

I. Country: Ethiopia

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

<p>Prog/project Title: <u>Harnessing Diversity for Sustainable Development and Social Change</u></p> <p>Programme/project Duration <u>3 years</u> (Start/end dates):</p> <p>Fund Management Option(s): <u>pass-through</u> (Parallel, pooled, pass-through, combination)</p> <p>Managing or Administrative Agent: <u>UNDP</u> f/as applicable)</p>	<p>Total estimated prog/project budget: \$ 5,000, 0000.00 Out of which:</p> <p>1. Planned resources:</p> <ul style="list-style-type: none"> <li>• Government _____</li> <li>• Regular/Other Resources _____</li> <li>• NGO or private _____</li> <li>• UN Org....UNESCO \$ <u>4,102,380.00</u></li> <li>• UN Org... UNDP \$ <u>851,120.00</u> (Includes \$ 20,000 advance)</li> <li>• Donor ... _____</li> <li>• Donor ... _____</li> </ul>
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Names and signatures of (sub) national counterparts and participating UN organizations \*

Donor and UN Agencies	National Partners
<p>Mr. Fidele Sarassoro Signature </p> <p>United Nations Resident Coordinator Date &amp; Seal <u>16/03/09</u> </p>	<p>H.E Ato Ahmed Shide Signature </p> <p>State Minister Ministry of Finance and Economic Development (MoFED) Date &amp; Seal </p>
<p>H.E. Mr. Antonio Sanchez-Benedito Gaspar Signature: </p> <p>Spain Ambassador to Ethiopia Date &amp; Seal </p>	<p>H.E. Ato Mahamouda Ahmed Gaas Signature </p> <p>State Minister Ministry of Culture and Tourism (MoCT) Date &amp; Seal </p>
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## ACRONYMS

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

## II. Executive Summary

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

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

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

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

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

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

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

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

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

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

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

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

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

## **Situation Analysis**

### **Background**

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

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

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

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

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

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

### **MDGs Implementation in Ethiopia**

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

#### **MDG 1: Eradicate extreme poverty and hunger**

According to MoFED 2006-07 Report, the percentage of people living below the poverty line has declined from 39 percent in 2004/05 to 34.6 percent in 2006/07. In particular, substantial progress has been made in reducing rural poverty. This is attributed to extensive multi-faceted pro-poor programs including the expansion of cooperatives, menu based extension program to support the commercialization of smallholder agriculture, food security programs, and productive safety net program. Emerging income inequality in urban areas is a key challenge. To address the needs of the low skilled urban poor, the Government is engaged in employment generating small and medium enterprise development. The PJD approach is consistent with the national priorities as it entails small-scale income generating activities geared at fostering development and strengthening cultural entrepreneurship. In particular, outcome 3 harnesses the cultural and creative industries through heritage based activities such as handicraft production and cultural tourism to generate income and alleviate poverty. Moreover, the JPD seeks to develop the institutional capacity of cultural industries, empower artisan, improve the market for cultural products, and creates an enabling environment for the cultural industries. In addition, the sustainable cultural tourism strategy will capitalize on Ethiopia's tourism potential and create employment opportunities for the local communities.

### **MDG 3: Promote Gender Equality and Empower Women**

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

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

### **MDG 7: Ensure Environment Sustainability**

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

## SWOT Analysis

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

### STRENGTH

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **WEAKNESS**

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

## OPPORTUNITIES

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

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

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

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

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

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

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

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

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

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

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

## THREATS

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

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

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

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

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

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

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

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

#### **Major intervention areas identified by the SWOT Analysis**

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

## **IV. Strategies including Lessons Learned and the Proposed Joint Programme**

### **Context**

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

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

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

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

### **Lessons Learned**

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

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

### **Proposed Strategies**

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

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

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

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

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

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

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

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

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

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

## V. Result Framework

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



## Joint Programme Result Framework

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

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

No.	Outcome/Output	SMART Outputs and participating UN Agencies	Participating UN agency Corporate priority	National/ Local Partner/s (Implementing agency)	Indicative activities for each output	Budget in USD			
						Year 1	Year 2	Year 3	Total for the project
<b>Outcome1.</b>	Strengthening intercultural/religious dialogue to foster mutual understanding of heritage and the sharing of common values with a view of contributing towards social process and social cohesion.								
Out puts 1.1	Capacity of the national and local stakeholders in intercultural/religious dialogue improved.	Culture of dialogue for enhancing social cohesion strengthened (UNESCO)	Component 1;  UNESCO MLA 5: Promoting the understanding and development of intercultural dialogue and peace.  UNESCO MLA 6: Mainstreaming within national policies, the links between cultural diversity, dialogue, and sustainable development.	MOCT regional cultural bureaus, MoFA , and Addis Ababa University	1.1.1. Undertake baseline survey of prevailing cultural values in the six target regions.	35,000.00	15,000.00		50,000.00
		Regional baseline surveys of prevailing cultural values conducted in six regions. (UNESCO)			1.1.2 Organize validation workshops and consolidate the survey reports.	11,000.00	4,000.00		15,000.00
		Based on relevant stakeholders feedback, validated and consolidated the survey reports in six regions and on the federal level. (UNESCO)			1.1.3 Conduct training of trainers including teachers on facilitating intercultural dialogue.	17,000.00	10,000.00	13,000.00	40,000.00
		Training of 700 trainers (350 men, 200 women, and 150 youth) on facilitating intercultural dialogue conducted in six regions and on the federal level. (UNESCO)			1.1.4 Conduct training of religious leaders on inter religious dialogue.	17,500.00	7,000.00	10,000.00	34,500.00
		Seven training of religious leaders conducted. Inter religious dialogue skills improved. (UNESCO)			1.1.5 Organize round table forums of academics to promote pluralism through intercultural dialogue.	19,000.00	8,000.00	8,000.00	35,000.00
		Seven Round Tables of academics promoting pluralism conducted. 600 participants (250 men, 250 women, and 100 youth) (UNESCO)			1.1.6 Undertake the development of toolkits and publications promoting good practices in intercultural dialogue	19,000.00	21,000.00	20,000.00	60,000.00
		Seven intercultural dialogue best /good			1.1.7 Organize different festivals and programs.	33,000.00	12,000.00	10,000.00	55,000.00
					1.1.8 Organize awareness raising workshops.	14,500.00	8,000.00	7,500.00	30,000.00
					1.1.9 Conduct workshops and training of local leaders in promoting multilingualism	15,500.00	14,500.00	10,000.00	40,000.00

		practices toolkits developed and seven thousand publications prepared. (UNESCO)  Seven festivals and programs organized. Expect 1,300 to attend (400 men, 350 women, and 550 youth) (UNESCO)  Seven workshops and training of local leaders for promoting multilingualism conducted and training linked to the local education system. 2,200 participants. (900 men, 800 women, 500 youth)) (UNESCO)			and link such training to the local education system.				
1.2	Capacities of religious leaders to enhance tolerance and respect for natural heritage through inter religious dialogue improved.	Seven forums on inter religious dialogue organized, promoted, and conducted. (UNESCO)  Shared values of various religious communities concerning natural heritage conservation reviewed, interpreted, and compiled. (UNESCO)  Awareness-raising campaigns of shared natural conservation values developed and conducted in the selected six regions and on the federal level. 1,000,000 participants (250,000 men, 250,000 women, and 500,000 youth) (UNESCO)		MOCT, BoCT, respective religious institutions and traditional faiths.	1.2.1 Organize a forum for inter religious dialogue.  1.2.2 Compile shared values of various religious communities regarding natural heritage conservation.  1.2.3 Conduct awareness raising of shared values concerning natural heritage conservation.	15,000.00  9,500.00  14,500.00	10,000.00  10,500.00  12,500.00	10,000.00  10,000.00  13,000.00	35,000.00  30,000.00  40,000.00
					SUB TOTAL Output 1	220,500.00	132,500.00	111,500.00	464,500.00

**Outcome 2: Developing and implementation of the legal and policy framework to protect and safeguard Ethiopia's tangible, intangible, mobile, and natural heritage.**

No.	Outcome/Output	SMART Outputs and Participating UN Agencies	Participating UN agency Corporate priority	National/ Local Partner/s (Implementers)	Indicative Activities for Each Output	Budget in USD			
						Year 1	Year 2	Year 3	Total for the project
Outcome 2	Developing and implementing of the legal and policy framework for the protection and safeguarding of Ethiopia's cultural tangible, intangible, movable, and natural heritage.								

Out Puts 2.1	The capacity of the government and civil society enhanced in identification, management, and protection of tangible and intangible heritage.	Four mappings of tangible heritage in four pilot regions conducted. (UNESCO)	Component 2;  UNESCO MLA 1 Protecting and conservation of immovable cultural and natural properties, in particular through the effective implementation of the World Heritage Convention.  UNESCO MLA 2: Safeguarding living heritage, particularly through the promotion and implementation of the Intangible Cultural Heritage Convention.  UNESCO MLA 3: Enhancing the protection of cultural objects, the fight against illicit trafficking in them, and the development of museums as places of access to knowledge.  UNESCO MLA 4: Protecting and promoting the development of cultural expressions through the implementation of the 2005 Convention and the development of cultural and creative industries.	MOCT ( BoCT)	2.1.1 Hire consultants to undertake mapping of tangible heritage assets in four pilot regions.	28,000.00	20,000.00	22,000.00	70,000.00
		Two assessments of regulatory framework in the two pilot regions completed. (UNESCO)			2.1.2 Undertake assessments of the regulatory framework for heritage protection in the pilot regions.	21,000.00	20,000.00	9,000.00	50,000.00
		Seven capacity building workshops on intangible cultural heritage conducted. Intangible cultural heritage identified and defined. Existing initiatives reviewed, entry point for support identified, and initiatives supported. 700 participants (300 men, 250 women, and 150 youth). (UNESCO)			2.1.3 Organize capacity building workshop to identify and define the intangible cultural heritage (2003 Convention) and supporting existing initiatives in selected regions.	21,000.00	10,000.00	6,579.00	37,579.00
		Assessments of the site management capacities on selected world heritage site along the historic route circuit completed. (UNESCO)			2.1.4 Conduct assessment of site management capacities focusing on selected world heritage sites in particular along the Historical route circuit (1972 Convention).	18,000.00	10,000.00		28,000.00
		Seven trainings of 840 relevant cultural professionals/ staff ( 390 men, 250 women, and 200 youth) in site management methodology (including visitors plans) conducted in two pilot world heritage sites. Recommendation encouraging integration of site management planning practices into the cultural tourism strategy -National Historic Sites prepared after assessing the strategy. entry point identified. (UNESCO)			2.1. 5 Conduct training workshop in site management methodology including visitors plan in two pilot world heritage sites and provide recommendations for encouraging site management planning practices to be incorporated into the cultural tourism strategy - National Historical circuit.	21,000.00	20,000.00	20,000.00	61,000.00
		Four site management plans at the World Heritage Sites prepared. (UNESCO)			2.1.6 Develop modalities to prepare four-site management plans at the World Heritage Sites.	12,500.00	17,500.00		30,000.00
		Capacity of six regional museums along the World Heritage Sites enhanced. (UNESCO)			2.1.7 Build capacity of regional museums along the world heritage sites.		20,000.00	30,000.00	50,000.00

