implement the National Plan for Palestinian Culture (NPPC) focusing on three components of the Palestinian cultural diversity: tangible heritage (including cultural landscapes), intangible heritage and creative industries are enhanced. (Led by UNESCO)

1.2 NPPC related activities are piloted in selected sites. Lessons learnt from pilot activities at the grassroots and sub-central levels are fed the central institutional planning and capacity building process. (Led by UNESCO)

ACTIVITIES

1.1.1 Develop and conduct training courses for ministry personnel, at the central and local government level, on policy and programme formulation related to heritage protection and cultural management and promotion. Led by UNDP and developed in cooperation with UNESCO, FAO and UNIFEM

This activity will target senior and middle-level ministry personnel at central and local level by providing officials from MOC, MOTA, MOA, MOWA and MOLG with training on policy and programme formulation related to heritage protection and cultural management and promotion. The contents of the training will be developed with the relevant ministries and the General Personnel Council (Diwan), in addition to the 11 Palestinian experts involved in activities 1.1.1 and 1.1.2. The training will be carried out by an NGO and will ensure the best possible gender-balance in both content and personnel. By the end of the training the ministry personnel are expected to have the capacity to substantially contribute to a National Plan for Palestinian Culture (NPPC), which they will implement upon completion.

The training will target a total of 80 ministry personnel; of which 25 will be senior managers, 50 middle managers and 5 from the Curriculum Development Center (CDC). The 5 from CDC will then integrate culture into school curricula. The managers will be nominated by the relevant ministries. Every effort will be made to ensure a gender balance in the number of participants with the targeted percent of women participants being fifty percent. The training will be delivered in 70 hours. Three months of preparation will precede the training; during this period the training material will be selected in coordination with the ministries and the UN Agencies to ensure an inclusive and well-rounded training on policy and programme formulation for heritage protection, management and promotion. An implementing NGO will be selected in coordination with the Diwan to carry out the coordination, preparation of the training material and training. The training should be completed by the end of the first year of the programme.

This activity builds on UNDP's larger and more comprehensive project Civil Leadership Development Project, which will train over one thousand senior and middle-level personnel from all the ministries on governance, public administration, leadership and management skills.

FAO contributes to this activity by providing capacity building elements on integrated management of environmental resources (land, water, biodiversity) through the provision of specialized expertise.

UNESCO contributes to this activity through the provision of specialized expertise in the field of cultural heritage protection and cultural management and promotion. 10 Palestinian experts (selected in Activity 1.1.2, see below) will be associated to the trainers hired by the NGO and will develop the contents and deliver tailored training modules for MOTA and MOC officials. This specialized expertise will ensure that the selected senior and middle managers benefiting from the capacity-building programmes will contribute in the upgrading and operationalization of the National Plan for Palestinian Culture (NPPC – reference to Activity 1.1.2).

In particular the expert in museums studies will focus on training two staff at MOTA and MOC with the aim of establishing an inter-ministerial technical unit on museum development. This unit shall work in cooperation with specialized NGOs towards the set up of contemporary art museums in the oPt and East Jerusalem.

The capacity building programme will also encompass a specific training module on preservation of historic centres in order to create a common base of knowledge and skills to establish a specialised unit at MOLG to liaise in future with municipalities and village councils in charge of conservation and management of historic urban fabrics. Currently in the West Bank specialised semi governmental or non governmental organisations operate mostly in Hebron, Bethelam, Jerusalem and Ramallah, therefore there is the need to create a technical operational unit on preservation and management of historic urban fabrics that can serve the Northern Districts (e.g. Nablus). Therefore this activity will contribute to the establishment of such units, at central and local level (Nablus and Sebastiya). This component of the capacity building on preservation of historic centres draws on the successful experience carried out in Bethlehem, Beit Jala and Beit Sahour, where an ad hoc methodology has been developed and tested with 10 young graduates and the municipal technical services.

Considering that "gender mainstreaming is a strategy for making women as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of the policies and programmes in all political, economic and societal spheres so that women as well as men benefit equally, and inequality is not perpetuated" (ECOSOC 17.07.1997), **UNIFEM**, within this activity and in order to support MOWA's mandate to mainstream gender in policies and programmes, will select in close cooperation with MOWA an expert (local) in gender-responsive programming to be full-time housed at the Ministry, from Year 1 until the end of Year 3. The expert, within his/her Terms of Reference, will be responsible for ensuring gender responsive implementation in all activities under this programme. In particular the expert will i) provide sound support in the design and implementation of the gender component of the training course for the ministry personnel (Activity 1.1.1) ii) provide on-the-job coaching to designated MOWA personnel involved in the programme.

Duration: the activity will last 18 months. The gender mainstreaming will be conducted for the whole duration of the programme (36 months)

Total Budget \$ 199,420

1.1.2 Upgrade and make operational the National Plan for the Palestinian Culture (NPPC) as a tool to guide the holistic safeguarding and promotion of the Palestinian Cultural Diversity. Led by UNESCO in cooperation with FAO and UNDP

This Joint Programme component, led by **UNESCO**, will guide MOC and MOTA to upgrade the National Plan for the Palestinian Culture (NPPC), prepared by MOC through a consultative process that involved various Palestinian experts from the oPt and the Diaspora, with the technical assistance of UNESCO, including the evaluation and comparative analysis conducted by an international consultant, and finally endorsed by the Palestinian National Authority (Cabinet of Ministers) on 8 January 2006. The upgrading entails re-structuring the plan to better reflect and promote the Palestinian Cultural Diversity, in light of the 2005 "Convention on the Protection and Promotion of the Diversity of Cultural Expressions", and developing tailored actions to foster the role of culture as a vector for economic development and social cohesion.

This activity will be undertaken through a consultative process that will involve senior and middle staff of the ministries, at central and local level, who benefited from Activity 1.1.1 and key stakeholders from the Civil Society (e.g. CSOs, intellectuals and the Academia). Intellectuals and experts from the Diaspora are encouraged to contribute to the plan.

UNESCO, in close cooperation with MOC and MOTA, will select and appoint a team of 10 Palestinian experts in addition to a gender expert selected by UNIFEM in cooperation with MOWA, to upgrade the NPPC and deliver relevant drafts. MOC will work as the secretariat of the team of experts, which will be composed of:

- 1 expert in legislation and copyright,
- 1 expert in economy of culture,
- 1 expert in archaeology,
- 1 expert in architecture and urban/landscape planning,
- 1 expert in archives, museums and libraries,
- 1 expert in anthropology,
- 1 expert in folklore,
- 1 expert in visual arts and performing arts,
- 1 expert in craft industry,
- 1 expert in media and publishing,
- 1 gender expert.

An international consultant specialized in Middle East cultural issues, duly appointed by UNESCO, in close consultation with the ministries, will provide advisory services to the team of Palestinian experts to ensure adherence to international standards in relation to the context. The Cabinet of Ministers shall endorse the plan within 6 months from the submission of the final draft.

FAO contributes to this activity by providing expertise and contents on the conservation of traditional agricultural knowledge and practices as an important pre-requisite to safeguarding tangible and intangible components related to landscape. No budget implications

UNDP contribution is linked to implementation of activity 1.1.1 and has no budget implications

As per **UNIFEM** contribution refer to 1.1.1 \$9000 for the gender expert

Duration 24 months (= 18 months + 6 months for the plan endorsement).

Total Budget \$ 199,300

1.2.1a Enhance the capacities of MOTA and MOLG, at central and local level, and other institutions to elaborate conservation and management plans for integrated cultural sites (case-study: Sebastiya²³). Led by UNESCO in cooperation with FAO

This activity works towards the reinforcement of MOTA's and MOLG's capacity in planning, implementing and monitoring conservation and management tools for the preservation and presentation of integrated cultural sites as a venue for cultural tourism and socio-economic development. This capacity-building programme builds on the 4-month training course on "Site Management and Risk Preparedness" carried out by UNESCO in cooperation with MOTA in 2006, which targeted 15 middle managers of MOTA from the central and local offices of the West Bank and Gaza Strip as well as on the projects "Bethlehem Area Conservation and Management Plan and "Safeguarding Historical and Environmental Resources Towards Sustainable Development in the Bethlehem Governorate", implemented by UNESCO in cooperation with local authorities, line ministries and specialized NGOs.

UNESCO will deliver a 18-month on-the-job training for 3 MOTA officials, 2 MOLG officials, 1 official from the Municipality of Sebastiya and, in cooperation with FAO, 3 MOA officials; the training, which will take place at MOTA District Office in Nablus, will focus on design, implementation and monitoring of conservation and management plans, using Sebastiya as a case-study. The skills acquired during the course by the concerned officials will be instrumental to the creation/establishment of a specialized technical unit for the preservation of historic centres to be located at MOLG – Nablus district office. This unit will serve as a model to be replicated in other governorates in order to respond to the needs of the local authorities for the conservation and management of historic fabrics. The co-existence of archaeological remains, historical urban fabric and cultural landscape makes of Sebastiya a unique cultural site, which bears a great potential for cultural tourism. Moreover, the site bears a potential Outstanding Universal Value and is included in the "Inventory of cultural and natural heritage sites of potential outstanding universal value in Palestine", issued by MOTA (2005), in line with the "Operational Guidelines for the implementation of the 1972 World Heritage Convention" (UNESCO). The Roman ruins, nowadays lying in a beautiful landscape of olive trees, and next to the medieval village of Sebastiya, plays the catalyst role for attracting international tourists and visitors from all over the West Bank.

A team of 3 Palestinian consultants with different expertise (archaeological conservation, historic town planning and cultural landscape planning), duly appointed by UNESCO in consultation with concerned line ministries, will work jointly with the 9 selected officials to draft an Integrated Conservation and Management Plan for Sebastiya. The plan will define the measures for the safeguarding of the site and its associated values, through a participatory process aiming at involving the local community. The plan relies on previous studies and researches, as the recent publication "Sabastiya, history, conservation and local community", by Osama Hamdan, Carla Benelli and Michele Piccirillo, published in 2007. It foresees three phases: a) documentation through field surveying and gathering of existing information, b) data analysis, and c) preparation of an integrated management plan, including conservation and management guidelines and technical drawings for the establishment of basic visitor's facilities (linked to Activity 2.1.2).

MOLG, in consultation with MOA and MOTA, will guide and undertake the endorsement process for the plan. This includes consultation with the relevant municipality and neighbouring villages, and discussion on the draft plan, billposting, evaluation and eventual acknowledgement of the observations made by citizens, review of the draft plan and final endorsement by the Municipality of Sebastiya and MOLG.

Duration 30 months (= 6 months preparation + 18 months on-the-job training + 6 months for review and endorsement).

Total Budget \$ 195,000

²³ The archeological site of Sebastiya lies in area C. The activity does not consider on-site interventions. However, should major problems be encountered in the implementation, the choice of an alternative site will be considered in full consultation with key line ministries (PMC).

1.2.1b Enhance the capacities of MOA, MOLG and MOTA at local level together with relevant community based organizations on land use, landscape planning and environmental impact assessment (Sebastiya and Arraba/Ya'bad). Led by FAO in cooperation with UNESCO

This activity is complementary to the UNESCO activity 1.2.1a "Enhancing the capacity building of MOC, MOLG and MOTA and other relevant community based organizations on conservation, restoration and site's interpretation at the local level". FAO will undertake on job capacity building activities needed in order to help the related communities in Sebastiya and Arraba/Yabad craft, elaborate and adopt the conservation plans.

This includes preparing 2 plans and their related studies to assess the most feasible interventions for enhancing environmental and culturally sound economical utilization of local natural resources. The outcomes of the anticipated plans and studies will be as follows:

Identification of the endangered local crop/plant varieties and factors affecting local agro biodiversity considering the impacts of socio-cultural and environmental changes. This will include and (i) prioritizing plant species and ecosystems that need immediate conservation efforts, (ii) developing standards to monitor agro biodiversity, (ecological, social and economic criteria), (iii) evaluating how genetic resources and species diversity can improve agricultural productivity and other aspects of human well-being, e.g. eco-tourism, agro-processing, folklore medicine values...etc.

