

Culture and Development in Africa

Food security, water, health, sanitation, and conflict are but some of the crucial issues the African continent has been grappling with over the past decades. In an effort to pursue regional integration, achieve sustainable development and fight poverty, African peoples and nations have adopted the concept of African Cultural Renaissance as the way forward for the continent. Indeed, this concept was recognized as the catalyst to drive the African Union's vision for peace building, integration, democracy and active participation in the world's joint effort towards sustainable development and mutual enrichment.

Senegal

Culture has always been at the epicentre of the continent, and the importance attached to it at the highest institutional levels is exemplified by the African Cultural Charter which committed African countries 'to work out a national cultural policy' and 'integrate the cultural development plan in the overall programme for economic and social development', adopted in 1976 by the Heads of State and Government of the Organisation of African Unity (OAU); the regular conferences of Ministers of Culture held since 1986; and the African Union's established Pan African Cultural Congresses. Among the numerous policy and legal instruments developed, the region adopted an important set of instruments at the African Union Summit held in Khartoum in 2006, where culture was recognized as a driving force for development and a guarantee of its sustainability. These instruments include, among others, the Charter for African Cultural Renaissance, the Revised Language Plan of Action for Africa, and the Plan of Action for the Promotion of Cultural Industries for Africa's Development.

Ethiopia

The MDG-F Joint Programmes on Culture and Development in Africa

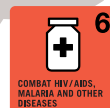
- > **4** Joint Programmes: Ethiopia, Mozambique, Namibia and Senegal
- > **11** United Nations partner agencies: FAO, ILO, ITC, UNDP, UNEP, UNESCO, UNFPA, UN-Habitat, UNHCR, UNIDO, UNWTO
- > **28** Government partners
- > **USD 22,5 million** total budget
- > **over 755,889** direct beneficiaries
- > **1,895,715** indirect beneficiaries

In an effort to contribute towards sustainable development, the Joint Programmes implemented in Ethiopia, Mozambique, Namibia and Senegal have largely focused on cultural assets and cultural heritage upon which to build and capitalise as vehicles for socio-economic and human development. Touching upon issues of health, notably HIV, cultural tourism, and cultural and creative industries, these Programmes have worked towards contributing to a more equitable, peaceful, healthy and sustainable future.

Namibia

Mozambique

TARGETED MDGs



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United Nations territorial boundaries as of September 2012.
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Since it was launched in 2006, the Millennium Development Goals Achievement Fund (MDG-F) has become a flagship initiative, showcasing the importance of the links between culture and development.

The Fund has supported eighteen Culture and Development Joint Programmes across the world. Each has focused on sustaining intercultural dialogue, cultural diversity and expressions, cultural heritage and cultural industries. Each has sought to increase opportunities for social and economic development and to improve cross cultural understanding. These programmes have reached out to Governments, local authorities and civil society to demonstrate the power of culture for development. Local authorities and communities have been key actors and, especially, the first beneficiaries of each programme.

The United Nations has acted as one on each programme. We have integrated our efforts with national authorities to sharpen our impact at the institutional and community levels. We have worked with indigenous and ethnic groups and ensured the participation of women and young people. 'Delivering as one' has been at the heart of the MDG-F experience, which has sought to make the most of the strengths of each United Nations institution bringing unique expertise and networks to bear a common framework of goals and values for maximal impact. The result is a stronger global platform for action. This has meant greater creativity and sharper innovation.

Each programme has produced results on the ground, underlining for local authorities and communities the importance of culture to social and economic development. The impact has also been global. The MDG-F experience helped to ensure recognition of the contribution of culture to the Millennium Development Goals and development in the 2010 Millennium Development Goal Outcome document. It also paved the way for the adoption by the United Nations General Assembly of a Resolution on Culture and Development on 20 December 2010, which emphasizes the role of culture for sustainable development and the achievement of national and international development objectives.

The power of culture matters all the more at a time of global economic crisis. We must build on what we have learnt in order to understand and harness this potential. This means we must capture the experience of all eighteen MDG-F Culture and Development programmes. As Convenor of the MDG-F Culture and Development Thematic Window, UNESCO will lead the MDG-F Knowledge Management experience to gather knowledge and to build bridges across the development community – to plan stronger future activities.