<b>Output 2.2</b>	The revision and development of the legal and policy framework as well as capacity building to implement policies/laws.	One assessment of the national and the selected six region's legal and policy frameworks completed. Gaps identified, unintended or differential impact of the existing and pending legislation and policies in the selected six regions and on the national/federal level completed. One final assessment report with concrete recommendations for enhancing the protection of cultural assets (laws/policies) and cultural industries presented. 910 participants (400 men, 300 women, and 210 youth) (UNESCO)		MOCT, BoCT	2.2.1 Conduct assessment and organize workshop to identify gaps in the existing and pending legislation and policies on the national and regional level and produce a final assessment document with concrete recommendations for encouraging the protection of cultural assets including the protection of cultural industries.	<b>31,000.00</b>			<b>31,000.000</b>
		One national policy document revised and developed. (UNESCO) One national legal/regulatory document revised and developed. (UNESCO)			2.2.2 Develop a new policy and legal framework on the basis of the recommendations.	<b>17,000.00</b>			<b>17,000.00</b>
		Seven trainings of MoCT and BoCT staff responsible for the implementation of the revised or new cultural policies/laws undertaken. Human resource training needs developed to facilitate the implementation of the revised laws/policies. Follow up to identify and address challenges undertaken. 800 participants (350 men, 250 women, 200 youth) (UNESCO)			2.2.3 Conduct training of MoCT, and BoCT staff in the implementation of policies/laws for the safeguarding of cultural heritage and preservation of cultural industry know how as well as undertake follow up.	<b>15,000.00</b>	<b>20,718.00</b>	<b>10,000.00</b>	<b>45,718.00</b>

2.3	National Implementation framework strengthened	<p>Two implementation modalities of new cultural heritage protection framework developed. Capacity needs identified and seven capacity building workshops and training conducted. Follow up undertaken to address concerns and assess lessons learned. 2,100 participants (700 men, 700 women, and 700 youth). (UNESCO)</p> <p>Two monitoring mechanisms developed after assessing existing mechanisms. (UNESCO)</p> <p>Project proposal prepared Seven living Culture Resource Centers established or strengthened. Cultural Centers established under the world Bank loan project or otherwise established strengthened and new cultural centers established in the remaining selected regions. (UNESCO)</p>		MOCT & BocT	<p>2.3.1 Undertake the task of determining and formulating implementation modalities of new cultural heritage protection framework (law/policy) and develop the capacity of government institutions to implement laws and policies through workshops and training sessions.</p> <p>2.3.2 Develop monitoring mechanisms of laws and policies including the monitoring of International treaty obligations (UNESCO Conventions).</p> <p>2.3.3 Prepare project proposal and set up management team, which includes community members and has the task of establishing Living Culture Resource Centers (Secure buildings to house centers, renovation etc) that provides among others services training in cultural industries.</p>	41,000.00	34,000.00	15,000.00	90,000.00
							10,000.00	10,000.00	20,000.00
						33,500.00	196,500.00	100,000.00	330,000.00
					<b>SUB TOTAL Output 2</b>	<b>259,000.00</b>	<b>378,718.00</b>	<b>222,579.00</b>	<b>860,297.00</b>

**Outcome 3: Harnessing the potential of cultural and creative industries particularly heritage based activities such as handicraft and cultural tourism for job creation, economic growth, and poverty alleviation.**

No.	Outputs	SMART Outputs and Participating UN Agencies	Participating UN agency Corporate priority	National/ Local Partner/s (Implementers)	Indicative Activities for Each Output	Budget in USD			
						Year 1	Year 2	Year 3	Total for the project
3.	Harnessing the potential of cultural and creative industries, particularly heritage based activities such as handicraft and cultural tourism for income generation, economic development, and poverty alleviation.								
3.1	Capacity of national authorities and local communities enhanced through the development of a comprehensive and centralized database of the cultural Industries.	Data collected and compiled using UNESCO Methodological Guidelines for the collection of Craft data. Data collected and synthesized on other cultural industries. (UNESCO)	<p>Component 3:</p> <p>UNESCO MLA 4: Protecting and promoting the development of cultural expressions</p>	MoCT, BoCT	3.1.1 Systematically collect and compile data on the craft industry( using the UNESCO Methodological Guideline for the Collection of	76,000.00			76,000.00

3.2	The capacity and income generated through the craft industries enhanced by developing and strengthening production capacity, quality control, and marketing of crafts.	<p>A comprehensive cultural industries centralized database established. (UNESCO)</p> <p>Centralized database publicized and accessibility ensured. (UNESCO)</p>	<p>through the implementation of the 2005 Convention and the development of cultural and creative industries.</p> <p>UNDP: Strengthening and promoting private sector development and trade, including strengthening public-private partnership, and mainstreaming the Millennium Declaration and MDGs into all development programmes in Ethiopia</p>	<p>craft data) and collect and compile data on other cultural industries as well as create a centralized database of the cultural industries and conduct promotional activities publicize and ensure access to the centralized database.</p>					
		Equipment for the centers procured according to the relevant procurement procedures. (UNESCO)		3.2.1 Procure the necessary equipment and materials for the living Culture Resource Centers.	65,000.00	258,990.00	250,250.00	574,240.00	
		Seven training of 800 trainers (250 men, 300 women, 250 youth) in skill development, product design, production techniques, quality control, marketing, accounting and business plan development conducted. (UNDP)	UNDP: Support to efficient resource mobilization, allocation, management, and delivery of results.	3.2.2 Conduct training of trainers with emphasis on skill development, product design, production techniques, quality control, promotion and accounting/business plan development.	36,000.00	54,000.00	50,000.00	140,000.00	
		Consultants recruited. Thirteen trainings on design, production, marketing, and quality control conducted in selected areas. Technical skills of participants including women and youth improved. 1,300 Participants( 200 men, 600 women , 500 youth) (UNESCO)		3.2.3 Hire consultants to conduct training on craft design and production for artisans particularly along the historic route and with an emphasis on training women and the youth.	29,000.00	30,000.00	21,000.00	80,000.00	
		Procurement of training supplies and equipment. (UNESCO)		3.2.4 Hire consultants to conduct training in craft quality control and marketing for artisans particularly along historic route and with an emphasis on training women and youth.	29,000.00	20,000.00	16,000.00	65,000.00	
		Seven follow up workshops to address participant's key challenges on training (craft design, production, quality control, and marketing) conducted. 700 participants (250 men, 300 women, 150 youth) (UNESCO)		3.2.5 Procure and deliver supplies and equipment for training.	26,000.00	15,000.00	14,000.00	55,000.00	
				3.2.6 Prepare follow up workshop to address challenges.	21,000.00	10,000.00	9,000.00	40,000.00	

Output 3.3	Artisans empowered and effectively integrated into the market.	Best practices compiled and seven best/good practices manuals in numerous languages prepared. (UNESCO)			3.2.7 Prepare manual of the relevant best practices and toolkits in numerous native languages.		40,000.00	10,000.00	50,000.00
							5,000.00	5,000.00	21,000.00
		Sixty-three key actors in the value chain identified.(UNDP)			3. 3. 1 Identify key actors in the value chain.	11,000.00	10,000.00	9,000.00	30,000.00
		Ten potential customers for cultural products identified. (UNESCO)			3.3.2 Identify potential customers for cultural products.	11,000.00	25,010.00	20,000.00	67,010.00
		Develop four modalities of linkages between the actors along the value chain. (UNDP)			3.3.3 Develop modalities of linkages between the actors along the value chain.	22,000.00			11,000.00
		Consultants recruited. Fifteen links within the craft industry and outside the industry established. (UNDP)			3.3.4 Hire consultants to establish the linkages between the actors within the craft industry.	11,000.00			
		Consultants recruited. Six craft trade fairs organized and promoted. (UNESCO)			3.3.5 Hire consultants to establish linkages with other industries.	10,000.00	30,000.00	19,000.00	59,000.00
		Selected three reputable and relevant international craft trade fairs. Participated in these three international craft industry trade fairs. (UNESCO)			3.3.6 Hire consultants to organize craft trade fairs.	24,000.00	35,000.00	31,000.00	90,000.00
		Secured preferential treatment status in government procurement regulations for the purchase of cultural products. (UNESCO)			3.3.7 Participate in International craft/industry trade fairs.		20,000.00	30,000.00	50,000.00
					3.3.8 Conduct advocacy and lobby to secure preferential treatment status for purchasing cultural products in government procurement regulations.	14,000.00	8,000.00	8,000.00	30,000.00
Output 3.4	Artisans empowered and their social status improved through the mobilization of artisans and community awareness raising campaigns	Fourteen cooperatives established or reinforced. (UNESCO)			3.4.1 Build or reinforce network of cooperatives to empower artisans.	21,000.00	11,675.00	10,000.00	42,675.00
		Seven workshops to facilitate			3.4. 2 Conduct workshops and conferences to	21,000.00	14,000.00	14,000.00	49,000.00

		<p>knowledge sharing and ensure visibility of the craft trade conducted. 400 participants (200 men and 200 women) (UNESCO)</p> <p>Five advocacy manuals developed. (UNESCO)</p> <p>Five awareness-raising campaigns using selected media conducted. (UNESCO)</p> <p>Seven training of experts including the training of MoE curriculum development experts completed. (UNESCO)</p> <p>Subject incorporated into curriculum and educational materials. (UNESCO)</p>			<p>facilitate knowledge sharing and ensure visibility of the craft trade.</p> <p>3.4.3 Prepare advocacy manuals.</p> <p>3.4. 4 Conduct awareness raising campaigns using the selected media.</p> <p>3.4. 5 Train experts including experts from MoE responsible for curriculum development and school books preparation. (TTLM).</p> <p>3.4.6 Incorporate the subject into the curriculum and educational materials.</p>		15,000.00		15,000.00
							15,000.00	19,000.00	45,000.00
						11,000.00	15,000.00		36,000.00
						21,000.00			
							15,000.00	15,000.00	30,000.00
<b>Output 3.5</b>	Development and enhancement of other cultural industries such as music, film, and books.	<p>Seven assessments of the challenges and opportunities of the cultural industries conducted. An assessment of the existing and pending policy framework and recommendation to improve it completed. (UNESCO)</p> <p>Three modalities of linkage between the actors along the value chain developed. (UNDP)</p> <p>Seven professional training in other cultural industries including music, film, art, and writing conducted. 700 Participants (250 men, 250 women, 200 youth) (UNESCO)</p> <p>Five marketing strategies linked with regional, national, and international festivals, fairs, and tourist activities developed. Award ceremonies to recognize artists and artisans organized. (UNDP)</p>		MoCT, BoCT	<p>3.5.1 Conduct an assessment of the challenges and opportunities of the cultural industries, assess the existing and pending policy framework, and provide recommendations to improve it.</p> <p>3.5.2 Develop modality of linkage between the actors along the value chain.</p> <p>3.5.3 Develop professional training in the respective fields of cultural industries including books, music, film, art etc.</p> <p>3.5.4 Develop marketing strategies linked with regional, national and international festivals, fairs, and tourism activities as well as hosting award ceremonies to recognize artists and artisans.</p>	21,000.00	14,000.00		35,000.00
						11,000.00	21,000.00	15,000.00	47,000.00
						24,000.00	46,000.00	25,000.00	95,000.00
						14,000.00	49,000.00		63,000.00