Providing options/recommendations on proper utilization of agro biodiversity in traditional agricultural landscapes to sustain/enhance the ecosystem services. This includes (i) providing the related stakeholders with options to widen the public support and understanding of the social and economic value of ecosystem services provided by biodiversity in agricultural landscapes, and options for alternative management mechanisms, (ii) evaluating the impacts of previous land use patterns on biodiversity, and (iii) hence proposing options for adapting traditional farming patterns/management to ensure viable use and conservation of endangered local crop varieties.

FAO will link this activity to its ongoing decentralized sector coordination activities in the framework of the Spain-funded project "Support to FAO Programme Coordination, Jerusalem, GCP/GAZ/002/SPA), which is being implemented according to a plan of action prepared jointly with MoA at central and district levels.

UNESCO will contribute to this activity through the provision of specialized expertise in the field of landscape conservation and management. 1 Palestinian expert (selected in Activity 1.2.1a, see above) will deliver tailored training modules for 2 MOTA officials and 2 representatives of the local government/community.

Duration: 30 months (= 6 months preparation + 18 months on-the-job training + 6 months for review and endorsement).

Total Budget \$ 148,400

1.2.2 Reinforce the capacity of MOC and relevant organizations to develop the knowledge-base for the understanding, management and dissemination of data concerning the Palestinian Intangible Cultural Heritage. Led by UNESCO in cooperation with FAO

In light of the 2003 "Convention for the Safeguarding of the Intangible Cultural Heritage", this activity, implemented by UNESCO in cooperation with FAO, works towards the reinforcement of the capacity of MOC and other stakeholders (relevant ministries, NGOs and universities) to develop a knowledge-based tool for understanding, managing and disseminating data concerning the Palestinian Intangible Cultural Heritage, through the development of a work methodology and the design of a national inventory of the Palestinian Intangible Cultural Heritage.

Archives of a number of intangible cultural heritage collections, limited to very few forms of oral expressions (tales, proverbs, songs) and performing arts (traditional music), have been kept in some cases, very often depending on personal initiatives. As such, existing archives are often sporadic, inconsistent, incomplete, limited, and of different formats and only very few archives exist in electronic version. Most other domains of intangible cultural heritage have been neglected with regard to identification, documentation and research.

This activity represents a major and concrete step, based on which, a national effort towards the safeguarding of the Palestinian intangible heritage will be exerted. It builds on UNESCO's ongoing project implemented in cooperation with MOC "The Action Plan for the Safeguarding of the Palestinian Hikaye (Folktales)", which was proclaimed as a "Masterpiece of Oral and Intangible Heritage of Humanity" in 2005.

A team of 3 Palestinian consultants with different expertise (anthropology, folklore, traditional agricultural know-how – to be included in FAO budget component), duly appointed by UNESCO in consultation with FAO, MOC and other concerned stakeholders, will work jointly for 6 months with 6 selected postgraduate students from relevant disciplines to undertake the mapping research to identify and define the various elements of the intangible cultural heritage present in the oPt, with the participation of communities, groups and relevant non-governmental organizations and academic institutions. The team of experts prior to the research will carry out a 10-day training workshop for the selected students/researchers on the scope and methodology. The team of 6 researchers will also map the existing initiatives, collections, and archives of the various intangible heritage domains. The team of 3 experts, which will work for 10 months in total, will produce a comprehensive report on the research findings, most endangered heritage domains, the scientific standards for research and documentation of the various elements, the technical requirements of the Inventory System, and future actions. Based on the findings, an electronic database will be created to reflect the inventory technical specifications and to enable access to cultural heritage as a tool for protection. A training workshop addressing the design, use and updating of the database and targeting selected staff from MOC will be carried out. A legal advisor, in consultation with various stakeholders, will draft a legal framework that shall guide the work on the inventory (property rights, use, collections to be included, etc.). Existing heritage collections will be migrated, when possible, to the newly created database which will be updated regularly with new collections and hosted by MOC which will work as the secretariat for the activity. An international consultant will provide specialized expertise in inventorying intangible heritage during all stages of the activity, to support the local team in delivering the expected results.

FAO provides consolidated data on medicinal plants (folk-medicine); traditional cultivation and food processing methods through hiring two national consultants in the fields of medicinal plants and traditional cultivation and food processing.

Duration: 24 months (= 10 months of research + 8 months for design and training on the database, 6 months for testing).

Total Budget: \$ 123,400

1.2.3 Conduct innovative actions for the conceptualization and design of selected marketable traditional and contemporary cultural products. Led by UNESCO in cooperation with UNIFEM

This activity aims at involving the creative sector professionals (artists, designers, fashion designers, etc.) in the creative industry, in particular focusing on arts and crafts, both traditional and contemporary productions. Special attention will be given to locally produced cultural goods such as weaving baskets and trays from olive trees branches and *qusaib*, carpet weaving from natural sheep wool. The creative component seems to be in a tremendous need of new and fresh ideas to revitalize a sector that undergoes a severe crisis due to the reduction of the domestic and international markets as a consequence of the political situation and economic stagnation as demonstrated by a pilot survey on handicrafts in the Jericho area, supported by UNESCO and carried out by MAS, a qualified Palestinian research institute, in 2005: the findings of the research highlighted the difficult status of the crafts and the risk of disappearing of specific typologies of products and vanishing of the skills, due to the lack of interest and consequent abandon of the job from new generations. More recently, based on an

experience carried out in 2007 in cooperation with MOC and selected partners from the Civil Society, addressing various typologies of products (embroidery, wood carving, mother pearl works, etc.), UNESCO evaluated the general conditions of the arts and crafts in the oPt as critical, in particular in relation to the conceptualization of the products and their target (mostly pilgrims).

In light of the above, this activity proposes the injection of creative skills of young talented students and professionals, i.e. graduated from the Arts Academy or the Faculties of Architecture or Fine Arts, and the exposure of producers to new forms and design developed by these young professionals. This will be achieved through a two phased approach:

- The organization of three annual arts and crafts design competitions open to students and young designers / artists. UNESCO, in cooperation with specialized partners from the Civil Society, will support MOC in organizing these annual competitions, divided into sections according to five selected arts and crafts most relevant to the project geographical coverage.
- The creation of five community based temporary design laboratories (including in Gaza) bringing together the winners, runners-up of the competitions, and artisans in particular to work together on innovative arts and crafts while building on traditional knowledge and know-how (Reference to Activity 1.2.4). The target group of artisans may vary from 40 to 80 per year. The design laboratories are expected to produce prototypes of innovative arts and crafts in the selected areas to be produced and marketed through activity 1.2.4.

Duration: 24 months

Total Budget: \$ 179,600

1.2.4 Utilize creative skills and ensure quality control in the production, management and marketing of traditional and contemporary cultural products.

Led by UNIFEM in cooperation with UNESCO Building on Activity 1.2.3 developed by UNESCO and on UNIFEM's pilot experience with the "Sabaya" women Centers (www.sabaya.org) in the Bethlehem governorate on the use of creative skills and quality control in the production, management and marketing of goods, this activity will support community based production and marketing of arts and crafts by women artisans involved in activity 1.2.3 (including from Gaza). This will be achieved through a four month coaching programme by the creative sector professionals in the production sites for a total of 48 hours. This coaching programme focuses on introducing new techniques or upgrading the technology already available, and puts emphasis on quality, precision, and finish. In addition, women beneficiaries will receive throughout the same period management and marketing skills training for 48 hours. About 120 women per year, over the 3 years programme (for a total of about 360 women) will be involved in the 4-month coaching and training programmes for a total of 96 hours.

Direct beneficiaries to Activity 1.2.4 will be eligible to receive grants to start-up or upgrade their own business related to the production, quality control, management and marketing of cultural goods (Reference to Activity 2.1.5 –led by UNDP).

This Activity will also be closely linked with:

The 3 year calendar of cultural events (Activity 2.2.2) , specifically living cultures festivals, agricultural and gastronomic fairs as venues for the dissemination of knowledge about and the commercialization of cultural/creative goods; the support to new women entrepreneurs (Activity 2.1.4)

Duration: 36 months

Total Budget Activity \$123,900

TOTAL OUTCOME 1 - \$ 1,169,020

OUTCOME 2. Socio-economic development: the potential of cultural and eco-tourism and creative industries is identified and utilized for inclusive economic growth and social cohesion

This outcome is achieved by the following outputs:

2.1 Tourism Industry is enhanced and diversified through the creation of an integrated system of cultural and natural heritage sites and facilities. (Led by UNESCO)

2.2 Cultural diversity and pluralism are promoted by media, educational and cultural activities and events. (Led by UNESCO)

ACTIVITIES

2.1.1 Promote cultural and eco-tourism development in a selected number of cultural and natural heritage sites Led by UNESCO in cooperation with UNIFEM

UNESCO, in cooperation with MOTA, will contract a Palestinian consulting firm to design an Action Plan to create an integrated system of cultural sites. This activity, which tackles primarily cultural sites in Northern West Bank feasible to become an attraction to tourists, both international and local, is meant to promote cultural and eco-tourism as a venue of socio-economic development. The activity relies on the preparatory framework document "Development of Cultural Routes in Palestine. In the footsteps of the Prophets", drafted by UNESCO, in cooperation with MOP, MOTA, MOC and the Centre for Cultural Heritage Preservation - Bethlehem. The Action Plan will guide the ministries to orient their actions towards a concrete promotion of cultural and eco-tourism, relying on close consultation with the private sector whose role will be to promote and include these sites in their itineraries. The action plan will be finalized by end of Year 1.

Within this activity, UNIFEM component will focus on identifying communities, among the programme's target locations and the above mentioned "Cultural Routes", where women will be able to start-up home-hospitality business. Moving from existing experiences in oPt, by the end of Year 2, 40 new women entrepreneurs will receive basic home-hospitality skills, business management and entrepreneurship skills together with networking and marketing tools and cultural tourism notions, for a total of 40 hours over a period of 2 months. The 40 direct beneficiaries will be connected with existing home-hospitality-like experiences and with tour operators / networks feasible to promote and market domestically and internationally cultural tourism together with home-hospitality as forms of sustainable socio-economic development for local communities. Women direct beneficiaries to this activity will be eligible to receive grants to start-up their own home-hospitality business (Reference to Activity 2.1.5)

This Activity will be closely linked with Activity 2.2.2 and with Activity 1.2.1.

Duration: 24 months

Total budget: \$ 40,240

2.1.2 Pilot community based tourism initiatives in two sites for which basic facilities/infrastructure for tourism are upgraded. Led by UNDP in cooperation with UNESCO

Through this activity and building on UNDP's previous rehabilitation and preparation of historical sites for tourism throughout the Northern Governorates of West Bank (through *Tashghil* Project), especially Balamah Ancient Water tunnel (Jenin Governorate), UNDP will provide basic tourist facilities in two potential tourism sites, tentatively in Sebastiya and Arraba / Ya'bad, targeting the historic sites of Sebastiya and, for the latter, the cultural landscape. Light infrastructures, signs (directional and educational), sanitation units, recreational areas, etc. will be rehabilitated and/or installed, taking into consideration disabled visitors special needs, in order to improve accessibility and touring of the sites for the general public (domestic and international visitors) according to international standards of tourism. This activity will be accomplished by end of Year 2.

Within this activity and building on similar experience carried out in Jericho through decentralized cooperation to development, UNESCO will conduct training for local tour guides on the historical and natural significance of the sites (geology, flora and fauna, ecology, archeology, history, presentation skills, etc.) in order to encourage local entrepreneurship in tourism. The training will target 10 individuals, half of whom are women, for a total of 40 hour over a month period, for Year 1 and Year 2 (for a total of 20 people trained). The training's goal is to prepare the individuals to financially benefit from and promote the rehabilitated sites thereby promoting sustainability after the sites are rehabilitated. Direct beneficiaries to this activity will be eligible to receive grants to start-up community-based tourism-related initiatives (Reference to activity 2.1.5).

Duration: 24 months

Total Budget \$ 183,400

2.1.3 Endangered local crop varieties as part of local bio-diversity are preserved and one demonstration plot for awareness raising and tourism activities is established in Arraba/Yabad Led by FAO

Through this activity, FAO will accomplish the following:

In Situ conservation of local endangered crop varieties through community based seed bank: Seeds and seedlings of the most culturally and economically important local crop varieties (local fruit trees species) will be collected and then redistributed to farmers in Yabad and Arraba to be cultivated and conserved locally. The seed and seedlings purified and stored in Beit Qad agricultural station in Jenin. The on farm plantations will be used as demonstration plots. In the framework of the current activity, FAO will cooperate with MoA, in organizing training and awareness workshops and events, addressing local communities, farmers and students school pupils in conjunction with other cultural activities and events envisaged in the framework of the current project (activity 2.2.2).