This publication is part of our commitment to learning. It provides a regional and a country by country reading of the impact of culture on development. It shows the success stories and also the challenges of the MDG-F adventure. It provides an insider's look on the lives it has affected on the ground, and it underlines the achievements attained at the policy level. Each of the MDG-F programmes has shown how the United Nations can successfully support people and communities across the world in making the most of their cultural heritage and expressions for sustainable development and social cohesion.

Our conclusion is clear – culture is a fundamental component of sustainable development, in its economic, social, environmental and human dimensions. As a set of distinctive spiritual, material, intellectual and emotional features of society or a social group, culture frames the conditions for a genuinely human centered approach to development.

As the world engages in discussions on the post-2015 MDG agenda, we must place culture at the heart of development policy. This is an essential investment in the world's future.

Irina Bokova

Helen Clark

INTRODUCTION

Established in December 2006 with an overall contribution of €528 million (USD 710 million) from the Spanish Government to the United Nations system, the Millennium Development Goals Achievement Fund (MDG-F) is an innovative international cooperation mechanism seeking to accelerate progress towards achievement of the MDGs worldwide. Building on both the comparative advantage of United Nations organizations and their joint effort in the context of the United Nations Reform, the MDG-F supports national governments, local authorities and civil society organizations in their efforts to tackle poverty and inequality in eight thematic areas referred to as 'Thematic Windows'. Culture and Development (C&D) is one such Thematic Window.

UNESCO, as the United Nations specialized agency with a specific mandate on culture, was designated as Convenor of the Thematic Window on **Culture and Development** with a leading role in this joint effort of the United Nations system.

The overall purpose of the Thematic Window on **Culture and Development** is to demonstrate that, even though culture is not explicitly mentioned in the MDGs, cultural assets are an essential component of national development, notably in terms of poverty alleviation and social inclusion. To this end, **18 large-scale development programmes** (referred to as Joint Programmes, JPs) focusing on intercultural dialogue, cultural diversity and expressions, cultural heritage and cultural industries, have been carried out in Africa, the Arab States, Asia, Latin America, and South-East Europe, with a view to increasing socio-economic opportunities and improving cross-cultural understanding for marginalized people. In work at both the institutional and the community level, notably with indigenous and ethnic groups, special attention was given to the participation of women and youth.

This new cooperation mode generated considerable **innovation and knowledge**. Conscious of the need to capture and capitalize on the innovation and knowledge created from the experiences of these 18 development programmes, UNESCO is working in partnership with the MDG-F Secretariat in the area of **Knowledge Management (KM)** in order to provide a space for sharing experience and expertise, showcasing success stories, improving practices based on lessons learned, as well as building a corpus of knowledge on C&D.

As part of a series of publications seeking to present the Knowledge Management project and provide information on the JPs, the present volume focuses on the four JPs implemented in Africa over a three to four year period (between 2008 and 2013), namely in **Ethiopia, Mozambique, Namibia** and **Senegal**. The information and analyses which follow stem from different knowledge management tools used to gather and organize the knowledge generated by those JPs, namely an interregional knowledge management workshop bringing together the 10 Joint Programmes implemented in Asia, Africa and the Arab States (El Jadida, 23-25 June 2011) and a dedicated MDG-F Culture and Development questionnaire completed by the JP teams. As a result, it is important to stress that the present publication provides information and data which the JPs chose to highlight amid the mass of activities they carried out, the products they produced, and the

impact they generated. In addition, the MDG-F Knowledge Management endeavour seeks to capitalize on the knowledge generated across the entire Thematic Window. In this context, the material presented is by no means exhaustive but rather provides a snapshot of the knowledge generated both from a trans-country (regional) perspective and from an individual JP perspective around four main lines of emphasis forming the very cornerstone of the MDG-F experience:

- **achievements and impact on the targeted MDGs**
- **national ownership**
- **success factors**
- **operational challenges**

In order further to reflect on the material highlighted by the JPs and explore issues of impact and sustainability, UNESCO has worked with academics from the UNESCO Chair on Cultural Policies and Cooperation of the University of Girona, Spain, and the 'Silvia Santagata Research Centre', Turin, Italy, part of the International Research Centre on the Economics of Culture and World Heritage Studies under the auspices of UNESCO to foster the practical applications of the MDG-F culture and development experience from academic debates and theoretical perspectives. To this end, the prism of **network analysis** has been applied to these Culture and Development programmes.