<b>Output 3.6</b>	A cultural tourism strategy based on culture branding identity.	Based on the cultural mapping, assessments of the tourism potential of cultural tourism assets including tangible, intangible, and museums completed in six regions and on the federal level. (UNESCO)		MoCT, BoCT	3.6.1. Based on cultural mapping, conduct assessment of the tourism potential of the cultural tourism assets including tangible heritage, intangible heritage, and museums.	18,000.00			18,000.00
		Seven assessments of institutional capacity at regional and municipal level conducted. Assessment of stakeholders structures in destination management conducted. (UNDP)		MoCT, BoCT	3.6.2 Conduct an assessment of the institutional capacity at regional and municipality level, as well as assessing of stakeholder's structures in destination management.	14,000.00			14,000.00
		Consultations with stakeholders in the cultural and tourism sector as well as civil society conducted in six regions and on the federal level. (UNDP)			3.6.3 Organize stakeholders consultation with members of the cultural and tourism sectors as well as civil society regarding tourism possibilities.	9,000.00			9,000.00
		Three workshops with incoming tour operators conducted. Interests and concerns of incoming tour operators identified. 900 Participants (350 men, 200 women, and 350 youth) (UNDP)			3.6.4 Organize workshops with incoming tour operators on current and potential interests.	12,000.00			37,000.00
		Information compiled, assessed, interpreted, and prioritized. Six strategies based on a cultural brand identity and destination development for the six regions. (UNESCO)			3.6.5 Develop a 'Culture brand' identity and vision for the selected destinations (6 regions) and present strategies based on this vision.	14,000.00		16,000.00	50,000.00
<b>Output 3.7</b>	Capacities of existing enterprises strengthened and community initiatives started.	A feasibility study on tourism industry's use of cultural assets conducted. (UNESCO)			3.7.1 Conduct a feasibility study on tourism industry's use of cultural assets such as buildings, sites, intangible heritage, museums etc.	16,000.00	14,000.00		30,000.00
		Enterprises, opportunities and capacity building needs collectively identified with a special focus on the participation of women, rural communities, youth, and the poor. Community oriented tourism			3.7.2 Work with identified communities and groups (women, the poor, rural	10,000.00			97,000.00

Output 3.8	System for enterprise support and development established.	enterprises delivery established. (UNDP)		MoCT, BoCT	communities, youth) to identify enterprises , opportunities and capacity building needs as well as assist in the establishment of community oriented tourism enterprises delivery – guiding, handcraft, retail, and catering.				
		Eight business development service provisions developed. (UNDP)			3.8.1 Draft business development service provisions for enterprise development.	11,000.00	30,900.00		41,900.00
		Seven institutional capacity assessments conducted. Gaps and capacity needs of local institutions financial and non-financial business development services identified. Existing SME assessed. (UNDP)			3.8.2 Identify and address the capacity shortcomings of local institutions concerning financial and non-financial business development services. Assessment of existing SME.	11,000.00	29,000.00		40,000.00
		Based on the assessments, a participatory approach employed to collectively design thirty-five small scale income generating activities in the communities. Seed funding provided to local women and youth associations to organize eight cultural festivals. Follow up undertaken to gauge progress and address concerns. 8,000 participants (1,000 men, 3,5000 women, 3,500 youth) (UNESCO)			3.8.3 Based on the assessments, employ a participatory approach to collectively design and fund small scale income generating activities for the community and provide seed funding or revolving funds to municipal women and youth associations to organize festivals resulting in more visibility of tangible as well as intangible heritage and undertake follow up.	62,000.00	221,288.00	160,000.00	443,288.00
					<b>SUB TOTAL Output 3</b>	<b>706,000.00</b>	<b>1,196,863.00</b>	<b>773,250.00</b>	<b>2,676,113.00</b>

**Outcome 4: Indigenous knowledge, practices, and cultural attitudes to natural heritage and development protected as well as promoted for the sustainable harnessing of diversity.**

No.	Outcome/Output	SMART Outputs (indicators) and Participating UN Agencies	Participating UN agency Corporate priority	National/ Local Partner/s (Implementers)	Indicative Activities for Each Output	Budget in USD			
						Year 1	Year 2	Year 3	Total for the project
<b>Outcome 4</b>	Enhancement of indigenous knowledge and practices of natural heritage management as well as strengthening the link between nature and culture based sustainable development.								
Out Put 4.1	Assessment of linkage between natural and cultural heritage protection/safeguarding and indigenous knowledge.	Seven comprehensive surveys conducted documenting the link between cultural and natural heritage protection (indigenous/traditional knowledge - natural heritage management) Five adaptation mechanisms developed linking traditional and modern practices in heritage preservation. (UNESCO)	Component 4:  UNESCO MLA 1 Protecting and conservation of immovable cultural and natural properties, in particular through the effective implementation of the World Heritage Convention.  UNESCO MLA 2: Safeguarding living heritage, particularly through the promotion and implementation of the Intangible Cultural Heritage Convention  UNDP Support to decentralized and local governance	MoCT (BoCT)	4.1.1 Conduct a comprehensive survey documenting the link between cultural and natural heritage protection and management and traditional knowledge as well as develop an adaptation mechanisms to create linkages between traditional and modern practices in heritage preservation (cooperation between 1972 and 2003 Conventions)	31,000.00	10,000.00	9,000.00	50,000.00
Out Put 4.2	Social mobilization for using traditional knowledge for natural and cultural based development.	Seven awareness-raising and information sessions conducted presenting the project and mobilizing communities. Seven local language publications prepared to inform local communities of the project. 1,600 participants (700 men, 700 women, 200 youth) (UNESCO)  Community organization needs assessed with the active participation of the communities and seven strategies organizing the		MoCT, BoCT	4.2.1 Organize awareness raising and information sessions to present project, mobilize communities, and prepare publications in local languages to inform the local communities of the projects.	46,000.00	10,000.00	10,000.00	66,000.00
					4.2.2 Develop strategies to organize the communities and allow for networking/partnership alliance.	15,500.00	9,500.00		25,000.00

		communities designed. Networking encouraged. (UNESCO)							
<b>Out Put 4.3</b>	Capacity building of the population for empowerment and harnessing of traditional knowledge for poverty alleviation and income generation.	Seven community and environmentally friendly development strategies designed with the communities. Seven awareness-raising campaigns on the risks and benefits of tourism as well as methodologies to drive project benefits into the local communities conducted. Thirty-five development programs conducted where entrepreneurial skills creating SME compatible with traditional values were developed. Seven evaluations of this pilot approach utilizing culture and nature-based development approach conducted. Lessons learned reported. (UNDP)		MoCT (BoCT )	4.3.1 Prepare culture and nature based development strategy with the communities keeping with the traditional values that respect societies authentic cultural heritage and respects the integrity of the environment as well as conduct awareness raising campaigns on the risks and benefits of tourism and the identification of methodologies to drive the benefits of the project into the local communities and develop along with the community entrepreneurial skills to create SME compatible with community traditional values as well as conduct an evaluation of this pilot approach of culture and nature based development that is linked with indigenous knowledge.	50,000.00	36,374.00	34,464.00	120,838.00
					<b>Sub Total</b>	<b>142,500.00</b>	<b>65,874.00</b>	<b>53,464.00</b>	<b>261,838.00</b>
<b>Out come 5</b>	Enhancing cross cutting capacity at the federal and regional level.	One Program coordinator at the federal level recruited. (UNESCO)	UNESCO: Capacity Building	MoCT (BoCT)	5.1. 1 Recruit one Program coordinator at the federal level.	12,000.00	12,000.00	12,000.00	36,000.00
<b>Output 5.1</b>	Capacity of the national and regional government enhanced.	One program financial officer at the federal level. (UNESCO)		MoCT, BoCT	5.1. 2 Recruit one finance officer at the federal level.	6,000.00	6,000.00	6,000.00	18,000.00
		Six Program officers at the regional level recruited. (UNESCO)			5.1.3 Recruit six Project officers in the six selected regions.	40,000.00	40,000.00	40,000.00	120,000.00
		One National Assistant Programme Coordinator recruited for UNESCO Ethiopia. (UNESCO)			5.1.4 Recruit one national assistant program coordinator at UNESCO.	12,000.00	12,000.00	12,000.00	36,000.00
		One national Administrative Assistant recruited for UNESCO Ethiopia. (UNESCO)			5.1.5 Recruit one national administrative assistant at UNESCO.	6,000.00	6,000.00	6,000.00	18,000.00

		Annual Monitoring and Evaluation (UNESCO)			6.1 .1 Monitoring and Evaluation	35,000.00	35,000.00	50,000.00	120,000.00
					Sub Total	111,000.00	111,000.00	126,000.00	348,000.00
				SUMMARY	Sub Total Output 1	220,500.00	132,500.00	111,500.00	464,500.00
					Sub Total Output 2	259,000.00	378,718.00	222,579.00	860,297.00
					Sub Total Output 3	706,000.00	1,196,863.00	773,250.00	2,676,113.00
					Sub Total Output 4	142,500.00	65,874.00	53,464.00	261,838.00
					Sub Total Output 5	111,000.00	111,000.00	126,000.00	348,000.00
					Total Project Cost	1,439,000.00	1,884,955.00	1,286,793.00	4,610,748.00
					UNESCO	1,207,000.00	1,494,671.00	1,132,329.00	3,834,000.00
					UNDP	232,000.00	390,284.00	154,464.00	776,748.00
					UNESCO Indirect	84,490.00	104,626.97	79,263.03	268,380.00
					UNDP Indirect Cost	16,240.00	27,319.88	10,812.48	54,372.00
					Direct and Indirect Cost	1,539,730.00	2,016,901.85	1,376,868.51	4,933,500.00
					Formulation Advance UNDP AA Fee (1%)				20,000.00
									46,500.00
					Project Total				5,000,000.00

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

## VI. Management and Coordination Arrangements

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

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

The Fund will rely on the UN Resident Coordinator to facilitate collaboration between the participating UN agencies to ensure that the programme is on track and the promised results are delivered. The UN Resident Coordinator will establish two coordination structures to ensure synergy of the Joint Project. These are the National Steering Committee (NSC) and the Programme Management Committee (PMC).

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

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

The primary responsibilities of the NSC include the following:

- Provide oversight and strategic guidance.
- Review and adopt the Terms of Reference and Rules of Procedures of the NSC and/or modify them, as necessary.

- Approve the Joint Programme document before submission to the Fund Steering Committee. The minutes of meeting to be sent to MDG - F Secretariat with final programme submission.
- Approve the strategic direction for the implementation of the Joint Programme within the operational framework authorized by the MDG-F Steering Committee.
- Align MDG-F funded activities with the UN Strategic Framework or UNDAF approved strategic priorities.
- Approve the documented arrangement for management and coordination.
- Approve the programme baseline to enable sound monitoring and evaluation.
- Provide recommendations for attaining the anticipated outcomes as necessary.
- Approve the annual work plans and budgets submitted by MOCT to ensure their conformity with the requirements of the Fund as well as ensuring the quality of the programme documents.
- Review the Consolidated Joint Programme Report from the MDTF secretariat office and provide strategic comments and decisions as well as communicate it to key stakeholders and participating UN agencies.
- Offer remedial action for emerging strategic and implementation problems.
- Ensure proper consultation with key stakeholders and other donors working on related programmes on the country level to avoid duplication of efforts.
- Approve the communication and public information plan prepared by the PMCs.

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

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

The primary responsibilities of the PMC include the following:

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

## **Project Management Team**

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

## **Cash Transfer Modality**

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

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

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

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

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



## **VII. Fund Management Arrangement**

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

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

The MDTF Office will be responsible for:

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

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

### **Administration of Funds**

Upon receipt of the Fund Steering Committee’s final approval of the Joint Programme Document, the Fund Secretariat will release funds for the implementation of the full Joint Programme to the MDTF Office. On receipt of a copy of the signed Joint Programme document, the MDTF Office will transfer the first annual installments to UNESCO and UNDP. To request the fund transfer, the RC must submit the Fund Request Form to the MDTF Office. The transfer of funds will be made to the headquarters of UNESCO and UNDP. Each organization assumes complete programmatic and financial responsibilities for the funds disbursed to it by the administrative agent and can decide on the execution process with its partners and counterparts following the organization's own regulations and rules.