Duration: 36 months

Total Budget: \$ 62,500

2.1.4 Support the development of the Businesswomen Forum capacity to provide comprehensive services of business development in the creative and cultural related industry sectors, including identification of market opportunities, start up assistance and commercialization of products. Led by UNIFEM in cooperation with UNESCO

The disconnect of rural women from urban-based services and the limitations they face in accessing services and information need to be addressed while fostering good practices for the development of cultural and creative industries relevant to tourism and women's active role in the sector.

Through this activity, UNIFEM will partner with the Palestinian Businesswomen Forum, on one side, to link women and young women from the target communities with services offered by the Forum and, on the other side, to support the development of services provided by the Forum itself. Through this partnership, UNIFEM will foster the practice of on-the-job coaching in the cultural and creative industries sector connecting women from the target communities, willing to enter the formal market, with successful and well established businesswomen active in the cultural and creative industries sector. 20 young women per year, over 3 years (for a total of 60 women), will learn-by-doing in enterprises or organizations for a period of 4 months. At the accomplishment of the on-the-job coaching, women will be eligible to receive grants to start-up their own business (Reference to Activity 2.1.5 – UNDP).

Through the partnership established, UNIFEM will support the Forum's capacity to research new market opportunities and to update recent researches for business development, through the establishment of a team of 4 young graduate women researchers. After the initial support during Year 1 and Year 2, the team is expected to function as a service provider and, as such, to become sustainable through income generating services.

As incentive to the coach-women, UNIFEM will provide visibility through a media campaign for the dissemination of positive role models of women entrepreneurs (radio spots and newspapers / magazine coverage).

Visibility and dissemination of the services offered by the team of young women and the Forum as well as all relevant information about the markets assessments produced and the work carried out will be guaranteed through the UNIFEM supported Sabaya's web portal (English and Arabic).

This Activity will also build on equal participation in employment and the labour market trainings and on academic and job counselling sessions expected to be implemented as part of the MDG programme for "Gender Equality and Women's Empowerment in the occupied Palestinian territory".

Duration 36 months

Total budget: \$ 97,800

2.1.5 Establish a start up mechanism based on grants for the development of business activities

Led by UNDP in the cooperation with FAO and UNIFEM

This activity will create a funding mechanism that will issue grants based on pre-set criteria promoting culture. The funding mechanism will encourage, support and promote the start-up of business activities for the production and marketing of traditional arts and crafts and the start-up of tourism-related businesses (Activity 1.2.4, 2.1.2, 2.1.4).

The pre-set criteria for selecting beneficiaries will be developed, in cooperation with all UN agencies, in order to ensure inclusiveness and gender-responsiveness. Eligible for the grants will be the direct beneficiaries of this Joint Programme (reference to the Activities as in the narrative).

Duration: 36 months

Total Budget: \$180,000

2.1.6 Pilot feasible interventions for successful marketing of local agro-biodiversity products in the pre-selected communities

Led by FAO in cooperation with UNIFEM

Within this context, FAO will cooperate with the rural women departments in MoA and related NGOs, in order to build the capacities of women in the targeted communities, to produce and **market high quality food products** using traditional crop varieties and **processing methods** (traditional cottage industry). Furthermore, FAO will liaise with selected private sector fair trade companies, in order to ensure profitable marketing of those products both in local and international markets. This activity will be linked to activity 2.2.2 by UNESCO.

UNIFEM will support MoA women's department in monitoring and evaluating the impact of this activity in terms of women's empowerment with a focus of building up on the experiences from this initiative and other similar initiatives, ensuring women's access to local and international markets. This linkage will connect women-based cottage industries with a comprehensive set of complementary services related to enterprise development. This activity will be linked to activity 2.1.4

Duration: 36 months

Total Budget: \$ 60,000

2.2.1 Develop partnerships for social responsibility and solidarity between well established Palestinian cultural organizations and community based organizations ready to promote performing arts in rural isolated areas.

Led by UNESCO

This activity has the aim to facilitate access to culture especially for minorities and marginalized groups (including refugees) in disadvantaged locations in the West Bank and using culture as a tool to improve the psycho-social well-being and enhance social cohesion through the promotion of strategic partnerships between well-established cultural organizations and community-based organizations (CBOs, i.e cultural centres, youth and women organizations). The scope of these strategic partnerships is to empower local institutions through the transfer of knowledge at technical, artistic and managerial levels from well-established non-governmental organizations.

Civil Society Organizations played a major role in the production and promotion of culture in the oPt over the past two decades and today they are looking for policies and practical mechanisms that may enable them to continue to serve the Palestinian community.

This activity seeks for a space of dialogue to enhance the communication towards a better harmonized cultural vision through partnerships that will take the form of exchange of know-how, dissemination of cultural products, capacity building, organization of cultural events, etc.

UNESCO, building on the mapping of existing organizations as compiled from the applications to the Norway-funded Culture Fund, administrated by MOC (from cultural NGOs to CBOs such as youth clubs), will define the potential partners and the scope of the partnership programmes, with emphasis on the healing capacity of the arts, in order to contribute to social cohesion.

Based on the needs of the target locations, the scope of the partnership programmes, e.g. in the theatre, music, dance and film, will be developed through the collaboration of UNESCO and the selected NGOs and CBOs. Through four pilot partnerships, NGOs (one at least from East Jerusalem) will provide their technical as well as institutional expertise to their partner CBOs.

A secretariat will be established to include members of the partner NGOs and CBOs, UNESCO with the aim of ensuring the efficient and harmonized carry out of the planned work programmes and exchange of experiences.

Duration: 36 months

Total Budget: \$ 146,000

2.2.2 Organize film, performing arts and living cultures festivals, agricultural and gastronomic fairs in the selected communities.

Led by UNESCO in cooperation with UNDP, FAO and UNIFEM UNESCO, in cooperation with the other participating agencies, will empower community-based organizations to organize cultural activities and events in the concerned communities over the three years of the project. Baseline indicators will be developed in order to measure the impact of this activity, which tackles social cohesion and economic development in disenfranchised or marginalized communities including refugee camps and refugees living in other locations. Throughout the 3 Years of the programme, each cluster location will be targeted with one cultural event, where every event will combine a number of activities involving the promotion of local agricultural products and cultural goods together with traditional and contemporary forms of performing arts. The events will as such become touristic attractions for domestic and non domestic visitors as well as a venue to promote and safeguard cultural heritage and to market locally produced goods. The calendar of events in the target locations have the purpose to pilot and replicate successful models integrating promotion of culture and culture heritage together with economic and social development. A participatory bottom-up approach is envisaged in the development of the calendar, with the involvement of UNESCO, MOC and community based organizations.

UNIFEM will support UNESCO-led activity through the mobilization of rural women and linking the calendar of events with Activity 1.2.4.

Duration: 24 months

Total Budget \$ 142,500

2.2.3 Support the creation of innovative and gender sensitive media products fostering the role of social cohesion and disseminating the inclusive economic opportunities entrenched in cultural diversity.

Led by UNIFEM in cooperation with UNESCO Interlinked with the activities promoting through this program social cohesion and economic development, and in particular linked with the 3 year calendar of events (Activity 2.2.2–led by UNESCO) and with the promotion of women's entrepreneurial role in creative and cultural industries sector (Activity 2.1.4), UNIFEM will support, throughout the 3 Years, gender-sensitive radio programs and special supplements (6 issues per year) to newspapers for the promotion of cultural diversity: i) the dissemination of knowledge about Palestinian tangible and intangible cultural heritage ii) the promotion of cultural heritage and the importance attached to safeguarding and transmitting it to future generations as factor of common identity and social cohesion iii) the recognition of inclusive economic opportunities connected to creative industries, cultural heritage and eco-tourism iv) the promotion of the role of women as guardians of intangible heritage.

Targeting primarily Palestinians, the media component aims on one side to broadly promote the knowledge of Palestinian cultural heritage and the role this may play toward social and economic development, together with the opportunities embedded into it. On the other side, through gender-sensitive media products, stereotypes affecting women's role in the society, and in particular women in entrepreneurial activities, will be challenged while fostering positive role models and disseminating success stories.

This activity targets the production of innovative radio programmes and six 4-page bi-monthly special issues (supplements) about cultural diversity and cultural pluralism. The radio programmes, designed by freelance journalists, will be broadcasted in local radio stations (e.g. Voice of Palestine, Voice of Al-Najah and Radio Bethlehem) and in the Palestinian Broadcasting Corporation. The special issues, prepared by a team of intellectuals, will be published on the Palestinian newspaper most distributed in the West Bank (Al Hayam) every two months. The radio programmes and the special issues will target various aspects of cultural diversity (e.g. religious, ethnic, gender and geographical diversity) and cultural pluralism, by inviting well-known figures of the cultural scene like poets, writers, sociologists, intellectuals etc.

Duration: 36 months

Total Budget: \$ 60,000

2.2.4 Design and carry out one pilot programme of extra-curricular activities for 15 schools in the concerned localities to foster cultural diversity and pluralism. Led by UNESCO in cooperation with UNIFEM

UNESCO in cooperation with the Ministry of Education and Higher Education, and Educational Network, a specialized NGO, will design and carry out a pilot programme composed by a number of extra-curricular activities in 15 selected schools in the concerned localities (3 of which in refugee camps, including Gaza) to foster cultural pluralism as policy offshoot of cultural diversity. The activity, targeting children and youth, rests on the Universal Declaration of Cultural Diversity and its principles. The first component is the preparation of a kit on cultural pluralism in Arabic to be used as a tool for the activities, and the training for teachers in order to create a culture of pluralism in the pilot schools to be replicated in other geographical locations. The kit will be designed in a children and youth-friendly manner, including theoretical modules as well as practical activities. This activity builds on the experience gained during the UN Human Security Trust Fund project, piloted by UNESCO and UNDP in 14 villages, 2 refugee camps and the Old City of Nablus. The implementation of that project shed light on the complexity of such an issue to be promoted in areas affected by poverty, despair and conflict, bringing tangible results, e.g. mitigating a culture of violence managed into joint cultural activities.

Duration: 24 months

Total budget: \$ 85,000

TOTAL OUTCOME 2 - \$ 1057,460

TOTAL OUTCOME 1 and 2 - 2,226,480

5. SUMMARY OF RESULTS FRAMEWORK (see SMART output table)

Outcome 1 of Joint Programme								
Institutional development: policies and practices for safeguarding cultural heritage are established as a contribution to the updating of the PRDP and implemented in the selected areas;								
Indicators: Roles and responsibilities between public, third and private sector for the protection and promotion of Palestinian cultural heritage and the further development of creative industries are defined and institutionalized.								
Baseline: There is no comprehensive policy for protection and promotion of Palestinian cultural heritage and for the fostering of creative industries.								
Risks and assumptions: Weakness in the institutional capacity within the PA might affect the process of adoption and implementation of the developed planning tools. According to the PRDP, the line ministries will benefit from a reform that aims at strengthening the human and financial capacities.								
JP outputs	SMART Outputs and Responsible UN Organisation	Reference to Agency priority or Country Program and MDG CLT TOR	Implementing Partner	Indicative activities for each output	Resource allocation (in USD) and indicative time frame			
					Y1	Y2	Y3	Total
1.1 The capacity of MOC, MOTA, MOA, MOWA and MOLG to cooperate and jointly work to upgrade and implement the National Plan for Palestinian Culture (NPPC) focusing on three components of the Palestinian cultural diversity: tangible heritage (including cultural landscapes), intangible heritage and creative industries are enhanced. (Lead: UNESCO)	1.1.1 UNDP: A comprehensive and integrated capacity building programme gender-mainstreamed, is carried out to increase leadership and managerial capacities of MOC, MOTA, MOA, MOEHE, MOWA, MOLG officials. A total of 80 ministry personnel; of which 25 senior managers, 50 middle managers and 5 from the Curriculum Development Center (CDC) will be trained by Mid Y2	UNDP, Strategic Plan 2008-2011 and current Civil Service Reform Project MDG CLT TOR objectives 2 and 3 MDG 3 and 7	Line Ministries in cooperation with selected NGOs	1.1.1 Develop and conduct training courses for ministry personnel, at the central and local government level, on policy and programme formulation related to heritage protection, management and promotion. Led by UNDP and developed in cooperation with UNESCO, FAO and UNIFEM	UNDP Total for 1.1.1 142,443.75	UNDP Total for 1.1.1 5,938.5	UNDP Total for 1.1.1 5,938.5	UNDP Total for 1.1.1 154,320.75
					UNIFEM Total for 1.1.1 28,024.27	UNIFEM Total for 1.1.1 25,271.45	UNIFEM Total for 1.1.1 25,271.45	UNIFEM Total for 1.1.1 78,567.17
					UNESCO Total for 1.1.1 8,216.07	UNESCO Total for 1.1.1 1,696.71		UNESCO Total for 1.1.1 9,921.78
					FAO Total for 1.1.1 5,121.73	FAO Total for 1.1.1 2,639.33	FAO Total for 1.1.1 2,639.33	FAO Total for 1.1.1 10,400.39
								Total Budget Activity \$ 253,210.09