It should finally be noted that, at the time of writing, the implementation of the JPs is still ongoing and the information and data reflected here therefore provide a snapshot of the impact, outreach, success stories and lessons learned from the JPs at the time of going to press.

What is Network Analysis?

Social network analysis is a methodology increasingly used in several societal research fields (social science, in particular), which approaches society as a network of relationships between actors, based on the following two premises: (1) individuals see themselves in relation to others; and (2) these relations give structure to individual and group behaviour and development.

Network analysis and its importance in the cultural sector

The cultural sector can be seen as a stakeholder network that promotes a creative atmosphere through interrelated and interdependent activities. The formation, durability and dissemination of vibrant new social networks are major features of the importance and sustainability of cultural development projects.

Network analysis can be an effective method in research on the extent to which cultural development projects lead to the establishment of local networks and the identification of key stakeholders crucial to their implementation. Moreover, an interpretation of network analysis **can yield additional indicators on the potential sustainability of cultural development projects** if interaction between these networks is triggered and monitored once project implementation has been terminated.

REGIONAL ANALYSIS

Objectives

Overall Objectives of the MDG-F Culture and Development Joint Programmes in Africa

The four MDG-F Culture and Development Joint Programmes implemented in Africa, hereafter referred to as JPs, sought to **promote culture as a powerful tool for sustainable development** through various interventions at the individual, community and institutional levels.

Conscious of the importance of culture for diversified economic growth and social cohesion, the JPs sought to **foster creative industries, develop community-based cultural tourism and strengthen intercultural dialogue.**

Special attention was paid to developing the **crafts and performing arts industries** by establishing market linkages for artisans and artists, building their capacities, assisting them in starting new projects and promoting their role in society, and by strengthening policy and legal frameworks to foster the growth of creative industries.

Developing community-based cultural tourism was identified as another strategy for inclusive development, both as a foundation for increased employment and income opportunities and as a means to strengthen cultural identity in marginalized groups. Numerous interventions were therefore carried out to foster cultural tourism at the community level, including by establishing pilot tours and sites, by conducting studies and elaborating marketing and urbanization strategies, and by strengthening linkages between the creative industries and tourism sectors.

Intercultural dialogue was strengthened through various initiatives, including by conducting community-driven cultural mappings and inventories, by setting up intercultural forums and workshops, as well as by organizing traditional knowledge fairs and cultural activities among refugees and local residents.

Recognizing the need to **identify the wealth of cultural and natural heritage in all four countries**, the JPs also sought to develop knowledge bases on cultural and natural heritage and to promote traditional and indigenous knowledge in areas such as environment conservation and health. Priority was additionally given to **improving capacities to safeguard and manage cultural and natural heritage** by building individual capacities and by strengthening the culture sector through new and enhanced legal and regulatory frameworks, in line with international commitments.

Impact

Impact of the Joint Programmes

Contribution to the achievement of targeted Millennium Development Goals (MDGs)

The JPs implemented in Africa have contributed to MDGs 1, 2, 3, 5, 6, 7 and 8, thereby demonstrating the **multi-faceted relationship between culture and development**.



MDG 1 Eradicate extreme poverty

All four JPs addressed extreme poverty through holistic interventions placing human development on an equal footing with economic development.

ADDRESSING THE ECONOMIC DIMENSION OF POVERTY

- **Culture-based employment and income creation:** The JPs have created an enabling environment conducive to new employment opportunities and greater incomes in the culture sector by fostering economic activities in the creative industries, cultural tourism, agriculture and forestry sub-sectors.