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

Subsequent installment will be released in accordance with the Annual Work Plans approved by the NSC. The release of funds is subject to meeting minimum expenditure threshold of 70 percent of the previous fund release to the Participating UN organizations combined. If the seventy percent threshold is not met for the programme as a whole, funds will not be released to any organization, regardless of the individual organization's performance.

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

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

### **VIII. Feasibility, Sustainability, and Risk management**

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

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

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

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

## Risk management

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

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

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

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

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

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

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

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

The MDTF Office is responsible for the annual Consolidated Joint Programme Progress Report, which will consist of three components namely a AA Management Brief, a Narrative Joint Program Progress Report, and a Financial Progress Report. The Management Brief consists of analysis of the certified financial report and the narrative report. The Management Brief will identify key management and administrative issues, if any, to be considered by the NSC. The Narrative Joint Program Progress Report is produced through an integrated joint programme reporting arrangement. The report should be reviewed and endorsed by the PMC before it is submitted to the MDTF Office on 28 February of each year. Each participating UN organization will submit to the MDTF Office a Financial Report stating expenditures incurred by each programme during the reporting period. The deadline for this report is March 31.

<b>Report Name</b>	<b>Coordinating Author/Consolidator</b>	<b>Approving Authority</b>	<b>Deadline (Reporting period 1 Jan-31 Dec)</b>	<b>Required Language</b>
Consolidated Joint Programme Progress Report (including AA management Brief, JP Narrative report, and Financial Reports)	MDTF Office	MDTF Executive Coordinator	31 May	AA Management Brief in English
Narrative Joint Programme Report	Jointly at country Level: UNESCO And UNDP	PMC	28 February	English
Financial Progress/ Report	Headquarter level: UNESCO and UNDP	Financial Officer	31 March	English

## **Annual Review**

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

## Monitoring and Evaluation Framework

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

	Outcomes	Indicators	Sources of verification	Collection methods (with indicative time frame & frequency)	UN Participating Agencies	Risk and assumption
1.	<b>Outcome 1.</b> <b>Strengthening intercultural/religious dialogue to foster mutual understanding of heritage and the sharing of common values with a view of contributing towards social process and social cohesion.</b>	Number of dialogue forums organized. Number of advocacy and mobilization programs undertaken. Number of organizational frameworks maintained	Programme, government reports Project review reports	Discussion with the targeted groups. (at start up stage)	UNESCO	There would not be any resistance from target groups.
Output 1.1	<b>Capacity of the national and local stakeholders in inter cultural/religious dialogue improved.</b>	Culture of dialogue for enhancing social cohesion established.  Six regional surveys conducted.  Seven validation workshops conducted.  Seven training conducted with a special focus on the participation of women. Capacity of participants enhanced.  Seven round tables conducted with a special focus on the participation of women.  Seven toolkits and seven thousand publications completed.  Seven festivals organized and women's participation ensured.  Seven workshops conducted and women's participation ensured.	Dialogue forums report. Survey report Workshops report. Training reports & proceedings. Discussions minutes. Goods receiving notes(GRN) Feedbacks & reports. Workshops report.	Feedbacks collected during each dialogue conducted. Pre-post dialogues & trainings evaluation	UNESCO	Available data could be easily generated.
Output 1.2	<b>Capacities of religious leaders to enhance tolerance and respect for the environment through inter religious dialogue improved</b>	Seven forums on inter religious dialogue conducted with a special focus on women's participation.  Shared values of various religious communities compiled.  Seven awareness raising campaigns conducted with a special focus on the participation of women.	Forums reports Assessment reports Campaign reports	Feedbacks collected during each dialogue conducted. Pre-post dialogues and trainings evaluation.	UNESCO	" "

	Outcomes	Indicators	Sources of verification	Collection methods (with indicative time frame & frequency)	UN Participating Agencies	Risk and assumption
	<b>Outcome 2</b> <b>Development and Implementation of the legal as well as policy framework to protect and safeguard Ethiopia's tangible, intangible, mobile, and natural heritage.</b>	Number of policies and regulatory frameworks revised, formulated and implemented  Number of training programs conducted	Periodic and annual review reports, survey results	Conducting assessment ( Annually)	UNESCO	Government commitment is expressed
Output 2.1	<b>The capacity of the government and civil society enhanced in identification, management, and protection of tangible and intangible heritage</b>	Twelve mapping of tangible heritage in two pilot regions conducted. (UNESCO)  Two assessments of regulatory framework in the two pilot regions completed, (UNESCO)  Seven capacity building workshops on intangible cultural heritage conducted. Special focus to the participation of women and youth. (UNESCO)  Assessments of the site management capacities in two pilot in World Heritage Sites completed,(UNESCO)  Seven trainings in site management methodology and cultural tourism strategy -National Historic Sites incorporates recommendations for site management.  Two site management plans at the World Heritage Sites prepared.  Six regional museums along the World Heritage Sites assisted.	Periodic reports & blueprints  Assessment report  Workshops report  Assessment findings Training reports  Periodic site reports	Reviewing blueprints, assessment, training, workshops & site management reports (Periodically).	UNESCO	Local governments and communities will commit themselves to implementing the output.

Output 2.2.	<b>Revision and development of policies and legal frameworks as well as capacity building to implement laws/policies</b>	<p>One assessment of the national and the selected six regions legal frameworks completed, one assessment of the national and the selected six region policy framework completed, two consultation workshop to identify gaps in the existing and pending legislation as well as policies on national and regional levels (six selected regions).</p> <p>One final assessment document with concrete recommendations for encouraging the protection of cultural assets (law and policy) including the protection of the cultural industries prepared.</p> <p>One national policy document revised and developed.</p> <p>One national legal/regulatory document revised and developed.</p> <p>Seven trainings of MoCT and BoCT in implementing cultural policies and follow up undertaken. Women and youth full participation ensured.</p>	<p>Assessment reports</p> <p>Endorsed policy &amp; legal documents</p> <p>Training feedbacks</p>	<p>Reviewing assessment, training and actual reports. (Periodically).</p>	UNESCO	Government and relevant offices will commit & cooperate properly.
2.3.	<b>Output 2.3</b> <b>National Implementation framework strengthened</b>	<p>Two of implementation modalities of new cultural heritage protection framework developed, seven capacity building workshops and training completed, and follow up conducted. Women and youth representation ensured.</p> <p>Two monitoring mechanisms developed.</p> <p>Culture Resource Centers established and existing centers strengthened in the six regions and on the national/federal level.</p>	<p>Periodic reports &amp; modalities</p> <p>Workshop reports &amp; feedbacks</p> <p>Mechanisms put in place</p> <p>Assessment &amp; data collection formats</p>	<p>Reviewing assessment, training and actual reports. (Periodically).</p>	UNESCO	Government and relevant CSOs will commit & cooperate properly



	Outcomes	Indicators	Sources of verification	Collection methods (with indicative time frame & frequency)	UN Participating Agencies	Risk and assumption
	<b>Outcome. 3</b>  <b>Harnessing the potential of the cultural and creative industries particularly heritage based activities such as handicrafts and cultural tourism for income generation, economic development, and poverty alleviation.</b>	Number of people engaged on cultural industries. Number of enabling environments created. Number of mobilization programs carried out	Periodic and annual review reports, survey results,	Conducting assessment ( Annual)	UNESCO & UNDP	All inclusive and attracts all to participate
Output 3.1	<b>Capacity of national authorities and local communities enhanced through the development of a comprehensive and centralized database of the cultural Industries</b>	Centralized database established.  <b>Indicators:</b> Data collected and compiled.	Data collection & filed documents	Review periodic reports. (end of the year 2008/09)	UNESCO	An all inclusive and basic data will be compiled.
Output 3.2	<b>The capacity and income generated through the craft industry enhanced by developing and strengthening production, quality control, and marketing of crafts.</b>	<b>Indicator:</b> Procurement of equipments for Living Culture Resources Centers. Seven training of trainers conducted. Women and youth participation ensured. Skills of trainers upgraded.  <b>Baseline:</b> Build on previous skills of CHP and recruited a new competent culture entrepreneurs in the new regions <b>Time frame:</b> 2008/09-2010/11  <b>Indicator:</b> Thirteen training on design, production, marketing, and quality control conducted. Women and youth full representation ensured. (UNDP) <b>Baseline:</b> 400 artisans trained by outside consultant hired by CHP, but now assumed by their own colleagues (TOT) <b>Timeframe:</b> 2008/09-2010/11  Procurement of supplies and equipment.  <b>Indicator:</b> Seven Follow up workshop conducted.	Training reports Purchase & receiving orders. Workshop and manuals preparation reports. periodically	Review the reports. (Periodically).	UNESCO & UNDP	All inclusive and attracts all to participate

		<p>Women and youth participation ensured.  <b>Baseline:</b> The need has been identified by CHP  <b>Time frame:</b> 2008/09-2010/11</p> <p><b>Indicator:</b> Seven manuals of relevant best practices in numerous languages prepared  <b>Baseline:</b> Such aid materials do not exist.  <b>Timeframe:</b> 2009/10-2010/11</p>				
Outputs 3.3	Artisans empowered and effectively integrated into the market.	<p><b>Indicator:</b> Sixty three of key actors identified. (UNDP)  <b>Baseline:</b> Increase the number of key actors by two fold, 10 in each region and three in Addis Ababa.  <b>Time frame:</b> 2008/09-2010/11</p> <p><b>Indicator:</b> Ten potential customers identified. (UNESCO)  Develop four modalities of linkages between the actors along the value chain.</p> <p><b>Indicator:</b> Fifteen links within the craft industry and outside the industry established. (UNDP)  <b>Baseline:</b> The CHP did not create customers for the organized beneficiaries  <b>Time frame:</b> 2008/2009-2010/11</p> <p><b>Indicator:</b> Six craft trade fair established.  <b>Baseline:</b> The CHP did not prepare appropriate modality for linking the beneficiaries with actors in the value chain  <b>Time frame:</b> 2009/10-2010/11</p> <p>Three International trade fairs participated.  Secure preferential treatment status</p>	<p>A Assessment report</p> <p>Assessment report  Survey reports</p> <p>Performance report  Physical &amp; financial report</p>	<p>Reviewing assessment, survey, Performance, physical and financial reports ((Periodically).</p>	NESCO & UNDP	Artisans will cooperate.