	1.1.2 UNESCO: The NPPC focusing on tangible heritage (including cultural landscapes), intangible heritage and creative industries is upgraded by End Y2.	UNESCO, 1972 World Heritage Convention, 2003 Intangible heritage Convention and 2005 Cultural Diversity Convention MDG CLT TOR objective 1, 6, 7,8 MDG 1, 3, 7	MOC, MOTA (in cooperation with Civil Society)	1.1.2 Upgrade and make operational the National Plan for the Palestinian Culture (NPPC) as a tool to guide the holistic safeguarding and promotion of the Palestinian Cultural Diversity. Led by UNESCO in cooperation with FAO and UNIFEM	UNESCO Total for 1.1.2 134,904.07 FAO Total for 1.1.2 3,388.33 UNIFEM Total for 1.1.2 12,402.27	UNESCO Total for 1.1.2 72,316.71 FAO Total for 1.1.2 2,639.33 UNIFEM Total for 1.1.2 2,159.45	FAO Total for 1.1.2 2,639.33 UNIFEM Total for 1.1.2 2,159.45	UNESCO Total for 1.1.2 207,220.78 FAO Total for 1.1.2 8,666.99 UNIFEM Total for 1.1.2 16,721.17 Total Budget Activity \$232,608.94
1.2 NPPC related activities are piloted in selected sites. Lessons learnt from pilot activities at the grassroots and sub-central levels are fed the central institutional planning and capacity building process. (Lead: UNESCO)	1.2.1 UNESCO: One conservation/management plan for the archaeological site of Sebastiya and one for the conservation/management of the cultural landscape of Arraba/Yabad are developed in close cooperation, respectively, with MOTA, MOA and MOLG officials who benefited from integrated capacity building programme These plans should be used as a reference/model for the protection of archaeological sites and cultural landscapes by Mid Y3.	UNESCO, 1972 World Heritage Convention MDG CLT TOR objective 3, 6, 7 and 10 MDG 1, 3, 7	MOTA (in cooperation with Birzeit University)	1.2.1a Enhance the capacities of MOTA and MOLG, at central and local level, and other institutions to elaborate conservation and management plans for integrated cultural sites (case-study: Sebastiya***). Led by UNESCO in cooperation with FAO	UNESCO Total for 1.2.1a 102,269.07 FAO Total for 1.2.1a 16,228.33	UNESCO Total for 1.2.1a 71,353.71 FAO Total for 1.2.1a 15,479.33	UNESCO Total for 1.2.1a 9,186.71 FAO Total for 1.2.1a 9,059.33	UNESCO Total for 1.2.1a 182,809.49 FAO Total for 1.2.1a 40,766.99 Total Budget Activity \$223,576.48
			MOA	1.2.1b Enhance the capacities of MOA, MOLG and MOTA at local level together with relevant community based	FAO Total for 1.2.1b 73,152.33	FAO Total for 1.2.1b 48,221.33	FAO Total for 1.2.1b 31,529.33	FAO Total for 1.2.1b 152,902.99

				organizations on land use, landscape planning and environmental impact assessment (Sebastiya and Arraba/Ya'bad). Led by FAO in cooperation with UNESCO	UNESCO Total for 1.2.1b 16,134.07	UNESCO Total for 1.2.1b 2980.71	UNESCO Total for 1.2.1b 1,696.71	UNESCO Total for 1.2.1b 20,811.49 Total Budget Activity \$173,714.48
	1.2.2 UNESCO The capacities of MOC and selected NGOs are strengthened to elaborate and make accessible one inventory of three expressions of the Palestinian intangible heritage and traditional knowledge. By End Y2		MOC, MOA (in cooperation with Al-Quds University and the, Popular Art Centre)	1.2.2 Reinforce the capacity of MOC and relevant organizations to develop the knowledge-base for the understanding, management and dissemination of data concerning the Palestinian Intangible Cultural Heritage.. Led by UNESCO in cooperation with FAO	UNESCO Total for 1.2.2 67,280.07 FAO Total for 1.2.2 23,932.33	UNESCO Total for 1.2.2 38,504.71 FAO Total for 1.2.2 12,911.33	FAO Total for 1.2.2 2,639.33	UNESCO Total for 1.2.2 105,784.78 FAO Total for 1.2.2 39,482.99 Total Budget Activity \$145,267.77
	1.2.3 UNIFEM: The skills of creative sector professionals are used and oriented towards the enhancement of quality during all stages of the creation of traditional and contemporary cultural goods. By End Y2	MDG CLT TOR objective 5 MDG 1, 3	MOC, MOWA in cooperation with selected NGO	1.2.3 Conduct innovative actions for the conceptualization and design of selected marketable arts and crafts. By End Y2 Led by UNESCO in cooperation with UNIFEM	UNESCO Total for 1.2.3 67,280.07 UNIFEM Total for 1.2.3 2,772.27	UNESCO Total for 1.2.3 67,180.71 UNIFEM Total for 1.2.3 2,159.45	UNESCO Total for 1.2.3 63,970.71 UNIFEM Total for 1.2.3 2,159.45	UNESCO Total for 1.2.3 198,332.13 UNIFEM Total for 1.2.3 7,091.17 Total Budget: Activity \$ 205,423.3
				1.2.4 With reference to Activity 1.2.3, utilize	UNIFEM Total for 1.2.4	UNIFEM Total for 1.2.4	UNIFEM Total for 1.2.4	UNIFEM Total for 1.2.4

				creative skills and ensure quality control in the production, management and marketing of traditional and contemporary arts and crafts. By End Y3 Led by UNIFEM in cooperation with UNESCO	46,963.27 UNESCO Total for 1.2.4 2,866.07	46,350.45 UNESCO Total for 1.2.4 1,696.71	46,350.45 UNESCO Total for 1.2.4 1,696.71	139,664.17 UNESCO Total for 1.2.4 6,259.49 Total Budget Activity \$145,923.66
TOTAL OUTCOME 1								\$ 1,379,724.7

***The archeological site of Sebastiya lies in area C. The activity does not consider on-site interventions. However, should major problems be encountered in the implementation, the choice of an alternative site will be considered in full consultation with key line ministries (PMC).

Outcome 2 of Joint Programme								
Socio-economic development: the potential of cultural and eco-tourism and creative industries is identified and utilized for inclusive economic growth and social cohesion								
Indicators: Number of tourists visiting and of people participating in the activities organized in the rehabilitated sites. Number of people attending cultural events. Number of unemployed people in the concerned communities benefiting from the programme for cultural/creative industries. Percentage of cultural artefacts produced being sold at in local and international markets. Number of farmers benefiting from the agro-biodiversity programme.								
Baseline: Cultural and natural heritage are in severe need to be equipped with basic facilities/infrastructure for tourism use. Creative industries need a strategy and tools to be revitalized and expanded beyond main urban centres so as to contribute to employment and income generation and in turn to the tourism industry.								
Risks and assumptions: The volatility of the security situation prevailing in the oPt does not guarantee easy accessibility to the target areas. Coping mechanisms, recently experienced during 2006-07 unrest situations, might be replicated to ensure the running of the planned activities, especially relating to cultural and creative industries.								
JP outputs	SMART Outputs and Responsible UN Organisation	Reference to Agency priority or Country Program	Implementing Partner	Indicative activities for each output	Resource allocation (in USD) and indicative time frame			
					Y1	Y2	Y3	Total
2.1 Tourism Industry is enhanced and diversified through the creation of an integrated system of cultural and natural heritage sites and facilities. (Lead: UNESCO)	2.1.1 UNESCO: A framework to review, operationalize and successfully market the existing Cultural and Eco-tourism Routes in the oPt is in place by Mid Y2.	UNESCO, 1972 World Heritage Convention MDG CLT TOR 6 MDG 1,3 7	MOTA, MOP and MOC	2.1.1 Promote cultural and eco-tourism development in a selected number of cultural and natural heritage sites. Led by UNESCO in cooperation with UNIFEM	UNESCO Total for 2.1.1 24,266.07	UNESCO Total for 2.1.1 1,696.71		UNESCO Total for 2.1.1 25,962.78
					UNIFEM Total for 2.1.1 13,600.67	UNIFEM Total for 2.1.1 12,987.85	UNIFEM Total for 2.1.1 2,159.45	UNIFEM Total for 2.1.1 28,747.97
	2.1.2 UNDP: Three sites from those pre- selected are provided with basic tourism facilities by End Y3.	UNDP, Strategic Plan 2008-2011 <i>Enhanced access to effective social, economic, & public services and utilities</i> MDG CLT TOR 6 MDG 1,3 7	MOTA, MOC, and MOLG	2.1.2 Pilot community based tourism initiatives in two sites for which basic facilities/infrastructure for tourism are upgraded (Lead by UNDP in cooperation with UNESCO) Led by UNDP in cooperation with UNESCO	UNDP Total for 2.1.2 168,123.75	UNDP Total for 2.1.2 16,638.5	UNDP Total for 2.1.2 5,938.5	UNDP Total for 2.1.2 190,700.75
					UNESCO Total for 2.1.2 23,945.07	UNESCO Total for 2.1.2 5,655.71		UNESCO Total for 2.1.2 29,600.78
					Total Activity Budget \$54,710.75			
					Total Budget			

								Activity \$220,301.53
	2.1.3 FAO: Important/endangered local plant varieties as part of local natural heritage are documented (see 1.2.2 inventory of Palestinian intangible heritage), conserved and utilized as an eco-agro tourism attraction by End Y3.	FAO, Strategy in oPt: poverty alleviation through improved and environmentally sound agricultural production MDG CLT TOR 6 MDG 1, 7	MOTA and MoA in cooperation with Al-Quds university	2.1.3 Endangered local crop varieties as part of local bio-diversity are preserved and one demonstration plot for awareness raising and tourism activities is established in Arraba/Yabad. Led by FAO	FAO Total for 2.1.3 29,603.33	FAO Total for 2.1.3 22,969.33	FAO Total for 2.1.3 22,969.33	FAO Total for 2.1.3 75,541.99 Total Budget: Activity \$75,541.99
	2.1.4 UNIFEM: Measures to sustain and develop entrepreneurial capacities linked to the cultural tourism industries to access domestic and world markets are in place, by End Y3	MDG CLT TOR objective 9 and 10 MDG 1, 3	Businesswomen Forum	2.1.4 Support the development of the Businesswomen Forum capacity to provide comprehensive services of business development in the creative and cultural related industry sectors (including identification of market opportunities, start up assistance and commercialization of products). Led by UNIFEM	UNIFEM Total for 2.1.4 42,255.27	UNIFEM Total for 2.1.4 41,642.45	UNIFEM Total for 2.1.4 28,802.45	UNIFEM Total for 2.1.4 112,700.17 Total Budget: Activity \$112,700.17
	2.1.5 UNDP: Using the experience developed in DEEP (UNDP micro-credit framework) and based on the results of a market study to be elaborated, a financial mechanism to encourage and support the production and distribution of traditional crafts and contemporary cultural products is piloted by End Y3.	MDG CLT TOR 4 and 8 MDG 1, 3	Selected NGOs	2.1.5. Establish a start up mechanism based on grants for the development of business activities Led by UNDP in collaboration with UNESCO, UNIFEM and FAO	UNDP Total for 2.1.5 71,823.75 UNIFEM Total for 2.1.5 2,772.27 UNESCO Total for 2.1.5 2,866.07	UNDP Total for 2.1.5 70,138.5 UNIFEM Total for 2.1.5 2,159.45 UNESCO Total for 2.1.5 1,696.71	UNDP Total for 2.1.5 70,138.5 UNIFEM Total for 2.1.5 2,159.45 UNESCO Total for 2.1.5 1,696.71	UNDP Total for 2.1.5 212,100.75 UNIFEM Total for 2.1.5 7,091.17 UNESCO Total for 2.1.5 6,259.49