Creation and expansion of cultural enterprises: Cultural enterprises have been set up and enhanced through business development services targeting the general community (e.g. Start Your Cultural Business (SYCB) course organized for local communities in Mozambique and Namibia) as well as more specific beneficiary groups (e.g. in Ethiopia artisans were trained in product design, quality control, marketing, accounting and business planning, a revolving fund was established to provide micro-credits to entrepreneurs, and 120 unemployed youth were supported in opening small theatre businesses; in Senegal 300 to 400 entrepreneurs received trainings in hotel and cultural enterprises management).

Improved market access for cultural goods and services: Cultural actors have tapped into new markets through the creation of partnerships and linkages in the tourism industry (e.g. in Mozambique 72 cultural service providers were linked to the tourism market through the establishment of 4 pilot tours; in Namibia partnerships and linkages with mainstream tour operators were established at cultural tourism pilot sites). Moreover, workshops in copyright law (120 beneficiaries) and contract negotiation/drafting (91 beneficiaries) have enabled cultural actors in Senegal to formalize working relationships, while cultural fairs for crafts, local cuisine and flowers have gradually been institutionalized in Mozambique to increase market opportunities for local artisans and entrepreneurs.

Enhanced quality and quantity of cultural goods and services: Cultural actors offer quality, market-driven products and services, also as a result of support for design creativity (e.g. 390 artisans in Mozambique received trainings in product development, leading to 87 new lines of craft products) and technical trainings (e.g. 91 cultural actors in Senegal participated in workshops to improve their onstage performance techniques). In addition, infrastructure development has enabled artisans to gain better access to raw materials (e.g. 4 Living Cultural Resource Centres were established in Ethiopia; a 'Wood Bank' was established for ASARUNA craft association in Nampula, Mozambique).

- **Support for national investment in culture-based economic growth:** Long-term investment in culture-based economic growth has been fostered following a two-pronged approach: by promoting the economic potential of the culture sector among decision-makers and the wider public, as well as by assisting national cultural institutions in developing and implementing legal and regulatory frameworks to effectively support culture-based income-generating activities.

Acknowledging the economic potential of the culture sector: Studies were conducted in Ethiopia and Mozambique to assess the economic value of the music (Mozambique) and crafts (Ethiopia and Mozambique) industries, and to identify and develop linkages with other industries, in particular that of tourism. Moreover, various advocacy activities, including radio spots, lectures and seminars, were undertaken in Mozambique to promote the role of creative industries in poverty alleviation.

New and improved legal and regulatory frameworks for the culture sector: The JPs worked with Governments to strengthen the culture sector and equip decision-makers with appropriate tools (human resources, policies, strategies, indicators, etc.) to harness the economic potential of culture, with a special focus on developing the creative industries and cultural tourism sub-sectors. In Mozambique for instance, a National Directorate for the Promotion of Cultural Industries (DNPIC) was created within the Ministry of Culture, along with a Department for Cultural Statistics. The DNPIC has been equipped with a Draft Policy and Strategy for Creative Industries, and 320 stakeholders have been trained in developing and implementing policies for the creative industries. Moreover, the newly-established Department has been equipped with a Cultural Management Information System to collect and analyze cultural data in view of facilitating the formulation and evaluation of cultural policies. Similarly, a web-based Knowledge Management System on Cultural and Natural Heritage was launched in Namibia. In Senegal, support was provided to implement the accelerated 'Tourism-Cultural Industries-Handicrafts' growth strategy to increase synergy between the three industries, while a craft industry development package was prepared in Ethiopia.

ADDRESSING THE HUMAN RIGHTS DIMENSION OF POVERTY

- **Reduced social exclusion of marginalized groups:** The JPs have contributed to integrating marginalized groups by increasing cultural sensitivity and creating new opportunities for intercultural dialogue.

Increased cultural sensitivity: Cultural mapping, inventorying and documentation exercises were carried out in the framework of the four JPs, enabling marginalized groups to value and take charge of their heritage, while also promoting cultural understanding among all layers of society. In Mozambique, cultural mapping conducted in Maratane Refugee Camp and 44 newsletters produced by refugees enabled the fostering of mutual respect among and within ethnic groups living in the camp through increased knowledge about their different cultures.