Output 3.4	<p><b>Artisans empowered and their social status improved through the mobilization of artisans and community awareness raising campaigns</b></p>	<p><b>Indicator:</b> Fourteen cooperatives established.</p> <p><b>Baseline:</b> CHP organized four cooperatives <b>Time frame:</b> 2008/09-2010/11</p> <p><b>Indicator:</b> Seven workshops conducted. Women and youth participation ensured.</p> <p><b>Baseline:</b> CHP organized six workshops <b>Time frame:</b> 2008/09-2010/11</p> <p><b>Indicator:</b> Five advocacy manuals developed.</p> <p><b>Baseline:</b> No manual prepared by CHP <b>Time frame:</b> 2010/11</p> <p><b>Indicator:</b> Five awareness raising conducted.</p> <p><b>Baseline:</b> No awareness raising program was conduct. <b>Time frame:</b> 2008/09-2010/11</p> <p><b>Indicator:</b> Seven training of experts completed.</p> <p><b>Baseline:</b> No training was conducted by CHP <b>Time frame:</b> 2008/09-2009/10</p> <p><b>Indicator:</b> Subject incorporated into curriculum</p> <p><b>Baseline:</b> No such experience <b>Time frame:</b> 2009/10-2010/11</p>	<p>Legal registration documents Workshop report</p> <p>TOR, Contractual Agreement and Periodic report Popularization feedback</p> <p>Training &amp; performance reports</p>	<p>Reviewing, legal document, Training &amp; workshop report</p>	UNESCO	Local communities will accept and accommodate creative artists
Output 3.5	<p><b>Development and enhancement of other cultural industries such as music, film, and books.</b></p>	<p><b>Indicator:</b> Seven assessments conducted.</p> <p>An assessment of the existing and pending policy framework and recommendation to improve it completed</p> <p><b>Baseline:</b> Four assessment programs conducted <b>Time frame:</b> 2008/09-2009/10</p> <p><b>Indicator:</b> Three modalities developed.</p> <p><b>Baseline:</b> No modality developed <b>Time frame:</b> 2008/09-2010/11</p>	<p>Assessment report</p> <p>Modalities put in place</p> <p>Training reports</p> <p>Strategies in existence</p>	<p>Evaluating assessment and training report and actually produced Documents</p>	UNESCO & UNDP	Market opportunity Will be available

		<p><b>Indicator:</b> Seven professional training conducted. Equal participation of women ensured.</p> <p><b>Baseline:</b> Eight programs facilitated <b>Time frame:</b> 2008/09-2010/11</p> <p><b>Indicator:</b> Five marketing strategies developed.</p> <p><b>Baseline:</b> No strategy developed <b>Time frame:</b> 2008/09-2009/10</p>				
Output 3.6	A cultural tourism strategy based on culture branding identity.	<p><b>Indicator:</b> Seven assessment of tourism. <b>Baseline:</b> No assessment done <b>Time frame:</b> 2008/09</p> <p><b>Indicator:</b> Seven assessment of institutional capacity conducted. <b>Baseline:</b> No assessment done <b>Time frame:</b> 2008/09</p> <p><b>Indicator:</b> Seven consultation with stakeholder conducted. <b>Baseline:</b> No consultation with stakeholders done by CHP <b>Time frame:</b> 2008/09</p> <p><b>Indicator:</b> Three workshop of incoming tour operators conducted. Youth participation ensured. <b>Baseline:</b> No workshop of operators <b>Time frame:</b> 2008/09-2009/10</p> <p><b>Indicator:</b> Five strategies developed. <b>Baseline:</b> No strategy developed <b>Time frame:</b> 2008/09-2010/11</p>	<p>Assessment report</p> <p>" "</p> <p>Stakeholders feedback</p> <p>Workshop report</p> <p>Strategy document put in place</p>	Evaluating critically assessment, feedback, Workshop report & Strategic document	UNESCO & UNDP	Necessary data & information will be generated

Output 3.7	<b>3.7 Capacities of existing enterprises strengthened and community initiatives started</b>	<p><b>Indicator:</b> A feasibility study conducted  <b>Baseline:</b> No study was conducted  <b>Time frame:</b> 2008/09-2009/10</p> <p><b>Indicator:</b> Enterprises, opportunities and capacity building needs identified  <b>Baseline:</b> No enterprises opportunity and capacity identified  <b>Time frame:</b> 2008/09-2010/11</p> <p><b>Indicator:</b> Tourism community oriented enterprises delivered.  <b>Baseline:</b> No enterprises delivered  <b>Time frame:</b> 2008/09-2010/11</p>	<p>Study reports</p> <p>Needs assessment documents</p> <p>Support delivery reports.</p>	" "	UNESCO & UNDP	Data can be collected & generated Easily
Output 3.8	<b>System for enterprise support and development established</b>	<p><b>Indicator:</b> Eight business development provisions developed.  (UNDP)  <b>Baseline:</b> No business development provision  <b>Time frame:</b> 2008/09-2009/10</p> <p><b>Indicator:</b> Seven institutional capacity assessments conducted.  (UNDP)  <b>Baseline:</b> No assessment made  <b>Time frame:</b> 2008/09-2009/10</p> <p><b>Indicator:</b> Thirty five small scale income generating activities initiated and follow up undertaken. Woman and youth participation given special consideration.  .(UNDP)  <b>Baseline:</b> No activities initiated  <b>Time frame:</b> 2008/09-2010/11</p> <p><b>Indicator:</b> Eight festivals organized.  <b>Baseline:</b> No festival organized  <b>Time frame:</b> 2008/09-2010/11</p>	<p>Performance reports</p> <p>Assessment reports</p> <p>Business development reports</p> <p>Pre &amp; post events reports.</p>	Reviewing critically periodic reports.	UNESCO & UNDP	Data can be collected & Generated easily

	Outcomes	Indicators	Sources of verification	Collection methods (with indicative time frame & frequency)	UN Participating Agencies	Risk and assumption
4	<b>Outcome 4</b> Enhancement of indigenous knowledge and practices of natural heritage management as well as strengthening the link between nature and cultural based sustainable development	Best Practices identified and documented.				
4.1	<b>Assessment of linkage between natural and cultural heritage protection/safeguarding and indigenous knowledge.</b>	Seven surveys conducted and five adaptation mechanisms developed.	Survey reports.  Mechanisms put in place	Scanning existing documents & held discussions with pertinent community leaders and members.	UNESCO	All necessary information will be obtained.
4.2	<b>Social mobilization for using traditional knowledge for natural and cultural based development.</b>	Seven awareness-raising sessions conducted and publication in seven local languages. Women's participation ensured.  Seven strategies for organizing the communities designed.	Popularization reports Publication order and receiving notes.  Strategies put in place	Reviewing all the reports.	UNESCO	Local governments will accept and implement.
4.3	<b>Capacity building of the population for the empowerment and harnessing of traditional knowledge for poverty alleviation and income generation.</b>	Seven community friendly development strategies developed, Seven awareness-raising campaigns conducted, thirty-five development programs conducted and seven evaluations conducted.	Strategies operationalized Popularization reports Performance reports Evaluation reports	Reviewing all the reports.	UNESCO	""

## **X. Ex Ante Assessment of Cross cutting Issues**

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

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

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

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

## XI) Legal Context or Basis of Relationship

The cooperation or assistance agreement, which is the legal basis for the relationships between the government and each of the UN Organizations participating in this Joint Programme, will apply. Each agency's activities under the joint programme will be governed by their respective basic and other agreements

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

Participating UN Agencies	Agreement
UNESCO	The UNESCO Addis Ababa Cluster Office was established in 1956 in accordance with the agreement between the Imperial Government of Ethiopia and the United Nations Educational, Scientific, and Cultural Organization.
UNDP	This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitutes together a project document as referred to in the Standard Basic Assistance Agreement and all CPAP provisions apply to this document. What is indicated in the Joint Programme is in line with this statement. The Standard Basic Assistance agreement was signed on 26th February 1981.



**Annual Work Plan and Budget**  
**Annex A: Harnessing Diversity for Sustainable Development and Social Change**  
**Period: Project Year 1**

Annual Target	Key Activities	Time Frame				Responsible Party	Source of Funds	Budget Description	Amount (USD) Budget 2
<b>Outcome 1: Strengthening intercultural/religious dialogue to foster mutual understanding of heritage and the sharing of common values with a view of contributing towards social progress and social cohesion</b>									
<b>Capacity of the national and local stakeholders in intercultural/religious dialogue improved</b>									
<p>1.1.1: Four baseline surveys conducted in four regions namely the South Nations Nationalities and People's Regional State(SNNPRS), Oromia Regional State (ORS), Tigray Regional State (TRS) and Amhara Regional State (ARS).</p> <p>1.1.2 Four validation workshops conducted and four surveys reports consolidated in the cities of Awasa, Adama, Aksum, and Gonder.</p> <p>1.1.3: Training of 200 trainers including teachers conducted. (66 trainer trained in SNNPRS, 50 in ORS, 32 in TRS, and 52 in ARS of which will include 87 men, 67 women, 23 female youth and 23 male youth.</p> <p>1.1.4: Three training of religious leaders on inter religious dialogue conducted.</p> <p>1.1.5: Round table forum of academics to promote pluralism through intercultural dialogue. (100 SNNPRS, 100 ORS, 78 TRS, and 82 ARS of which 150 men, 150 are women, 30 female youth and 30 male youth)</p>	1.1.1 undertake baseline survey of prevailing cultural values in the six target regions (UNESCO)	X				MOCT (BOCT at region level)	MDG-F	Personnel SCE&T Other Direct Costs	20,000.00 14,000.00 1,000.00
	1.1.2 Organize validation workshops and consolidate the survey reports. (UNESCO)	X				MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	7,000.00 3,000.00 1,000.00
	1.1.3 Conduct training of trainers including teachers on facilitating intercultural dialogue (UNESCO)		X	X		MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	13,000.00 3,000.00 1,000.00
	1.1.4 Conduct training of religious leaders on inter religious dialogue (UNESCO)		X			MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	12,000.00 4,500.00 1,000.00
	1.1.5 Organize roundtable e forums of academics to promote good practices that promotes pluralism through intercultural dialogue (UNESCO)			X		MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	14,000.00 4,000.00 1,000.00

<p>1.1.6 Two toolkits with special references to the practices of the SNNPRS, ORS, ARS, and TRS developed.</p> <p>1.1.7: Four festivals and program organized. Expect 1,050 to attend, 225 (Awasa), 225 (Adama), 140 (Mekelle) 180 (Bahir Dar), 140 Harar, and 140 Addis Ababa including 350 men, 300 women 200 male youth and 200 female youth.</p> <p>1.1.8 Seven awareness raising workshop conducted. (225 SNNPRS, 225 ORS, 140 TRS, 180 ARS, 140 Hariri Regional State (HRS), and 140 Addis Ababa) of which (350 are men, 300, women, 200 male youth, and 200 female youth)</p> <p>1.1.9: Four workshops and training of local leaders for promoting multilingualism conducted and the training is linked to the local education system. (220 SNNPRS, 180 ORS, 100 TRS, 130 ARS, and 82 HRS including 300 men, 266 women, 73 female youth, and 73 male youth).</p>	1.1.6 Undertake the development of toolkits and publication promoting good practices in intercultural dialogue. (UNESCO)		X			MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	13,000.00 5,000.00 1,000.00
	1.1.7 Organize different festivals and programs (UNESCO)		X			MOCT and BOCT	MDG-F	Contracts SCE&T Other Direct Costs	27,000.00 5,000.00 1,000.00
	1.1.8 Organize awareness raising workshops (UNESCO)			X		MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	8,000.00 5,500.00 1,000.00
	1.1.9 Conduct workshop and training of local leaders in improving multilingualism and such training to local education system (UNESCO)			X		MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	8,000.00 6,500.00 1,000.00
<p><b>1.2 output: Capacities of religious leaders to enhance tolerance and respect for the environment through inter religious dialogue improved.</b></p> <p>1.2.1: Three forums for inter religious dialogue organized. 120 SNNPRS, 100 ORS, 80 ARS, including 95 men, 75 women, 65 female youth, and 65 male youth.)</p>	1.2.1 Organize a forum for inter/cultural religious dialogue. (UNESCO)	X				MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Cost	8,500.00 5,500.00 1,000.00
	1.2.2 Compile shared values of various religious communities regarding environment conservation. (UNESCO)		X			MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	4,500.00 4,000.00 1,000.00