2.2 Cultural diversity and pluralism are promoted by media, educational and cultural activities and events. (Lead: UNESCO)					FAO Total for 2.1.5 3,388.33	FAO Total for 2.1.5 2,639.33	FAO Total for 2.1.5 2,639.33	FAO Total for 2.1.5 8,666.99
								Total Budget: \$234,118.4
	2.1.6 FAO: The local planning capacities for the protection and productive use of agro-biodiversity and landscapes are enhanced as part of the promotion of cultural tourism by End Y3.	FAO, Strategy in oPt: poverty alleviation through improved and environmentally sound agricultural production MDG CLT TOR 8 MDG 1, 3, 7	MOA	2.1.6 Pilot feasible interventions for successful marketing of local agro-biodiversity products in the pre-selected communities Led by FAO in cooperation with UNIFEM	FAO Total for 2.1.6 38,698.33 UNIFEM 12,402.27	FAO Total for 2.1.6 2,639.33 UNIFEM 11,789.45	FAO Total for 2.1.6 2,639.33 UNIFEM 11,789.45	FAO Total for 2.1.6 43,976.99 UNIFEM 35,981.17 Total Budget: \$79,958.16
	2.2.1 UNESCO Community based organizations in rural/isolated areas are empowered to develop artistic production through a strategic mechanism of socio-responsible partnerships. By End Y3	2005 Cultural Diversity Convention MDG CLT TOR 4 and 8 MDG 1, 3	Selected NGOs	2.2.1 Develop partnerships for social responsibility and solidarity between well established Palestinian cultural organizations and community based organizations ready to promote performing arts in rural isolated areas. Led by UNESCO	UNESCO Total for 2.2.1 60,646.07	UNESCO Total for 2.2.1 50,916.71	UNESCO Total for 2.2.1 50,916.71	UNESCO Total for 2.2.1 162,479.49 Total Budget: \$162,479.49
	2.2.2 UNESCO: Access to culture, especially for minorities and marginalized groups, is improved by developing a 3-year calendar of cultural events that advocates Palestinian Cultural Diversity. This activity is linked to 2.2.1 and 1.2.3-4 by End Y3.	2005 Cultural Diversity Convention MDG CLT TOR 4 and 8 MDG 1, 3	MOC	2.2.2 Organize film, performing arts and living cultures festivals, agricultural and gastronomic fairs in the selected communities Led by UNESCO in cooperation with FAO, UNDP and UNIFEM.	UNESCO Total for 2.2.2 53,691.07 UNDP Total for 2.2.2 7,623.75 UNIFEM Total for 2.2.2 2,772.27	UNESCO Total for 2.2.2 52,521.71 UNDP Total for 2.2.2 5,938.5 UNIFEM Total for 2.2.2 2,159.45	UNESCO Total for 2.2.2 52,521.71 UNDP Total for 2.2.2 5,938.5 UNIFEM Total for 2.2.2 2,159.45	UNESCO Total for 2.2.2 158,734.49 UNDP Total for 2.2.2 19,500.75 UNIFEM Total for 2.2.2 7,091.17

					FAO Total for 2.2.2 3,388.33	FAO Total for 2.2.2 2,639.33	FAO Total for 2.2.2 2,639.33	FAO Total for 2.2.2 8,666.99
								Total Budget \$ 193,993.4
	2.2.3 UNIFEM: The social role of and the inclusive economic opportunities deriving from Palestinian diverse cultural heritage are conveyed through gender-sensitive media products and educational pilot programmes by End Y3.		UNIFEM in cooperation with media institutions	2.2.3 Support the creation of innovative and gender sensitive media products fostering the role of social cohesion and disseminating the inclusive economic opportunities entrenched in cultural diversity. Led by UNIFEM in cooperation with UNESCO	UNIFEM Total for 2.2.3 30,592.27 UNESCO Total for 2.2.3 2,866.07	UNIFEM Total for 2.2.3 23,559.45 UNESCO Total for 2.2.3 1,696.71	UNIFEM Total for 2.2.3 17,139.45 UNESCO Total for 2.2.3 1,696.71	UNIFEM Total for 2.2.3 71,291.17 UNESCO Total for 2.2.3 6,259.49 Total Budget: \$77,550.66
		2005 Cultural Diversity Convention MDG CLT TOR 4 and 8 MDG 1, 3	Educational Network NGO	2.2.4 Design and carry out one pilot programme of extra-curricular activities for 15 schools in the concerned localities to foster cultural diversity and pluralism. Led by UNESCO in cooperation with UNIFEM.	UNESCO Total for 2.2.4 59,041.02 UNIFEM Total for 2.2.4 2,772.27	UNESCO Total for 2.2.4 31,121.71 UNIFEM Total for 2.2.4 2,159.45	UNESCO Total for 2.2.4 7,046.71 UNIFEM Total for 2.2.4 2,159.45	UNESCO Total for 2.2.4 97,209.44 UNIFEM Total for 2.2.4 7,091.17 Total budget: \$ 104,300.61
TOTAL OUTCOME 2								\$1,311,226.4

6. MANAGEMENT AND COORDINATION ARRANGEMENTS

6.1. Actors, roles and responsibilities

The Fund will rely on **UN Resident Coordinator** (UNSCO) to facilitate collaboration between Participating UN Organizations. The RC 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 (NSC) and by chairing – through a representative - the **Programme Management Committee** (PMC).

The **National Steering Committee** (NSC) consists of non-implementing parties and is composed by a representative of the PA (Head of the International Cooperation Division in the MoP), the UN Resident Coordinator and a representative of the GoS (Head of the Spanish Cooperation Office for the oPt) and will have overall responsibility for programme activities. The NSC will provide strategic guidance and oversight and approve the Programme Document including subsequent revisions, annual workplans and budgets. The NSC will be co-chaired by the UN Resident Coordinator and a Government Representative. To the extent possible, the NSC will use existing coordination mechanisms to undertake the process of planning and stakeholder consultation and active involvement in the Programme. The NSC will meet biannually and will make its decisions by consensus. The United Nations Office of the Special Coordinator for the Middle East Peace Process (UNSCO) will be responsible for organizing and facilitating meetings of the NSC.

The **Programme Management Committee** (PMC) will consist of four UN Participating Organisations (UNDP, UNIFEM, UNESCO and FAO), the focal points of the Ministries directly involved in the JP: MOC, MOTA, MOA and MOWA. A representative of UNSCO will chair the PMC. The PMC will invite other stakeholders (representatives of relevant line ministries, NGOs, CBOs, independent experts) to attend as observers depending on agenda. The PMC will be responsible for the operational coordination of the Joint Programme.

The PMC will meet quarterly but may have to meet more often depending on the need to address issues related directly to management and implementation of the programme.

The responsibilities of the PMC will include:

- managing programme resources to achieve the outcomes and outputs defined in the programme
- providing technical and substantive leadership regarding the activities envisaged in the Annual Work Plan
- recruit and management of the Programme Manager
- establish programme baselines to enable sound monitoring and evaluation
- establishing adequate reporting mechanisms
- integrating work plans, budgets, reports and other programme related documents
- agreeing on re-allocation and budget revisions and make recommendations to the RC as appropriate
- establishing communication and public information plans

The **Programme Manager** (PM) will head the Programme Secretariat (PS)²⁴ which will be based at the UNESCO office in Ramallah to ensure smooth coordination with relevant national authorities. S/he will act as the focal point for the Project Assistants appointed by UN participating organizations.

In his/her activities, the PM will be accountable to the PMC and will regularly report on activities to the various parties involved in the programme to ensure smooth coordination.

The **Programme Secretariat** will consist of the PM supported by one monitoring consultant recruited on a part-time base. In its evaluation activities the PS will work closely with the MDG-F culture window focal points appointed by MOC, MOTA, MOA and MOWA and other relevant line ministries.

The Programme Secretariat will:

²⁴ The budget related to the PS has been included in the UNESCO section of the budget.

- facilitate meetings of the PMC
- be accountable for the circulation and submission of reports and action plans
- ensure joint monitoring of all activities
- coordinate the annual evaluation of the programme,
- ensure public information dissemination in accordance with NSC/PMC guidance
- identify issues that affect the management of the programme that need to be addressed by the NSC at higher levels
- make linkages with other potential MDG Fund programmes.

Participating UN agencies will support the PS in the fulfilment of its functions by providing transport support (with compensation) as feasible within their own operational constraints.

A **pass-through management arrangement** will be used and UNDP HQ New York will be the Administrative Agent (AA) for the Programme. UNDP's responsibilities as Administrative Agent will include:

- Receipt, administration and management of the financial contribution
- Disbursement of funds to participating UN organizations
- Compilation of financial report developed by each of the Participating UN Organisations
- Submission of narrative reports prepared by the Programme Manager

In addition, UN Organizations will continue to coordinate their activities (both within and outside of this programme) through existing UN coordination mechanisms such as sectoral coordination meetings involving other UN Organizations that are not implementing their activities within this programme Donor group on culture composed by Belgium Technical Cooperation, Representative Office of Norway to the Palestinian Authority, Spanish Cooperation, Swiss Agency for Development Cooperation, Consulate General of Sweden, Jerusalem, French Consulate, UNESCO, etc; and the UNCT – UN workplan. The programme will also share information with other initiatives such as: MDG-F Gender Window. In addition, UN organizations will coordinate their activities with other MDG Fund programmes that may exist in oPt as well as particular thematic groups relevant to this programme. This will ensure the complementarity of interventions and will prevent overlap in activities. UN Organisations will also regularly organize and attend coordination meetings with NGOs, CBOs and other stakeholders.

6.2 Cash transfer modalities

As **there is currently no UNDAF for oPt**, the Harmonized Approach to Cash Transfers is not applicable for oPt. Individual Participating UN organisations will be responsible for making direct cash transfers to implementing entities for activities according to the Programme Document. **No direct payments are being made to the PA.**

7. FUND MANAGEMENT ARRANGEMENTS

7.1 Fund allocation and management

A pass-through management arrangement will be used and UNDP HQ New York will be the Administrative Agent (AA) for the Programme. For each joint programme, the AA will consolidate financial reports submitted by each UN Implementing Organisations and the narrative report which will be prepared by the Joint Programme Secretariat.

UNDP HQ New York will be responsible for the receipt, administration and management of the financial contribution and the disbursement of funds to each implementing UN Organizations.

Each Organization assumes complete programmatic and financial responsibility for the funds disbursed and can decide on the execution process with its partners and counterparts. Each Organization established a separate ledger account for the receipt and administration of the funds disbursed by the AA.

Based on the approval of the National Steering Committee and the receipt of a signed Submission Form and relevant Project Document, UNDP HQ New York as the AA will transfer approved funds to the

particular Participating UN Organisation after ensuring consistency with the programme document signed by Participating UN Organisations. Funds will be released based on approval of workplans by the National Steering Committee. The release of funds is subject to meeting a minimum expenditure threshold of 70% of previous fund release to the UN Organisations combined. If the 70% threshold is not met for the programme as a whole, funds will not be released to any organization, regardless of the threshold being met by an individual Participating UN Organisation. Individual Participating UN organisations are responsible for making direct payments to implementing organisations for activities as are identified in the Project Document.

8. FEASIBILITY, RISK MANAGEMENT AND SUSTAINABILITY OF RESULTS

This programme proposal has been developed in close consultation with relevant PA line ministries (MOC, MOTA, MOA and MOWA) to ensure its consistency with national priorities and fully taking into account the PA's strategic objectives as articulated in the *Palestinian Reform and Development Plan* and in line with the PA's work on achieving the MDGs. The feasibility of these objectives greatly depends on the future development of political processes in the oPt, including financial allocations to the PA by the international community²⁵. The whole programme has been conceived on the assumption that there is progress made in building the capacity of the PA and that there is not a resumption of major inter-factional violence.