New opportunities for intercultural dialogue and interaction: Intercultural dialogue was fostered in Ethiopia through the establishment of dialogue forums, the organization of 9 round-tables on pluralism and training courses on intercultural dialogue for national and local stakeholders. In Mozambique, 8 intergenerational cultural events were organized to enable refugees in Maratane Camp to interact with the neighboring community. As a result, some refugees received plots of land to grow crops outside the camp, thereby demonstrating that cultural activities can facilitate refugee resettlement.

- **Promoting greater participation in cultural life:** The JPs have also created opportunities for promoting and strengthening participation in cultural life. In Senegal for example, 4 Community Multimedia Centres were constructed/renovated to improve access to information and communication technologies for marginalized groups, while efforts were also undertaken to consolidate the legal status of the artist in the Saloum Delta.



MDG 2 Achieve universal primary education

ADVOCATING FOR A CULTURAL APPROACH TO EDUCATION

Fostering multilingual education: Languages embody cultural identity, allowing for the creation and transmission of cultural expressions. Multilingual education is therefore an essential factor for social inclusion. Providing instruction in the mother tongue also contributes to increasing the enrolment and retention rate of marginalized groups, in turn providing them with greater work perspectives. In light of these facts, a study was conducted in Mozambique in view of elaborating a National Language Policy recognizing minority languages in the national education system.

Mainstreaming cultural elements in education systems: In addition to multilingual education, cultural contents must be integrated into education systems to endorse cultural diversity and improve the quality and relevance of education, which is why a national assessment of cultural gaps in education was conducted in the framework of the JP implemented in Namibia.



MDG 3 Promote gender equality and empower women

Promoting gender equality: A gender-sensitive and human rights-based approach to development was followed by the JPs to address gender disparities. An integrated model for mainstreaming culture in development planning was notably developed in Mozambique while the JP in Senegal focused on fighting gender-based violence (GBV) in 33 communities through a wide variety of mechanisms involving administrative, political and religious authorities (radio broadcasting, skits, songs, sermons, GBV monitoring and warning committees, etc.). 100 local women and 60 women leaders also participated in workshops on GBV and human rights.

Empowering women: Women have benefited from increased culture-based employment and income opportunities, especially in the creative industries and cultural tourism sectors. In Senegal for instance, over 40 women associations in the fishing and couscous industries received support to enhance their productivity; in Mozambique the establishment of pilot cultural tourism tours and the recognition of traditional knowledge in forestry and agricultural management have created sustainable employment opportunities for women in the formal sector; in Ethiopia, 213 women from 25 associations have increased their incomes, having gained new skills and access to equipment and micro-credits.



MDG 5 Improve maternal health and MDG 6 Combat HIV/AIDs, malaria and other diseases

PROMOTING THE LINKAGES BETWEEN THE HEALTH AND CULTURE SECTORS

The JPs implemented in Mozambique and Namibia have shown that culturally-informed interventions can effectively contribute to fighting maternal mortality, HIV/AIDS and other diseases. Indeed, a socio-cultural approach to sexual and reproductive health (SRH) practices was successfully introduced in Mossuril district, Mozambique, resulting in greater respect for traditional healers and greater recognition of traditional health practices, the development of a collaborative strategy between formal and informal/traditional actors in the health system, reduced teen pregnancies, advocacy for condom use by religious leaders in Islamic communities, and the signing of a memorandum of understanding between the education and health sectors for nurses to assist with technical aspects of SRH lessons at school, to name but a few key results. In addition, the JP supported the establishment of a women's association for the production and packaging of Mussiro powder, a white paste with medicinal properties made from the roots of a native tree species (the N'tunkuti tree) and not commercialized anywhere else in the country. In Namibia, HIV/AIDS prevention plans were produced for all 11 cultural tourism pilot sites, and training material was developed to carry out a HIV/AIDS prevention campaign in the future Geopark.