<p>1.2.2: Shared values of various religious communities concerning natural heritage conservation reviewed, interpreted and compiled for three regions namely SNNPRS, ORS, and ARS.</p> <p>1.2.3: Three awareness-raising campaigns of shared natural heritage conservation values developed and conducted. (295,000 SNNPRS, 235,000 ORS, and 230,00 ARS including 380,000 men, 190,000 women, 95,000 male youth and 95,000 female youth.)</p>	<p>1.2.3 Conduct awareness raising of shared values concerning environment conservation. (UNESCO)</p>	X				MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	8,000.00 5,500.00 1,000.00
<p><b>Outcome 2: Development and Implementation of the legal as well as policy framework to protect and safeguard Ethiopia's tangible, intangible, mobile, and natural heritage</b></p>									
<p><b>Output 2.1 The capacity of the government and civil society enhanced in identification, management, and protection of tangible and intangible heritage</b></p> <p>2.1.1: Two mapping of tangible heritage in two pilot regions namely ARS, and HRS undertaken.</p> <p>2.1.2 One assessment of the regulatory framework in one pilot region namely Addis Ababa completed.</p> <p>2.1.3: Four capacity building workshops organized identifying and defining intangible cultural heritage. Existing initiatives supported. (125 in SNNPRS, 125 in ORS, 125 in ARS, and 125 in TRS including 225 men, 225 women, 25 female youth, and 25 male youth.)</p> <p>2.1.4 One assessment of the site management capacities of</p>	<p>2.1.1 Hiring consultant to undertake mapping of tangible heritage assets in two pilot regions. (UNESCO)</p>	X				MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	14,000.00 13,000.00 1,000.00
	<p>2.1.2 Undertake assessment of the regulatory framework for heritage protection in the pilot regions. (UNESCO)</p>	X				MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	15,000.00 5,000.00 1,000.00
	<p>2.1.3 Organize capacity building workshop to identify and define the intangible cultural heritage (2003 Convention) and supporting existing initiatives in selected regions. (UNESCO)</p>	X				MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	10,000.00 10,000.00 1,000.00
	<p>2.1.4 Conduct an assessment of site management capacities focusing on selected world heritage sites in particular along the Historical route circuit (1972 Convention) (UNESCO)</p>	X				MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	13,000.00 4,000.00 1,000.00
	<p>2.1.5 Conduct training workshop in site management methodology including visitors plan in two pilot world heritage sites and provide recommendations for encouraging site management planning practices to be incorporated into the cultural tourism strategy - National Historical circuit. (UNESCO)</p>	X	X			MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	12,500.00 7,500.00 1,000.00

<p>the world heritage sites in the ARS completed.</p> <p>2.1.5: Two training of 240 cultural professional in site management methodology including visitor planning conducted in Aksum and Lalibela. (120 participants in Aksum and 120 participants in Lalibela including 116 men, 72 women, 26 female youth and 26 male youth).</p> <p>2.1.6 Two site management plans developed for the world heritage sites housed in ARS, and HRS.</p>	<p>2.1.6 Develop modalities to prepare four site management plans at the World Heritage Sites. (UNESCO)</p>				X	MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	8,500.00 3,000.00 1,000.00
<p><b>Output 2.2</b> <b>Revision and development of policies and legal instruments as well as capacity building to implement laws/policies.</b></p>	<p>2.2.1 Conduct assessment and organize workshop to identify gaps in the existing and pending legislation and policies. (national and six regions) and produce a final assessment document with concrete recommendations for encouraging the protection of cultural assets including cultural industries. (UNESCO)</p>	X	X			MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	15,000.00 15,000.00 1,000.00
<p>2.2.1 One assessment of the national and six region's legal and policy framework conducted. (SNNPRS, ARS, ORS, TRS, HRS, Addis Ababa, and at the national level). (400 male participants, 300 female participants, and 210 youth participants).</p>	<p>2.2.2 Develop a new policy framework on the basis of the recommendations on the national level. (UNESCO)</p>				X	MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	12,500.00 3,500.00 1,000.00
<p>2.2.2 One national policy document revised and developed. One national legal/regulatory document revised and developed.</p> <p>2.2.3 Two trainings of MoCT and BoCT staff responsible for the implementation of the revised or new cultural policies/laws undertaken in Addis Ababa (100 persons) and SNNPRS (100 persons). Human resource training needs developed to facilitate the implementation of the revised laws/policies. Follow up undertaken to address challenges.</p>	<p>2.2.3 Conduct training of MoCT, and BoCT staff in the implementation of polices/laws for the safeguarding of cultural heritage and preservation of cultural industry know how and undertake follow up to assess and address key challenges. (UNESCO)</p>				X	MOCT and BOCT	MDG-F	Personnel SCE&T Training of counterparts Other Direct Costs	8,500.00 2,500.00 3,000.00 1,000.00

<b>Output 2.3 National Implementation framework strengthened</b>  2.3.1 Two implementation modalities of the new cultural heritage protection framework (policy/law) developed. Two capacity building workshops conducted after capacity needs were identified. Follow up undertaken to address concerns and assess lessons learned.  2.3.3 Prepare project proposal and set up management team which includes community members.	2.3.1 Undertake the task of determining and formulating implementation modalities of new cultural heritage protection framework and develop the capacity of government institutions to implement laws and policies through workshops and training sessions as well as undertake follow up to assess satisfaction and provide further clarification where needed. (UNESCO)	X	X			MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	33,000.00 7,000.00 1,000.00
	2.3.3 Prepare project proposal and set up management team, which includes community members and has the task of establishing Living Culture Resource Centers (Secure buildings to house the centers, renovation) that provides among others services training in cultural industries. (UNESCO)			X		MOCT and BOCT	MDG-F	Personnel SCE&T	27,500.00 6,000.00
	<b>Outcome 3: Harnessing the potential of the cultural and creative industries particularly heritage based activities such as tourism and handicraft for income generation, economic development, and poverty alleviation.</b>								
<b>Output 3.1 Capacity of national authorities and local communities enhanced through the development of a comprehensive and centralized database of the cultural Industries.</b>  3.1.1 Systematically collected and compiled date on the craft industry with reference to UNESCO methodological guidelines for the collection of craft data. Collected and compiled data on other cultural industries. Created a centralized database of the cultural industries and conducted promotional activities to publicize and ensure access to the centralized database.	3.1.1 Systematically collect and compile data on the craft industry( using the UNESCO Methodological Guideline for the collection of craft data) and collect and compile data on other cultural industries as well as create a centralized database of the cultural industries and conduct promotional activities to publicize and ensure access to the centralized database (UNESCO)	X	X	X	X	MOCT and BOCT	MDG-F	Personnel SCE&T Contracts Other Direct Costs	40,000.00 30,000.00 5,000.00 1,000.00

<b>Output 3.2</b> <b>The capacity and income generated through the craft industry enhanced by developing and strengthening production, quality control, and marketing of crafts.</b>  3.2.1 Equipment and materials for one living Culture Resource Center procured according to the relevant procurement procedures.	3.2.1 Procure the necessary equipment and materials for the Living Culture Resource Centers. (UNESCO)			X		MOCT and BOCT	MDG F	Contracts SCE&T Other Direct Costs	10,000.00 54,000.00 1,000.00
	3.2.2 Two training of 200 trainers in skill development, production design, production techniques, quality control, marketing accounting, and business plan development completed in TRS and ARS.	X	X			MOCT and BOCT	MDG-F	Contracts SCE&T Other Direct Costs	25,000.00 10,000.00 1,000.00
3.2.3 Consultants recruited. Two trainings in design production, and marketing, conducted in TRS (80 participants of which 20 are men, 35 women, and 25 youth), and ARS (120 participants of which 25 are men, 50 women and 45 youth)  3.2.4 Consultants recruited. Two training in craft quality control and marketing for artisans conducted in TRS ( 80 participants of which 20 are men, 35 women, and 25 youth) and ARS (120 participants of which 25 are men, 50 women and 45 youth)  3.2.5 Supplies and equipment for the four training in TRS and ARS procured and delivered.  3.2.6 Three Follow up workshops to address challenges conducted in TRS (100 participants) and ARS (200 participants).	3.2.3 Hire consultants to conduct training on craft design and production for artisan particularly along the historic route and with an emphasis on training women and the youth a (UNESCO).	X	X			MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	20,000.00 8,000.00 1,000.00
	3.2.4 Hire consultant to conduct training on craft quality control and marketing for artisans particularly along historic route and with an emphasis on training women and youth. (UNESCO)		X	X		MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	20,000.00 8,000.00 1000.00
	3.2.5 Procure and deliver supplies and equipment for training. (UNESCO)		X			MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Cost	10,000.00 15,000.00 1,000.00
	3.2.6 Prepare follow up workshops to address key challenges. (UNESCO)				X	MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	10,000.00 10,000.00 1,000.00
<b>Output 3.3</b> <b>Artisans empowered and effectively integrated into the market.</b>  3.3.1 Thirty-three key actors in the value chain identified.	3. 3.1 Identify key actors in the value chain. (UNDP)	X				MOCT and BOCT	MDG-F	Personnel Other Direct Costs	10,000.00 1,000.00
	3.3.2 Identify potential customers for cultural products. (UNESCO)	X	X			MOCT and BOCT	MDG-F	Personnel Other Direct Costs	10,000.00 1,000.00

3.3.2 Three potential customers for cultural products identified.	3.3.3 Develop modalities of linkages between the actors along the value chain. (UNDP)	X	X			MOCT and BOCT	MDG-F	Personnel Other Direct Costs	21,000.00 1,000.00
3.3.3 One modality of linkages between the actors along the value chain developed.	3.3.4 Hiring consultants to establish the linkages between the actors within craft industry. (UNDP)		X			MOCT and BOCT	MDG-F	Personnel Other Direct Costs	10,000.00 1,000.00
3.3.4 Consultants recruited. Five links within the craft industry established.	3.3.5 Hire consultant to establishing linkages with other industries. (UNDP)		X			MOCT and BOCT	MDG-F	Personnel Other Direct Costs	9,000.00 1,000.00
3.3.5 Consultant recruited. One link with other industry established.	3.3.6 Hire consultants to organize craft trade fairs. (UNESCO)			X		MOCT and BOCT	MDG-F	Personnel Miscellaneous	23,000.00 1,000.00
3.3.6 Consultant recruited. Two craft trade fair organized and promoted.	3.3.8 Conduct advocacy and lobby to secure preferential treatment status for purchasing cultural products in government procurement regulations. (UNESCO)				X	MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	10,000.00 3,000.00 1,000.00
3.3.8 Advocacy and lobbied for preferential treatment status for purchasing cultural products in government procurement regulations.									
<b>Output 3.4 Artisans empowered and their social status improved through the mobilization of artisans and community awareness raising campaigns.</b>	3.4.1 Build or reinforce network of cooperatives to empower artisans. (UNESCO)		X			MOCT and BOCT	MDG-F	Personnel Miscellaneous	20,000.00 1,000.00
	3.4.2 Conduct workshops and conferences to facilitate knowledge sharing and ensure visibility of the craft trade. (UNESCO)			X		MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	13,000.00 7,000.00 1,000.00
	3.4.1 Seven cooperatives established or reinforced.			X		MOCT and BOCT	MDG-F	Contracts SCE&T Other Direct Costs	5,000.00 5,000.00 1,000.00
	3.4.2 Three workshops and conferences to facilitate knowledge sharing and ensure visibility of the craft trade conducted in Addis Ababa, TRS and ARS with 150 participants including 75 men and 75 women).								
	3.4.5 Train experts of MoE responsible for curriculum development and school books preparation. (UNESCO)	X				MOCT and BOCT	MDG-F	Personnel Training of counterpart Other Direct Costs	15,000.00 5,000.00 1,000.00
3.4.4 One awareness raising campaign conducted using selected media.									
3.4.5 four trainings of experts including the training of MoE curriculum development experts completed.									
<b>Output: 3.5 Development and enhancement of other cultural industries such as music, film, and books.</b>	3.5.1 Conduct an assessment of the challenges and opportunities of the cultural industries, assess the existing and pending policy framework and provide recommendations to improve it. (UNESCO)	X				MOCT and BOCT	MDG-F	Contracts SCE&T Other Direct Costs	15,000.00 5,000.00 1,000.00