On issues that are particularly context-specific, such as **the marketing of local cultural products** (creative industries and arts and crafts) and the **upgrade and implementation of the National Plan for Palestinian Culture (NPPC) as a contribution to the update of the PRDP**, key risks are embodied in the volatility of the security and political situation. In the event that this situation persists for the whole duration of the programme, emphasis will be placed on producing guidelines and best practices reference models on *ad hoc* cases (e.g. safeguarding of intangible heritage; conservation and management of tangible heritage and promotion of creative industries).

In the event that **mobility restrictions** continue, the JP activities related to cultural and eco-tourism development (in particular the creation of an integrated system of cultural and natural heritage sites, facilities and events) may need to be adapted and changed in some components. For example, the construction of sites facilities/infrastructure in areas other than the traditional pilgrimage routes (e.g. Jerusalem, Bethlehem, Jericho) may not be possible if the Gol continues to impose access limitations to Areas C²⁶. Likewise, these activities may also be affected in the event of a total breakdown in law and order. Thus, in the event that this occurs for the whole duration of the programme, activities' locations will be re-assessed and changed.

The programme has been conceived in a way to ensure the maximum sustainability of its results as it (i) fosters the creation of a strategic mechanism between how **production of culture** and the **consumption of culture** are linked and adapt to the changing socio-political, ecological and technological context; and (ii) it hinges on building the capacity of existing national structures that will continue functioning beyond the lifespan of this programme and that have ultimate accountability in the provision of services and decision-making processes.

²⁵ In December 2007 (Paris conference) a total of US\$7.4 billion were promised by different donors to support the PRDP.

²⁶ See page 7

9. ACCOUNTABILITY, MONITORING, REPORTING AND EVALUATION

9.1 Accountability and Reporting arrangements

The accountability for the overall implementation of the programme rests with the National Steering Committee (NSC), the Programme Management Committee (PMC), the Programme Secretariat (PS) and the participating UN Organizations.

The **NSC** (as outlined in Section 5) will have overall responsibility for programme activities and will **provide strategic guidance and oversight**, and approve the Programme Document including subsequent revisions, annual work-plans and budgets.

The **PMC** (as outlined in Section 6) will be responsible for the **operational coordination of the Joint Programme**.

The **PS**²⁷ will serve as a secretariat for the implementation of the programme under the task outlined in Section 6.

Participating **UN Organisations will be accountable for ensuring the optimal implementation of activities and achievement of outputs** (as outlined in the Joint Programme document), the monitoring and evaluation of all their activities, as well as participation in coordination meetings and timely reporting.

The Joint Programme will promote maximum transparency by reporting on its progress through regularly updated information (e.g. narrative reports, research, etc) on a **national Internet web site** that will be hosted at UNESCO. All materials that be posted on the portal will first receive approval from the Programme Management Committee.

9.2 Monitoring and evaluation activities

In monitoring and evaluation activities, wherever possible, existing data collection methods will be used such as national statistics provided by Palestinian Central Bureau of Statistics (PCBS), Riwaq (Centre for Architectural Conservation and technical reports provided by the Palestinian Federation of Industries (PFI) and the Palestinian Chambers of Commerce, Industry and Agriculture, regular reporting done by line ministries and associated institutions.

To reflect a joint programme approach, the Programme Secretariat will include a monitoring consultant who will act as the focal point for evaluating the activities of the individual UN Organisations. S/he will support the Programme Manager and the implementing Organisation in leading a joint process with implementing partners to develop a comprehensive monitoring and evaluation strategy with an action plan. Each UN Organisation will assume responsibility for collecting regular monitoring data on their specific activities. At the same time, the evaluation consultant will assume responsibility for overall regular data collection from all sources including individual UN Organizations and relevant institutions (ministries, other state institutions, NGOs, CBOs, research institutions) as well as analysis and report writing.

The monitoring consultant will also be responsible for supporting eventual external evaluations of programme activities. Terms of reference for external evaluations will be drafted by the PS and approved by the PMC.

Two external evaluations have been planned for this programme. The first will be a mid-term review at the beginning of Year 2 which will assess outcomes to date and lay out strategic recommendations for any adjustments in approach or implementation that are required in Year 2 and Year 3. The second evaluation will be a broad impact assessment at the end of Year 3 which will provide a clear indication of what the programme has achieved in terms of outcomes and impact in relation to gender equality and women's empowerment. The second evaluation will also contain

²⁷ The budget allocation for the PS is included in the UNESCO portion of the budget.

strategic recommendations on action that is required post programme to ensure long-term sustainability and follow-up on key elements of the programme.

The terms of reference for both these evaluations will be developed in close collaboration with the focal points of the MOC, MOTA, MOA and MOWA and other relevant ministries, and submitted for approval to the National Steering Committee. Evaluation reports will be circulated to all Participating UN Organisations for comments which will be submitted together with the reports to the National Steering Committee. Findings from the evaluation reports will also be included as part of regular progress reports as appropriate.

UNDP New York as the Administrative Agent has overall responsibility for consolidated reporting (financial and progress reports) on an annual basis to the Fund Steering Committee at the global level.

The Joint Programme Manager is responsible for preparing the Narrative Joint Programme Progress Report, which will be signed off by the Programme Management Committee before it is submitted to the National Steering Committee and the Administrative Agent. Participating UN Organisations will also provide quarterly updates at the outcome level to the Joint Programme Manager.

To ensure maximum national ownership and capacity-building of national institutions, UN Organisations will ensure that experts are embedded into ministries, local institutions and NGOs wherever possible. PA ministries and UN Organisations will jointly consult the drawing up of TORs for consultancies and the hiring of all consultants.

10. PROGRAMME MONITORING FRAMEWORK (PMF)

Expected Results (Outcomes and Outputs)	Indicators (with baselines & indicative timeframes)	Means of verification	Collection methods (with indicative timeframe & frequency)	Responsibilities	Risks & assumptions
1. Institutional development: policies and practices for safeguarding cultural heritage are established as a contribution to the updating of the PRDP and implemented in the selected areas	Policies and practices for safeguarding cultural heritage in place B = TBD T = Year 1	Qualitative and quantitative analysis of policy papers created and updated	UNESCO reports Year 1 and Year 2 and Y3	UNESCO and MOC secretariat for the NPPC	PA institutional stability Regular update of the PRDP
1.1 The capacity of MOC, MOTA, MOA, MOWA and MOLG to cooperate and jointly work to upgrade and implement the National Plan for Palestinian Culture (NPPC) focusing on three components of the Palestinian cultural diversity: tangible heritage (including cultural landscapes), intangible heritage and creative industries are enhanced. (Lead: UNESCO)	Number of senior and middle-level ministry personnel (MOC, MOTA, MOA, MOWA and MOLG) trained at local and central level, on policy and programme formulation related to heritage protection and cultural management and promotion. B = 0 number of senior and middle-level ministry personnel (MOC, MOTA, MOA, MOWA and MOLG) trained on the topics. T = end Year 1	Report on individual participants' performance submitted by the trainers.	UNDP with implementing NGO. Reports and questionnaires will be conducted at the end of each training module Year 1	UNDP and UNESCO with following line ministries MOC, MOTA, MOA, MOWA and MOLG.	Response to questionnaire
	The National Plan for the Palestinian Culture (NPPC) jointly upgraded by MOC and MOTA and includes chapters on tangible,	Number of drafts delivered and final version of the NPPC	UNESCO bi-annual reports Year 1 and Year 2	UNESCO with MOC (as the secretariat of the team of experts involved in drafting the plan)	MOC works as the secretariat of the team of experts

	intangible heritage and creative industries. B = the existing NPPC T = End Y2				
1.2 NPPC related activities are piloted in selected sites. Lessons learnt from pilot activities at the grassroots and sub-central levels are fed the central institutional planning and capacity building process. (Lead: UNESCO)	Number of ministry and municipality (MOTA, MOA, MOLG and Sabastyia) officials trained on the job on: design, implementation and monitoring of conservation and management plans. B = TBD T = End Year 1	Report on on the job training delivered by trainers/coaches and evaluation questionnaire done by direct beneficiaries	UNESCO reports and direct beneficiaries questionnaires will be conducted quarterly Year 1 and Year 2	UNESCO with MOTA, MOA, MOLG and Sabastyia municipality	Response to questionnaire
	Endorsement of the conservation/management plan for the site of Sabastyia B = TBD T = End Year 1	Document of endorsement signed by the Municipality of Sabastyia	UNESCO reports on the phases leading to the endorsement Year 1, Year 2 and Year 3	UNESCO with MOTA, MOA, MOLG and Sabastyia municipality	Willingness of government bodies to engage on the crafting and endorsement of the conservation/management plan
	Recommendations on proper utilization of agro biodiversity in the traditional agricultural landscapes of Yabad/Arraba adopted B = TBD T = End Year 1	Surveys on the adoption of the recommendations on proper utilization of agro biodiversity	FAO reports on the phases leading to the adoption of the recommendation on proper utilization of agro biodiversity Year 1, Year 2 and Year 3	FAO with MOA and Yabad/Arraba municipalities	Willingness of government bodies to engage on the adoption of the recommendations
	Number of intangible cultural heritage	MOC reports on use and update of the data base.	UNESCO annual reports Year 1 and Year 2	UNESCO with FAO and MOC	Willingness of parties to

	expressions existing in the oPt related to anthropology, folklore traditional agricultural know how inventoried in the data base B = TBD T = End Year 1				share the data
	Number of artisans in the targeted communities producing and marketing traditional and contemporary cultural goods with higher quality and creativity B =TBD T = End Year 1	Impact assessment reports through interviews and focus groups with creative skills professionals and artisans	UNESCO and UNIFEM bi-annually impact assessment reports through interviews Year 1, Year 2 and Year 3	UNESCO and UNIFEM	Willingness of the beneficiaries to share information and to engage in innovative way of production
2. Socio-economic development: the potential of cultural and eco-tourism and creative industries is identified and utilized for inclusive economic growth and social cohesion	Number of people benefiting from the tourism and creative industries activities developed B =TBD T = End Year 1	Focus groups at the beginning of the programme and at the end of Year 1, Year 2 and Year 3	UNESCO and UNDP annual reports Year 1, Year 2 and Year 3	UNESCO and UNDP with relevant stakeholders groups	- Volatility of the security, economical and social situation -
2.1 Tourism Industry is enhanced and diversified through the creation of an integrated system of cultural and natural heritage sites and facilities. (Lead: UNESCO)	Number of tourists visiting yearly the selected locations B =TBD T = End Year 1	MOTA yearly statistics PCBS yearly statistics	UNESCO annual reports Year 1, Year 2 and Year 3	UNESCO with MOTA	Availability of data
	Number of newly established or upgraded business activities related to cultural and agro-biodiversity products and	Relevant chamber of commerce yearly statistics	UNDP and UNIFEM annual reports Year 1, Year 2 and Year 3	UNDP together with UNIFEM and relevant chambers of commerce	Availability of updated data

	tourism in the selected localities B =TBD T = End Year 1				
	Number of local agro-biodiversity products marketed. B =TBD T = End Year 1	Survey at the beginning and end of project	FAO reports at the beginning of the project and at end Year 3	FAO with local farmers	Farmers willingness to participate in the survey
	Number of innovative cultural goods (arts and crafts) produced and marketed. B =TBD T = End Year 1	Focus groups at the beginning of the programme and at the end of Year 1, Year 2 and Year 3	UNIFEM reports Year 1, Year 2 and Year 3	UNIFEM with local artisans	Local artisans willingness to participate to the focus groups
2.2 Cultural diversity and pluralism are promoted by media, educational and cultural activities and events. (Lead: UNESCO)	Number of well established Palestinian cultural organizations supporting, technically and institutionally, community based cultural organizations. B =TBD T = End Year 1	Survey conducted by the Partnership Secretariat at the beginning and end of project	UNESCO reports Year 1, Year 2 and Year 3	UNESCO with Partnership Secretariat	Willingness of Palestinian cultural organizations and community based organizations to engage in the partnership scheme
	Number of people attending cultural events. B =TBD T = End Year 1	Municipalities figures	UNESCO, FAO and UNIFEM reports Year 1, Year 2 and Year 3	UNESCO, FAO and UNIFEM with relevant municipalities	Willingness of municipalities to gather data
	Number of recipients of the media products (radio programmes and bi-monthly supplements) fostering	Radio and news papers figures on outreach capacity	UNIFEM reports Year 1, Year 2 and Year 3	UNIFEM together with target radio and newspapers	Willingness of radio and newspapers to share data

	cultural diversity and pluralism B =TBD T = End Year 1				
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11. EX ANTE ASSESSMENT OF CROSS-CUTTING ISSUES