MDG 7 Ensure environmental sustainability

PROMOTING THE LINKAGES BETWEEN THE ENVIRONMENT AND CULTURE SECTORS

Increased awareness of traditional and indigenous knowledge in environmental conservation: The JPs implemented in Ethiopia and Mozambique have promoted traditional and indigenous knowledge and practices in environmental conservation: in Ethiopia, assessments on shared indigenous values on natural heritage conservation were compiled, while in Mozambique 15 community based organizations were created to ensure continued dialogue and collaboration on the use of traditional knowledge in natural resource management, and traditional knowledge in forestry and agricultural management was incorporated into local development plans in Mossuril district.

Safeguarding intangible cultural heritage by preserving natural resources linked to cultural heritage: Intangible cultural heritage has been safeguarded in Mozambique by promoting traditional methods of planting culturally important tree species and by integrating the reforestation of such species into local development plans. For example, the endangered Mwenje tree was reforested to safeguard the manufacturing of the 'chopi timbala', a wooden xylophone inscribed on the UNESCO Representative List of the Intangible Cultural Heritage of Humanity and played to accompany traditional performances during weddings and community events. The Mussiro tree, whose powder is used by Macua women to make traditional beauty masks, and the Macrusse tree, whose timber is traditionally used in rehabilitating historic buildings in Mozambique Island, were also reforested in community forests.

Support for eco-friendly cultural tourism: Environmental considerations were taken into account by the JPs to encourage sustainable cultural tourism development. In Namibia for instance, Environmental Impact Assessments and Environmental Management Plans were completed for all pilot sites. In Senegal, a management strategy was developed for the Saloum Delta Biosphere Reserve, and environmental studies were produced on the Saloum Delta and Bassari Country.



MDG 8 Develop a global partnership for development

New networks and partnerships for culture-based development interventions: Broad-based support for culture-based development has been fostered through the creation of networks and partnerships among government and non-government actors: for instance, partnerships were created in Ethiopia among government and non-government institutions to protect and promote heritage, develop the creative industries sector and foster social cohesion through cultural and religious dialogue; 5 public-private partnerships were established in Mozambique to develop cultural tourism and provide culturally-sensitive sexual and reproductive health (SRH) services; a National Steering Committee on Intangible Cultural Heritage (ICH) was created in Namibia to foster partnerships for work on ICH; newly-established Community Multimedia Centres (CMCs) in Senegal were linked to the African network of CMCs to share experiences and lessons learned, etc.

Strengthened community involvement in development interventions: The JPs have mobilized communities to take ownership of their own development through bottom-up interventions involving different layers of society, resulting in unprecedented collaboration among formal and non-formal actors. In Mozambique for example, religious organizations, traditional healers, community leaders, and government authorities in the health and education sectors have been mobilized to work together to fight the HIV/AIDS pandemic in Mossuril district.

Greater awareness about the multi-faceted relationship between culture and development: The JPs have sensitized Government and non-government stakeholders to the linkages between the culture sector and other areas of development, such as health, education and the environment, thereby promoting the adoption and implementation of culture-based development policies, strategies, plans and programmes. In Senegal for example, brochures, posters, press conferences, audiovisual documentaries and radio shows were used to promote the activities of the JP in its targeted geographical areas of intervention.

Knowledge Assets

Approximately **157** products were generated by the four JPs in Africa for a varied target audience – mainly cultural institutions, national and local authorities, traditional and religious leaders and professionals in the culture sector (cultural entrepreneurs, artists, artisans, musicians, cultural tour operators, etc.). These products reflect the strong consideration given to broadening knowledge on cultural issues, to supporting the growth of specific cultural sub-sectors, to building human resources in the culture sector, and to providing decision-makers with tools for the effective formulation and implementation of culture-related policies and plans.

The majority of products generated by the four JPs can be classified under the four following categories:

Methodologies and tools for action and capacity building 49%

Four types of products fall under this category. They reveal the necessity to equip actors in the culture sector with tools to better grasp, design and implement culture and development projects.