3.5.1 Four assessments of the challenges and opportunities of the cultural industries undertaken in Addis Ababa, SNNPR, ORS and HRS. Assessments of existing and pending policy framework and recommendations to improve it completed.	3.5.2 Develop modality of linkage between the players along the value chain. (UNDP)					MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	7,000.00 3,000.00 1,000.00
	3.5.3 Develop professional training in the respective fields of cultural industries including books, music, film, art etc. (UNESCO)					MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	9,000.00 14,000.00 1,000.00
	3.5.4 Develop marketing strategy linked with regional, national and international festivals, fairs, and tourism activities as well as hosting award ceremonies to recognize artists and artisans. (UNDP)					MOCT and BOCT	MDG-F	Contracts SCE&T Other Direct Costs	8,000.00 5,000.00 1,000.00
3.5.2 One modality of linkage between the players along the value chain developed.									
3.5.3 One professional training in other cultural industries including music, film, and writing conducted in Addis Ababa with 200 participants of whom 70 are men, 70 women, and 60 youth.									
3.5.4 Two marketing strategies linked with regional, national and international festivals, fairs, and tourism activities developed. Two award ceremonies to recognize artists and artisans organized.									
<b>Output 3.6</b> <b>A cultural tourism strategy based on culture branding identity</b>	3.6.1 Based on cultural mapping, conduct an assessment of the tourism potential of the cultural tourism assets including tangible heritage, intangible heritage, and museums. (UNESCO)	X				MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	15,000.00 2,000.00 1,000.00
3.6.1 Taking into consideration, the finalized cultural mapping results, seven assessments of the tourism potential of cultural tourism assets including tangible, intangible, and museums in the six selected regions and at the federal level completed.	3.6.2 Conduct an assessment of the institutional capacity at regional and municipality level, as well as assessing the stakeholder's structures in destination management. (UNDP)	X				MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	11,000.00 2,000.00 1,000.00
	3.6.3 Organize stakeholders consultation with members of the cultural and tourism sectors as well as civil society regarding tourism possibilities. (UNDP)	X				MOCT and BOCT	MDG-F	Personnel SCE&T Miscellaneous	7,000.00 1,000.00 1,000.00
	3.6.4 Organize workshop with incoming tour operators on current and potential interests. (UNDP)		X	X		MOCT and BOCT	MDG-F	Contracts SCE&T Other Direct Costs	9,000.00 2,000.00 1,000.00
3.6.2 Seven assessment of institutional capacity at the regional and municipal level conducted. Assessment of stakeholders structures in destination management conducted.									



<p>3.6.3 Seven consultations with stakeholders in the cultural and tourism sectors as well as civil society conducted.</p> <p>3.6.4 One workshop for incoming tour operators conducted where the interests and concerns of the incoming tour operators were identified. 200 hundred participants of which 80 are men, 40 women, and 80 youth</p> <p>3.6.5 Information compiled, assessed, interpreted and prioritized. Three strategies based on a cultural branding and destination developed for three of the selected six regions.</p>	<p>3.6.5 Develop a 'Culture brand' identity and vision for the selected destinations (6 regions) and present strategies based on this vision. (UNESCO)</p>	X				MOCT and BOCT	MDG-F	Contracts Other Direct Costs	13,000.00 1,000.00
<p><b>Output 3.7 Capacities of existing enterprises strengthened and community initiatives started.</b></p> <p>3.7.1 The feasibility study on tourism industry's use of cultural assets such as the use of buildings, sites, intangible heritage, museums etc. conducted in part.</p> <p>3.7.2 Enterprise opportunities and capacity building needs collectively identified with a special focus on the participation of women, members of the rural communities, the youth and the poor.</p>	<p>3.7.1 Conduct a feasibility study on Tourism use of cultural assets – buildings, sites, intangible heritage, museums etc. (UNESCO)</p>		X			MOCT and BOCT	MDG-F	Personnel Other Direct Costs	15,000.00 1,000.00
	<p>3.7.2 Work with identified communities and groups (women, the poor, rural communities, youth) to identify enterprises, opportunities and capacity building needs as well as assist in the establishment of tourism community oriented enterprises delivery - guiding, handcraft, retail and catering. (UNDP)</p>		X			MOCT and BOCT	MDG-F	Personnel Other Direct Costs	9,000.00 1,000.00
<p><b>Output 3.8 System for enterprise support and development established</b></p> <p>3.8.1 Two business development service provision developed.</p> <p>3.8.2 One institutional capacity assessment conducted. Gaps and capacity needs of local institutions financial and non-financial business development services identified.</p>	<p>3.8.1 Draft business development service provisions for enterprise development. (UNDP)</p>		X			MOCT and BOCT	MDG-F	Contracts Other Direct Costs	10,000.00 1,000.00
	<p>3.8.2 Identify and address the capacity shortcomings of local institutions concerning financial and non-financial business development services. Assessment of existing SME. (UNDP)</p>			X		MOCT and BOCT	MDG-F	Contracts Other Direct Costs	10,000.00 1,000.00
<p>3.8.3 Eight small scale income generating activities in the community collectively designed. Seed Funding providing to local women and youth associations to organize</p>	<p>3.8.3 Based on assessment, employ a participatory approach to collectively design and fund small scale income generating activities for the community and provide seed funding to municipal women and youth association to</p>				X	MOCT and BOCT	MDG-F	Personnel Contracts Other Direct Costs	26,000.00 35,000.00 1,000.00

two cultural festivals, and follow up undertaken to gauge progress and address concerns.	organize festivals resulting in more visibility of tangible as well as intangible heritage and undertake follow up. (UNESCO)								
<b>Outcome 4: Enhancement of Indigenous knowledge and practices of natural heritage management as well as strengthening the link between nature and culture based sustainable development.</b>									
<b>Output 4.1 Assessment of linkage between natural and cultural heritage protection/ safeguarding and indigenous knowledge.</b>  4.1.1 Seven comprehensive surveys conducted documenting the link between cultural and natural heritage protection (indigenous/traditional knowledge concerning natural heritage management).	4.1.1 Conduct a comprehensive survey documenting the link between cultural and natural heritage protection and management and traditional knowledge as well as develop an adaptation mechanisms to create linkages between traditional and modern practices in heritage preservation (cooperation between 1972 and 2003 Conventions) (UNESCO)	X				MOCT and BOCT	MDG-F	Personnel Other Direct Costs	30,000.00 1,000.00
<b>Output 4.2 Social mobilization for using traditional knowledge for natural and cultural based development.</b>  4.2.1 Six awareness raising and information session conducted presenting the project to the communities and mobilizing the communities. Six publications prepared in local languages to inform local communities of the project.  4.2.2 Community organization needs assessed with the active participation of the communities and three strategies organizing the communities designed.	4.2.1 Organize awareness raising and information sessions to present project and mobilize communities as well as prepare publications in local languages to inform the local communities of the projects. (UNESCO)  4.2.2 Develop strategies to organize the communities and allow for networking/partnership alliance. (UNESCO)		X	X		MOCT and BOCT	MDG-F	Contracts SCE&T Other Direct Costs	35,000.00 10,000.00 1,000.00
					X	MOCT and BOCT	MDG-F	Contracts SCE&T Other Direct Costs	12,500.00 2,000.00 1,000.00
<b>Output 4.3 Capacity building of communities for the empowerment and harnessing of traditional knowledge for poverty alleviation and income generation.</b>  4.3.1 Three community and environmentally friendly	4.3.1 Prepare culture and nature based development strategy with the communities keeping with the traditional values that respect societies authentic cultural heritage and respects the integrity of the environment as well as conduct awareness raising campaigns on the risks and benefits of tourism and the identification of methodologies to drive the benefits of the project into the local communities and develop along with the community entrepreneurial skills		X	X	X	MOCT and BOCT	MDG-F	Personnel SCE&T Other Direct Costs	40,000.00 9,000.00 1,000.00

development strategies designed with the communities. Three awareness-raising campaigns on the risks and benefits of tourism as well as methodologies to drive project benefits into the local communities conducted. Ten-development program conducted with entrepreneurial skills creating SME compatible with traditional values were developed. Three evaluations of this pilot approach utilizing cultural and nature based development approach conducted. Lessons learned reported.	to create SME compatible with community traditional values as well as conduct an evaluation of this pilot approach of culture and nature based development that is linked with indigenous knowledge (UNDP)								
<b>Output 5 Enhancing cross cutting capacity at the federal and regional level.</b>  5.1.1 One program coordinator at the federal level recruited  5.1.2 One finance officer at the federal level recruited.  5.1.3 Six project officers in the six selected regions recruited.	5.1.1 Recruit one Program coordinator at the federal level. (UNESCO)	X				MOCT and BOCT	MDG-F		12,000.00
	5.1.2 Recruit one finance officer at the federal level. (UNESCO)	X				MOCT and BOCT	MDG-F		6,000.00
	5.1.3 Recruit six Project Officers in the six selected regions. (UNESCO)	X				MOCT and BOCT	MDG-F		40,000.00
	5.1.4 One assistant program coordinator for the UNESCO Addis Ababa office recruited.	X				UNESCO	MDG-F		12,000.00
5.1.5 One national administrative assistant for the UNESCO Addis Ababa office recruited.	5.1.5 Recruit one National Administrative Assistant for UNESCO Ethiopia. (UNESCO)	X				UNESCO	MDG-F		6,000.00
6.1.1 Annual monitoring and evaluation conducted.	Annual Monitoring and Evaluation (UNESCO)				X				35,000.00
<b>Total Project Cost</b>									<b>1,439,000.00</b>
<b>UNESCO</b>									<b>1,207,000.00</b>
<b>UNDP</b>									<b>232,000.00</b>
<b>UNESCO</b>									<b>1,207,000.00</b>
<b>Personnel</b>									<b>647,500.00</b>
<b>SCE&amp;T</b>									<b>315,000.00</b>
<b>Training of Counterparts</b>									<b>8,000.00</b>

<b>Contracts</b>								<b>157,500.00</b>
<b>Other Direct Costs</b>								<b>44,000.00</b>
<b>Monitoring and Evaluation (UNESCO and UNDP)</b>								<b>35,000.00</b>
<b>UNDP</b>								<b>232,000.00</b>
<b>Personnel</b>								<b>84,000.00</b>
<b>SCE&amp;T</b>								<b>32,000.00</b>
<b>Training of Counterparts</b>								<b>0.00</b>
<b>Contracts</b>								<b>102,000.00</b>
<b>Other Direct Costs</b>								<b>14,000.00</b>
<b>Indirect Cost 7%</b>								
<b>UNESCO Management Fee</b>								<b>84,490.00</b>
<b>UNDP Support Fee</b>								<b>16,240.00</b>
<b>Total</b>								<b>1,539,730.00</b>

Note: In the interest of space, Supplies, Commonalities, Equipments, and Transport is abbreviated as SCE&T.