This programme takes into account the cross-cutting issue of the capacity gaps among the key duty bearers and rights holders involved in the protection, management and promotion of Palestinian cultural diversity, by providing Palestinians with the skills and tools necessary to better understand, enjoy, preserve and profitably manage their rich cultural heritage. The capacity gaps will be addressed as follows:

- The capacity of government institutions and line ministries to **adopt a general policy (National Plan for Palestinian Culture) which aims to give culture a function in the life of the community and to integrate the protection and promotion of the Palestinian culture into comprehensive planning programmes** – *Refer to Joint Output 1.1 – ACTIVITIES 1.1.1 and 1.1.2*
- The capacity of governmental institutions, line ministries (at central and local level) to **work together with NGOs, CBOs, private sector and civil society at large to give Palestinian cultural diversity spaces and opportunities of expression** and raise awareness of its value as vehicles of national identity and as a means to foster social cohesion and economic growth. *Refer to Joint Output 2.2- ACTIVITIES 2.2.1-2.2.4*
- The capacity of **authorities at sub-national level (local and grassroots)** to identify, preserve, manage, strengthen and promote their **cultural diversity** (cultural and natural heritage, intangible heritage and creative industries) especially in situations where culture may be threatened by the possibility of extinction or serious impairment (e.g. **traditional knowledge systems** - in particular those related to land-use and agro-biodiversity - **and cultural expressions**. *Refer to Joint Output 1.2. – ACTIVITIES 1.2.1a, 1.2.1b and 1.2.2; Joint Output 2 – ACTIVITIES 2.2.1 -2.2.4*
- The capacity of **artisans** to produce, market, manage and distribute cultural goods/products (*Refer to Joint Output 1.2. – ACTIVITIES 1.2.3-1.2.4*) and of **creative sector professionals** (artists, managers, producers – as group or individuals) to improve their artistic production and make it available to a wider Palestinian - and whenever possible international – audience. *Refer to Joint Output 2.2 – ACTIVITIES 2.2.1-2.2.2*
- The capacity of governmental institutions, line ministries (at central and local level) to work with the private and third sector to **find economically viable and financially sustainable mechanisms to support the production and distribution of cultural goods** especially in relation to the tourism industry. *Joint Output 2.1- ACTIVITIES 2.1.4*
- The capacity of line ministries to develop specific measures to ensure women have equal opportunities with men for employment, particularly low-income women. *Crosscutting*

12. LEGAL CONTEXT OR BASIS OF RELATIONSHIP

The following cooperation or assistance agreements are the legal basis for the relationships between the PA and each of the UN Organisations participating in this Joint Programme which will apply:

UNESCO

The presence of UNESCO field office in Ramallah is governed by an agreement between UNESCO's Director General with the Chairman of the Executive Committee of the Palestine Liberation Organization and the President of the Palestinian Authority on 24 May 1997.

UNDP/UNIFEM

In December 1978, the United Nations General Assembly (GA) called upon the UNDP to undertake development activities on behalf of the Palestinian people. The GA resolution came into effect through standing agreements between UNDP and the Palestinian Liberation Organization, as well as UNDP and the Gol.

FAO

In 2002 FAO was requested by the PA (Ministry of Agriculture) to assist with institution capacity building in agriculture and food security. The FAO Programme Coordination Office was established in 2003 with a mere project implementation mandate. All administrative, financial and official procedures are expedited through UNDP.

ANNEX II**LIST OF ACRONYMS**

AMA Movement and Access
DOP Declaration of Principles
GoI Government of Israel
ICJ International Court of Justice
NUG National Unity Government
OCHA Office for the Coordination of Humanitarian Affairs
PA Palestinian Authority
PCBS Palestinian Central Bureau of Statistics
PLC Palestinian Legislative Council
PLO Palestine Liberation Organization
PMC Programme Management Committee
PM Programme Manager
Riwaq Centre for Architectural Conservation
TIM Temporary International Mechanism
UNSCO Special Coordinator for the Middle East Peace Process

ANNEX III
MDG-F JOINT PROGRAMME FOR THE oPt
Culture & Development in the occupied Palestinian territory

WORKPLAN YEAR 1

Refer to table in Annex (Excel file).

Category	Item	Unit Cost	Number of Units		Total Cost	
1. Personnel		Person/Month	# of Person	Month	Total Cost	Agency Total
UNESCO	Programme Manager (local)	2,600	1	36	93,600	223,200
	Driver (local)	900	1	36	32,400	
	Project assistant (local)	1,700	1	36	61,200	
	Monitoring Consultant (local)	1,000	1	36	36,000	
UNIFEM	Project assistant (local)	1,700	1	36	61,200	61,200
UNDP	Project assistant (local)	1,700	1	36	61,200	61,200
FAO	Project assistant (local)	1,700	1	36	61,200	61,200
Sub-Total						406,800
2. Contracts		Fee	# Contracts	Month	Total Cost	Agency Total
	Project proposal formulation: International consultant	6,346	1	2	12,692	
	Project proposal formulation: Local consultant	3,000	1	2	6,000	
	Evaluation (Mid-term)	12,000	1	1	12,000	
	Evaluation (Final)	18,000	1	1	18,000	
	Activity 1.1.1: Local experts (linked to 1.1.2)	500	10	1	5,000	
	Activity 1.1.2: Local consultant (full-time at MOC)	1,800	1	18	32,400	
	Activity 1.1.2: Local experts	500	10	18	90,000	
	Activity 1.1.2: International consultant	1,250	1	20	25,000	
	Activity 1.1.2: Translation Arabic-English	500	1	18	9,000	
	Activity 1.1.2: Editing and publishing of NPPC (Year 2)	4,000	1	2	8,000	
	Activity 1.2.1a: Local consultant (part-time at MOTA) (Years 1& 2)	500	1	18	9,000	
	Activity 1.2.1a: Collection of data and surveys	1,825	1	4	7,300	
	Activity 1.2.1a: Community participation strategy	500	1	24	12,000	
	Activity 1.2.1a: Billposting, review and endorsement (Year 3)	500	1	4	2,000	
	Activity 1.2.1a: Editing and publishing of the plan (Year 3)	2,500	1	2	5,000	
	Activity 1.2.1a: Local experts	1,250	3	24	90,000	
	Activity 1.2.1b: Local expert	1,000	1	10	10,000	
	Activity 1.2.2: International consultant	1,250	1	8	10,000	
	Activity 1.2.2: Local experts	500	3	18	27,000	
	Activity 1.2.2: Researchers (Year 1)	500	6	5	15,000	
	Activity 1.2.2: Researchers (Year 2)	500	6	5	15,000	

UNESCO	Activity 1.2.2: Legal advisor (Year 1)	1,500	1	2	3,000	966,392
	Activity 1.2.2: Design of database (Year 2)	1,000	1	8	8,000	
	Activity 1.2.3: Local consultant (part-time at MOC)	500	1	36	18,000	
	Activity 1.2.3 Preparation and publication of competition briefs (Year 2)	1,000	3	1	3,000	
	Activity 1.2.3: Competition Awards (4 categories) (over 3 years)	5,500	4	3	66,000	
	Activity 1.2.3: Editing and publishing of competition results (Over 3 Years)	5,000	1	3	15,000	
	Activity 1.2.3: Temporary Laboratory venue(over 3 years)	2,000	1	3	6,000	
	Activity 1.2.3: Young creative sector professionals(over 3 years)	2,500	5	3	37,500	
	Activity 2.1.1: Local consulting firm (year 1)	20,000	1	1	20,000	
	Activity 2.1.2: Local Architects-consultants	1,000	2	8	16,000	
	Activity 2.2.1: Partnership Grants(over 3 years)	10,000	4	3	120,000	
	Activity 2.2.1: Legal Consultant	2000	4	1	8000	
	Activity 2.2.1: Partnership Secretariat	500	1	36	18,000	
	Activity 2.2.2: Organization of events(over 3 years)	9,500	5	3	142,500	
	Activity 2.2.4: Design of Educational Kit on cultural pluralism (Year1)	3,000	1	3	9,000	
UNIFEM	Activity 2.2.4: Publishing Educational Kit on cultural pluralism (Year 1)	5,500	1	2	11,000	229,800
	Activity 2.2.4: Extra-curricular activities (Over 2 Years)	1,500	15	2	45,000	
	Activity 2.1.6: Gender expert at MOA	750	1	36	27000	
	Activity 1.1.2: Gender expert at MOC	750	1	12	9,000	
	Activity 1.1.1: Local consultant (full-time at MOWA)	1,800	1	36	64,800	
	Activity 2.1.4: IEC (Over 3 Years)	5,000	3	3	45,000	
	Activity 2.2.3: Media consultant (Over 3 Years)	2,000	1	3	6000	
	Activity 2.2.3: Radio programmes	1,000	1	36	36000	
	Activity 2.2.3: Bi-monthly supplements (Over 3 Years)	1,000	1	18	18000	
	Activity 2.1.4: Market opportunities study	500	2	24	24,000	
	Activity 1.1.1: Specialized NGO for capacity building (Year 1)	126,000	1	1	126,000	

UNDP	Activity 2.1.2: Basic tourism facilities (Year 1)	70,000	2	1	140,000	446,000
	Activity 2.1.5: Establishing a start up mechanism based on grants (average: \$5,000 each) (Over 3 Years)	5,000	12	3	180,000	
FAO	Activity 1.1.1 Local experts (linked to 1.1.2) (Year1)	810	2	1	1,620	178,020
	Activity 1.2.1.a: Local experts (Over 3 Years)	500	2	30	30,000	
	Activity 1.2.1.b: Local experts (Over 3 Years)	1,000	3	30	90,000	
	Activity 1.2.1b: Collection of data (Years 1& 2)	50	9	18	8,100	
	Activity 1.2.1b: Editing and publishing of the plan (Year 3)	5,000	1	1	5,000	
	Activity 1.2.1b: Community participation strategy (Year 1)	1,500	4	1	6,000	
	Activity 1.2.1b: Billposting, review and endorsement (Year 3)	4,000	1	1	4,000	
	Activity 1.2.2: Local experts	800	2	18	28,800	
	Activity 2.1.3: Demonstration plot (Year 1)	1,500	1	1	1,500	
	Activity 2.1.6: Capacity building of women in targeted areas (Year 1)	1,500	1	2	3,000	
Sub-Total						1,820,212
3. Training		Course	# Courses	Month	Total Cost	Agency Total
UNESCO	Activity 1.2.1a: Hand-outs (Over 2 Years)	100	1	18	1,800	36,200
	Activity 1.2.2: Hospitality for 6 trainees (Year 1)	1,000	1	1	1,000	
	Activity 1.2.3: Materials (practical work sessions)(Over 3 Years)	1,000	4	3	12,000	
	Activity 2.1.2: Training (Over 2 Years)	3,200	1	2	6,400	
	Activity 2.2.4: Training(Over 3 Years)	5,000	1	3	15,000	
UNIFEM	Activity 1.2.4: Training (x 5 locations)(Over 3 Years)	5,760	5	3	86,400	102,800
	Activity 2.1.1: Training(Over 2 Years)	4,100	2	2	16,400	
UNDP	Activity 2.1.2: Training (Over 2 Years)	5,000	2	2	20,000	20,000
FAO	Activity 1.2.1b: Hand-outs (Years 1& 2)	50	9	18	8,100	14,100
	Activity 2.1.6: Training (Year 1)	3,000	1	2	6,000	
Sub-Total						173,100
4. Transport		Tip	# Trips	Month	Total Cost	Agency Total