- **Project plans and strategies**, mostly designed to develop cultural tourism (e.g. management and archaeological plans for the development of pilot cultural tourism sites in Namibia) and safeguard the environment (e.g. Management strategy for the Saloum Delta Biosphere Reserve; Community management plan for forest resources in Zavala district, Mozambique).

- **Capacity building tools** for artisans, artists, tour operators and cultural entrepreneurs (e.g. training material for artisans in Mozambique to improve their exhibition skills; training manual for geo-tour guiding in Namibia; manual on cultural enterprise business development service modalities in Ethiopia).
- **Guides** aimed at fostering community involvement in culture-based interventions (e.g. Mobilizing Community Entrepreneurial Spirit: Implementing Cultural Tourism in Your Community – A Step by Step Guide Book, Mozambique) and at improving local development plans (e.g. Guide for the Integration of Culture, Gender and Human Rights in District Planning in Mozambique).
- **Tools to assist cultural actors in establishing contracts** (e.g. contract templates for actors in the creative industries produced in Mozambique and Senegal; Introductory manual on copyright law, contracts and professional rules for cultural actors in Senegal).

Studies, diagnostics, research and reports **41%**

Four groups of products fall under this category. They make up the baseline of the JPs and also provide valuable data and information for future culture-oriented projects as well as for other interventions in the JPs' targeted geographical areas of intervention.

- **Studies, analyses, needs assessments and traditional knowledge on thematic areas addressed by the JPs** such as the creative industries, cultural tourism, the environment and health practices (e.g. study carried out in Ethiopia to identify key actors in the craft industry and establish linkages with other industries; baseline study on cultural tourism development in Namibia; Archaeological study on the shell mounds in the Saloum Delta, Senegal; Cultural and community practices in the promotion of Sexual and Reproductive Health in Nampula, Sofala and Inhambane, Mozambique).
- **Cultural, geographic and market-specific information**: cultural mappings, inventories and documentation (e.g. cultural mapping in Maratane Refugee Camp, Mozambique); territorial plans and diagnostics (e.g. territorial mapping of the Saloum Delta; territorial diagnoses for the establishment of pilot cultural tourism sites in Namibia); market assessments (e.g. Market analysis of the craft industry in Ethiopia), value chain analyses (e.g. Analysis of the value chain in the craft sector in Maputo, Inhambane and Nampula), etc.
- **Evaluations** to assess programme activities (e.g. Evaluation of the 'Improve Your Exhibition Skills' training activities undertaken in Maputo, Nampula and Inhambane), institutional capacity (e.g. Assessment of the institutional capacity of regional and municipal authorities and of JP stakeholder capacity in destination management, Ethiopia), environmental impacts (Evaluation of the environmental impact of the construction of a community village in Bandafassi, Senegal), education systems (e.g. Assessment of cultural gaps in the education system in Namibia), etc.
- **Surveys** on topics such as business development (e.g. Participatory survey of the opportunities to promote businesses based on the sustainable use of forest resources in Mozambique), traditional knowledge (e.g. Survey of the local/traditional knowledge systems in agriculture in the district of Zavala, Mozambique) and cultural/religious values (e.g. Baseline survey on common cultural and religious values in Ethiopia).

Communication and advocacy instruments **6%**

Various outreach materials were designed to consolidate project ownership and promote the relationship between culture and development: websites (e.g. on the crafts industry in Ethiopia, on the creative industries in Mozambique), radio spots (Mozambique), audiovisual material (e.g. on cultural assets in Mozambique, on the Saloum Delta in Senegal), brochures (e.g. on legislation in Mozambique), newsletters (e.g. on the JP in Senegal), etc.

Cultural policies, laws and strategies **3%**

This group of products highlights the contributions made by the JPs towards improving the regulatory and legislative framework for the culture sector in view of facilitating continued Government investment in culture: for instance, marketing strategies were developed for the painting and music sectors in Ethiopia; revisions were made to the legal framework in the music and craft sectors in Mozambique; Namibia's 2004 National Heritage Act was harmonized with international Cultural Conventions, in particular the 2003 UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage; Senegalese copyright legislation was inventoried, etc.