### Annex B: Three Year Project Budget

Category	Unit Cost	Number of Units	Total Costs
1 Personnel			
UNESCO		3 years	1,429,459.00
UNDP		3 years	230,000.00
2. SCE&T			
UNESCO		3 years	1,463,831.00
UNDP		3 years	404,088.00
3. Contracts			
UNESCO		3 years	633,710.00
UNDP		3 years	102,000.00
4) Training of Counterparts			
UNESCO		3 years	34,000.00
UNDP		3 years	0
5. Other Direct Costs			
UNESCO		3 years	153,000.00
UNDP		3 years	40,660.00
9. Monitoring & Evaluation			
UNESCO		3 years	120,000.00
UNDP			
MOCT/BOCT			
10. Indirect Cost			
UNESCO		3 years	268,380.00
UNDP		3 years	54,372.00
11. Direct and Indirect Cost			4,933,500.00

#### Budget by Agency

UNESCO 4,102,380.00

UNDP  
(Including formulation advance) 851,120.00

AA Fee 46,500.00

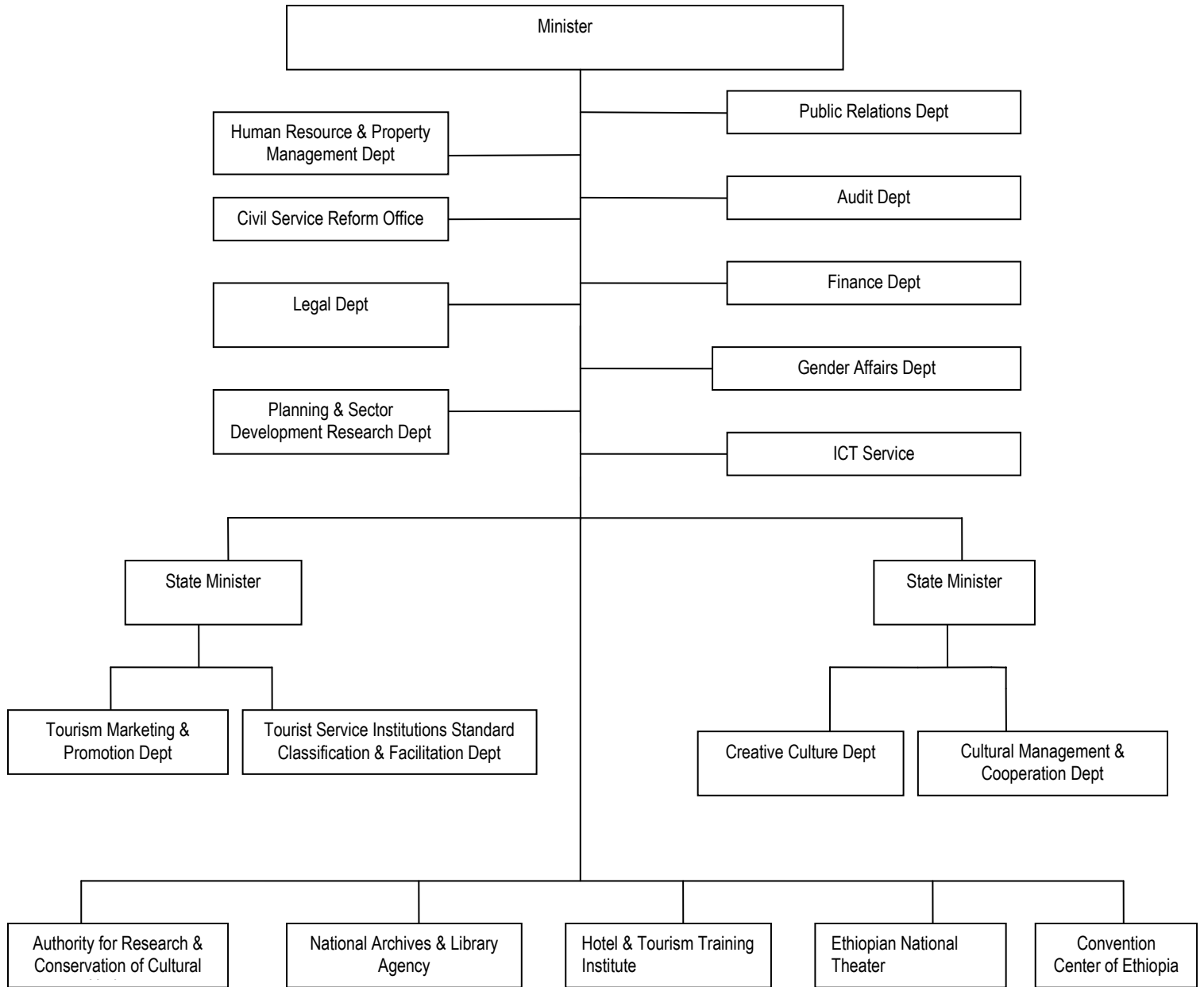
Total Budget By Agency 5,000,000.00

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

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

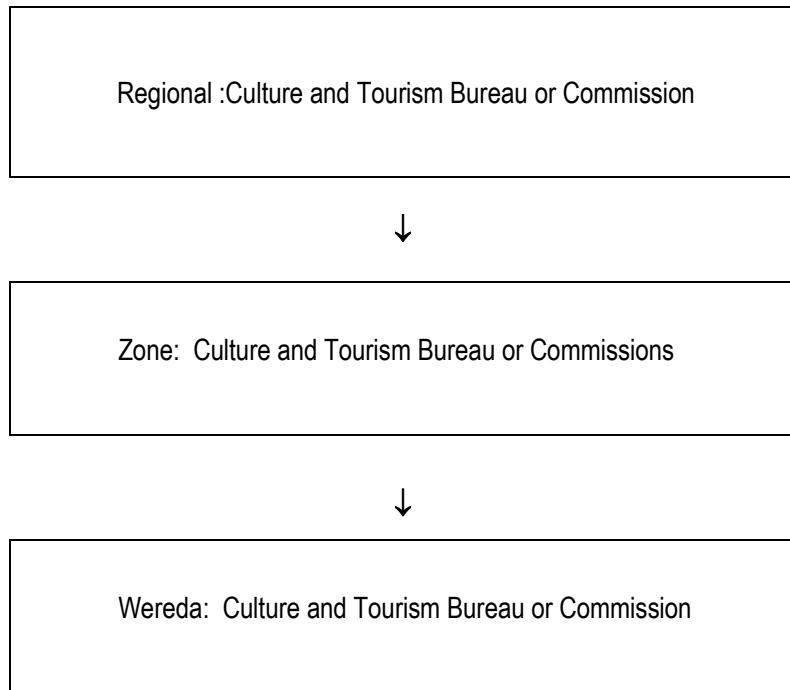
Please note that the above figures are based on the October 1994 National Population and Housing Census. A census was recently conducted, but the new figures are not available at this time.

## Annex D: Ministry of Culture and Tourism Organization Structure





## Annex E: Regional Cultural and Tourism Office Structure



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

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

## **Annex F: Stakeholders**

### **Crosscutting Stakeholders**

*MoCT/ BoCT*

*MoFED/BoFED*

*Media(Public and Private Media)*

*Regiona Culture and Tourism Bureau/Commission*

*Zone Culture and Tourism Bureau/Commission*

*Wereda/local Culture and Tourism Bureau/Commission*

*Women and Youth Associations*

### **Component 1: Stakeholders**

*Ethiopian Orthodox Tewahedo Church (EOTC)*

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

*Ethiopian Catholic Church (ECC)*

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

*Ethiopian Evangelical Church Mekane Yesus (EECMY)*

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

*Ethiopian Islamic Affairs Supreme Council (EISC)*

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

*Bridge Israel*

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

*Ministry of Federal Affairs (MoFA)*

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

*Justice for All (JfA)*

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

*Inter Africa Group*

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

*Addis Ababa University (AAU)*

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

*Interfaith Peace - building Initiatives (IPI)*

IPI is a peace organization that is working to promote interfaith cooperation, a culture of peace, and constructive dialogue.

### **Component 2: Stakeholders**

*Addis Ababa University*

Culture Center  
 School of Law  
 Institute of Ethiopian Studies  
*Aksum University*  
 Tourism Management Department  
 Heritage Management Department  
*Mekele University*  
 School of Law  
*Gonder University*  
 Tourism Management Department  
 Information Technology Department  
*Alemaya/Haramaya University*  
 Faculty of Law  
*Awasa University (South)*  
 Information Technology Department  
*Arba Minchi University*  
 Tourism Management Department  
*Ministry of Justice (MoJ)*  
 MoJ vision is to ensure the existence of a legal system, rule of law, and respect for human rights.  
*Ethiopian Intangible Heritage Protection Association (EICHA)*  
 EICHA aims to enhance the promotion, protection, and thereby the effective utilization of the intangible cultural heritages of Ethiopia. It seeks to do so through documentation and awareness creation, promoting the preservation of the ethnological and genetic resources as well as the associated knowledge, and conducting legal research with regard to various sectors of the traditional knowledge and lobbying for the issuance of new legislations.  
*Municipality Office*  
 As municipality's mandate includes approving urban development plans, safeguarding cultural heritage requires the involvement of municipality offices.  
*Ethiopian Orthodox Tewahedo Church (EOTC)*  
 The church is a key stakeholder in the preservation of Ethiopia's Christian cultural heritage  
*Islamic Supreme Council*  
 The Council is o an important stakeholder in the preservation of Ethiopia's Islamic cultural heritage.

### **Component 3: Stakeholders**

*Ethiopian Writers Association*  
 The association works to create a conducive environment for the promotion and development of Ethiopian literature and writers.  
*J.M (Ethiopia) Music Promotion*  
 JM Ethiopia is accredited by Jeunesse Music International (J.M.I), the largest Youth Music NGO in the world with a mission to enable young people to develop through music across all boundaries. Each JMI project has a unique focus on diversity, empowerment, cultural understanding and acceptance through music.  
*Ethiopian Music Associations*  
 Local music associations such as *Gighe Indigenous Art and Music Association*  
*Craft Association*  
 Craft association such as the *Lalibela Craft Association*, women's craft associations, and *Addis Ababa monthly NGO Bazaar participants* (organized by the International Evangelical Church).  
*Ethiopian Film Associations*

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

*Addis Audio Visual Publication Association*

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

*Global Film Expressions (Ethiopian Film Initiative)*

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

*Ministry of Education (MoE)*

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

*Addis Ababa University*

Culture Center

Institute of Ethiopian Studies

Ethiopian Languages and Literature Department

Theater Art Department

Faculty of Journalism and Communications

Information Technology Department

Architecture Department – Cultural Heritage in Architecture and Development

*Aksum University*

Tourism Management Department

Heritage Management Department

*Awasa University*

Tourism and Hotel Management Department

*Gonder University*

Tourism Management Department

Information Technology Department

*Muya PLC*

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

*Abesha Traditional Center and Art Gallery P.L.C*

Private sector engaged in producing and promoting Ethiopian cultural products.

*Ethiopian Tourist Trading Enterprise (ETTE)*

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

*Sine-pix Film Studio*

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

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

*Hospitality and Tourism Development Association in Ethiopia*

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

*Ethiopian Museum Support Association-*

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

*Tourism in Ethiopia for Sustainable Future Alternatives (TESFA)*

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

*Ethiopian Tour Operator Association (ETOA)*

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

*Ethiopian Heritage Trust Association*

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

*Ethiopian Tour Operators Association (ETOA)*

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

*Tour Guide Association*

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

*Hotel Association*

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

*Federal Micro and Small Enterprise Development*

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

*Culture and Art Society of Ethiopia*

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

*Jewish Artisan Association (Gonder)*

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

*Youth Associations*

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

**Component 4: Stakeholders**

*MELCA Mahiber*

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

*Nile Transboundary Environment Action Project*

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

*Environment Protection Agency*

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

*Forum for the Environment*

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

*SoS Addis*

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

*Ethiopian wildlife and natural History Society (EWHNS)*

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

*Institute for Sustainable Development (IISD)*

The Institute promotes sustainable development through research and awareness creation. Their work includes working with environment clubs in schools to enhance students as well as teachers understanding of biodiversity and its contribution to cultural diversity and traditional lifestyles of

local communities.

*Ecotourism Association of Ethiopia*

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

*Pastoralist Forum*

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

*Population Health and Environment, Ethiopia*

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

*Environment Development Action (ENDA) Ethiopia*

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

**Annex G. The responsibilities of the NSC will include:**

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

**Annex H. The responsibilities of the PMC will include:**

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