UNESCO	Activity 1.1.2: Local consultant	100	1	18	1,800	62,500
	Activity 1.1.2: Local experts	50	10	18	9,000	
	Activity 1.1.2: International consultant during missions	100	4	1	400	
	Activity 1.2.1.a: Ministries' officials	100	9	18	16,200	
	Activity 1.2.1.a: Local experts	100	3	24	7,200	
	Activity 1.2.1b: Ministries' officials	50	2	18	1,800	
	Activity 1.2.1b: Trainer	100	1	18	1,800	
	Activity 1.2.2: Local experts	50	6	10	3,000	
	Activity 1.2.2: Researchers	50	3	24	3,600	
	Activity 1.2.2: International consultant during missions	100	2	1	200	
	Activity 1.2.3: Jury members (over 3 years)	100	7	3	2,100	
	Activity 1.2.3: Trainees (over 3 years)	80	60	3	14,400	
	Activity: 2.1.2: Field trips (over 2 years)	250	2	2	1,000	
UNIFEM	Activity 2.1.1: Transport (Years 1& 2)	1,920	1	2	3,840	33,540
	Activity 2.1.4: Transport (Over 3 Years)	2,475	4	3	29,700	
FAO	Activity 2.1.3: Transport (Over 3 Years)	150	30	3	13,500	19,500
	Activity 2.1.6: Transport	200	15	2	6,000	
Sub-Total						115,540
5. Supplies and commodities		Products	# Products	Month	Total Cost	Agency Total
UNESCO	Office Supplies	50	1	36	1800	13,500
	Activity 1.2.1a (Years 1 & 2)	250	1	18	4,500	
	Activity 1.1.2 (Years 1 & 2)	100	1	18	1,800	
	Activity 1.2.2 (Years 1 & 2)	100	1	18	1,800	
	Activity:1.2.3	100	1	36	3,600	
UNIFEM	Office Supplies	50	1	36	1,800	39,300
	Activity 1.2.4	12,500	3	1	37,500	
UNDP	Office Supplies	50	1	36	1800	1,800
FAO	Office Supplies	50	1	36	1800	62,400
	Activity 1.2.1b (Years 1& 2)	200	1	18	3,600	
	Activity 2.1.3 (Over 3 Years)	13,000	1	3	39,000	
	Activity 2.1.6 (Year 1)	9,000	1	2	18,000	
Sub-Total						117,000

6. Equipment		Item	# Items	Month	Total Cost	Agency Total
UNESCO	Activity 1.1.2: Workstation at MOC (Year 1)	2,000	1	1	2,000	56,020
	Activity 1.2.1a: Workstation at MOTA Nablus Office (Year 1)	2,000	5	1	10,000	
	Activity 1.2.2: Workstation at MOC (Year 1)	2,000	1	1	2,000	
	Activity 1.2.3: Workstation at MOC (Year 1)	2,000	1	1	2,000	
	Programme secretariat: project vehicle (MOSS compliant)	34,620	1	1	34,620	
	Work Station for project assistance	1,800	1	1	1,800	
	Programme Secretariat Workstations (no furniture)	1,800	2	1	3,600	
UNIFEM	Activity 1.1.1: Workstation at MOWA (Year 1)	2,000	1	1	2,000	3,800
	Workstation (no furniture)	1,800	1	1	1,800	
UNDP	Workstation (no furniture)	1,800	1	1	1,800	1,800
FAO	Activity 1.2.1b: Equipment for the Municipalities (Year 1)	5,000	2	1	10,000	15,800
	Activity 2.1.3: Irrigation network (Year 1)	4,000	1	1	4,000	
	Workstation (no furniture)	1,800	1	1	1,800	
Sub-Total						77,420
7. Travel		Trip	# Trips	Month	Total Cost	Agency Total
UNESCO	Activity 1.1.2: International Consultant (Year 1 \$ 2)	2,500	4	1	10,000	15,000
	Activity 1.2.2: International Consultant (Year 1)	2,500	2	1	5,000	
Sub-Total						15,000
8. Miscellaneous		Lump-sum/month		Month	Total Cost	Agency Total
UNESCO	Activity 2.2.4: Miscellaneous (Year 1)	333	15	1	5,000	22,100
	Miscellaneous	100	1	36	3,600	
	Minimal Operational Security Standards (MOSS)	4500	3	1	13,500	
UNIFEM	Miscellaneous	100	1	36	3,600	8,100
	Minimal Operational Security Standards (MOSS)	4,500	1	1	4,500	
UNDP	Miscellaneous	100	1	36	3,600	8,100
	Minimal Operational Security Standards (MOSS)	4,500	1	1	4,500	
FAO	Activity 2.1.3: Communication	125	1	36	4,500	12,600
	Miscellaneous	100	1	36	3,600	
	Minimal Operational Security Standards (MOSS)	4,500	1	1	4,500	
Sub-Total						50,900

9 Agency Management Support		Agency Programme Total			GMS	Grant Total
UNESCO	7%	1,394,912			97,644	1,492,556
UNIFEM	7%	478,540			33,498	512,038
UNDP	7%	538,900			37,723	576,623
FAO	7%	363,620			25,453	389,073
AA Support Cost	1%					29,703
Grand Total						2,999,993

2000	10	2000
2001	10	2000
2002	10	2000

Kategorie	Beschreibung	2019		2020		2021		2022		2023		2024		2025		2026		2027		2028		2029		2030		2031		2032		2033		2034		2035		2036		2037		2038		2039		2040		2041		2042		2043		2044		2045		2046		2047		2048		2049		2050		2051		2052		2053		2054		2055		2056		2057		2058		2059		2060		2061		2062		2063		2064		2065		2066		2067		2068		2069		2070		2071		2072		2073		2074		2075		2076		2077		2078		2079		2080		2081		2082		2083		2084		2085		2086		2087		2088		2089		2090		2091		2092		2093		2094		2095		2096		2097		2098		2099		2100	
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Kategorie		Beschreibung		Maßnahmen		Ergebnisse							
1	2	3	4	5	6	7	8						
Kategorie 1	Beschreibung 1.1	Maßnahmen 1.1.1	Ergebnisse 1.1.1	Maßnahmen 1.1.2	Ergebnisse 1.1.2	Maßnahmen 1.1.3	Ergebnisse 1.1.3						
Kategorie 2	Beschreibung 2.1	Maßnahmen 2.1.1	Ergebnisse 2.1.1	Maßnahmen 2.1.2	Ergebnisse 2.1.2	Maßnahmen 2.1.3	Ergebnisse 2.1.3						
Kategorie 3	Beschreibung 3.1	Maßnahmen 3.1.1	Ergebnisse 3.1.1	Maßnahmen 3.1.2	Ergebnisse 3.1.2	Maßnahmen 3.1.3	Ergebnisse 3.1.3						
Kategorie 4	Beschreibung 4.1	Maßnahmen 4.1.1	Ergebnisse 4.1.1	Maßnahmen 4.1.2	Ergebnisse 4.1.2	Maßnahmen 4.1.3	Ergebnisse 4.1.3						
Kategorie 5	Beschreibung 5.1	Maßnahmen 5.1.1	Ergebnisse 5.1.1	Maßnahmen 5.1.2	Ergebnisse 5.1.2	Maßnahmen 5.1.3	Ergebnisse 5.1.3						
Kategorie 6	Beschreibung 6.1	Maßnahmen 6.1.1	Ergebnisse 6.1.1	Maßnahmen 6.1.2	Ergebnisse 6.1.2	Maßnahmen 6.1.3	Ergebnisse 6.1.3						
Kategorie 7	Beschreibung 7.1	Maßnahmen 7.1.1	Ergebnisse 7.1.1	Maßnahmen 7.1.2	Ergebnisse 7.1.2	Maßnahmen 7.1.3	Ergebnisse 7.1.3						
Kategorie 8	Beschreibung 8.1	Maßnahmen 8.1.1	Ergebnisse 8.1.1	Maßnahmen 8.1.2	Ergebnisse 8.1.2	Maßnahmen 8.1.3	Ergebnisse 8.1.3						
Kategorie 9	Beschreibung 9.1	Maßnahmen 9.1.1	Ergebnisse 9.1.1	Maßnahmen 9.1.2	Ergebnisse 9.1.2	Maßnahmen 9.1.3	Ergebnisse 9.1.3						
Kategorie 10	Beschreibung 10.1	Maßnahmen 10.1.1	Ergebnisse 10.1.1	Maßnahmen 10.1.2	Ergebnisse 10.1.2	Maßnahmen 10.1.3	Ergebnisse 10.1.3						

[illegible]

Date		Time		Location		Activity		Notes		
1	2023-01-01	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Introduction to Linear Equations	Students are familiar with the concept of linear equations.	
2	2023-01-02	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Solving Linear Equations	Students are able to solve linear equations.	
3	2023-01-03	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Graphing Linear Equations	Students are able to graph linear equations.	
4	2023-01-04	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Systems of Linear Equations	Students are able to solve systems of linear equations.	
5	2023-01-05	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Quadratic Equations	Students are able to solve quadratic equations.	
6	2023-01-06	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Graphing Quadratic Equations	Students are able to graph quadratic equations.	
7	2023-01-07	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Systems of Quadratic Equations	Students are able to solve systems of quadratic equations.	
8	2023-01-08	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Polynomial Equations	Students are able to solve polynomial equations.	
9	2023-01-09	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Graphing Polynomial Equations	Students are able to graph polynomial equations.	
10	2023-01-10	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Systems of Polynomial Equations	Students are able to solve systems of polynomial equations.	
11	2023-01-11	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Rational Equations	Students are able to solve rational equations.	
12	2023-01-12	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Graphing Rational Equations	Students are able to graph rational equations.	
13	2023-01-13	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Systems of Rational Equations	Students are able to solve systems of rational equations.	
14	2023-01-14	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Irrational Equations	Students are able to solve irrational equations.	
15	2023-01-15	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Graphing Irrational Equations	Students are able to graph irrational equations.	
16	2023-01-16	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Systems of Irrational Equations	Students are able to solve systems of irrational equations.	
17	2023-01-17	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Exponential Equations	Students are able to solve exponential equations.	
18	2023-01-18	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Graphing Exponential Equations	Students are able to graph exponential equations.	
19	2023-01-19	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Systems of Exponential Equations	Students are able to solve systems of exponential equations.	
20	2023-01-20	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Logarithmic Equations	Students are able to solve logarithmic equations.	
21	2023-01-21	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Graphing Logarithmic Equations	Students are able to graph logarithmic equations.	
22	2023-01-22	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Systems of Logarithmic Equations	Students are able to solve systems of logarithmic equations.	
23	2023-01-23	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Trigonometric Equations	Students are able to solve trigonometric equations.	
24	2023-01-24	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Graphing Trigonometric Equations	Students are able to graph trigonometric equations.	
25	2023-01-25	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Systems of Trigonometric Equations	Students are able to solve systems of trigonometric equations.	
26	2023-01-26	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Complex Equations	Students are able to solve complex equations.	
27	2023-01-27	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Graphing Complex Equations	Students are able to graph complex equations.	
28	2023-01-28	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Systems of Complex Equations	Students are able to solve systems of complex equations.	
29	2023-01-29	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Calculus	Introduction to Calculus	Students are familiar with the concept of calculus.
30	2023-01-30	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Differentiation	Students are able to differentiate functions.	
31	2023-01-31	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Integration	Students are able to integrate functions.	
32	2023-02-01	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Applications of Calculus	Students are able to apply calculus to real-world problems.	
33	2023-02-02	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Probability	Students are able to calculate probabilities.	
34	2023-02-03	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Statistics	Students are able to analyze statistical data.	
35	2023-02-04	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Geometry	Students are able to solve geometric problems.	
36	2023-02-05	08:00	09:00	Room 101	Classroom	Mathematics	Algebra	Trigonometry</		

Personal	1	2	3	4
	7/1/2000-6/30/01	7/1/2001-6/30/02	7/1/2002-6/30/03	7/1/2003-6/30/04
Commuter	\$550.00	\$550.00	\$550.00	\$550.00
Training	1,800.00	1,800.00	1,800.00	1,800.00
Transport	2,250.00	2,250.00	2,250.00	2,250.00
Equipment	1,800.00	1,800.00	1,800.00	1,800.00
Supplies	1,800.00	1,800.00	1,800.00	1,800.00
Travel	0	0	0	0
Miscellaneous	0	0	0	0
Grand & Sub Total	\$ 12,200.00	\$ 12,200.00	\$ 12,200.00	\$ 12,200.00
Total	\$ 12,200.00	\$ 12,200.00	\$ 12,200.00	\$ 12,200.00