Capacity Building

CAPACITY BUILDING

The innovative and large-scale format of the Culture and Development JPs brought together actors at the local, regional, national and international level, with high priority given to individual and institutional capacity building, both to increase JP ownership and sustainability and to foster the broader inclusion of culture in national development processes.

Among the capacity building interventions carried out: in Ethiopia 87 heritage experts were trained in site management methodology and cultural tourism planning; in Mozambique 320 stakeholders were trained in developing and implementing policies for creative industries, 50 beneficiaries were trained in cultural information, knowledge and statistics management, and 98 beneficiaries were trained in product design and development; in Namibia 110 beneficiaries were trained in cultural policies development and implementation, 22 beneficiaries were trained in cultural institutions management, 10 beneficiaries were trained in artistic/technical skills, 19 professionals were trained in documenting intangible cultural heritage (ICH), and 60 stakeholders were trained in inventorying ICH; in Senegal 50 local elected representatives were trained in natural resources management, 60 women leaders were trained in human rights and approximately 100 Community Multimedia Centre (CMC) staff were trained in gender equality and human rights.

Particular attention was paid to conducting studies, undertaking assessments, collecting cultural data and producing statistics for the formulation and implementation of effective culture-related policies, strategies and programmes. The JP in Mozambique is a noteworthy example of the success achieved in that regard: a National Directorate for the Promotion of Cultural Industries (DNPIC) was created within the Ministry of Culture and equipped with a Draft Policy and Strategy to support the growth of creative industries. A Department for Cultural Statistics was also created within the Ministry of Culture to house a Cultural Management Information System for the production of cultural data and statistics.

Ownership

National Ownership

With a view to enhancing national ownership and yielding sustainable results, the JPs tailored their activities to the cultural context and particularities of their targeted geographical areas of intervention while also following inclusive design and implementation processes.

CONTEXT-SENSITIVE INTERVENTIONS

Local knowledge was taken into account by the JPs, with religious/community leaders, formal authorities and consultant firms participating in research works. Moreover, the local situation and needs of the target groups were studied prior to activity implementation through various mechanisms including literature reviews, focus group discussions, individual interviews, questionnaires/surveys, direct observation, territorial and institutional mappings, market analyses, socio-economic studies, etc. In Ethiopia for instance, religious/community leaders and members contributed to research documents through interviews and focus group discussions, and university scholars were involved in preparing ethnic maps. In Mozambique, an ethnographic study on cultural and community practices in the promotion of sexual and reproductive health (SRH) was notably carried out by a consultant firm using different techniques: literature review, direct observation, interviews and focus group discussions with teachers, headmasters, students, doctors, nurses, community health workers, activists, traditional leaders, traditional healers, traditional birth attendants, etc. In Namibia, socio-cultural research was notably carried out at the cultural tourism pilot sites and their viability was assessed on the basis of local economic development studies, territorial diagnoses and institutional mappings. In Senegal, interventions in the Bassari Country were based on field studies and consultations with eminent ethnologists.

PARTICIPATORY DESIGN AND IMPLEMENTATION OF ACTIVITIES

Highly inclusive processes were adopted by the JPs to involve a large number of stakeholders in designing and implementing activities. The following groups of stakeholders were involved in all four JPs:

Local community members: a bottom-up approach was promoted by encouraging community involvement in JP interventions. In particular, cultural mapping and inventorying exercises were carried out by the four JPs to involve different layers of society in identifying and documenting cultural assets. Moreover, traditional and religious leaders were involved in the JPs, for instance by leading the culturally-sensitive approach to sexual and reproductive health (SRH) practices in Mossuril district (Mozambique) as well

as the mapping/inventorying of intangible heritage and establishment of cultural tourism pilot sites in Namibia, and by being the first point of consultation for the implementation of activities in Senegal. Finally, community-based activity programmes and environmental conservation plans were also established, and a Local Economic Development (LED) strategy was developed in Namibia to incite local community members to participate in local decision-making.

Local and regional authorities: numerous local and regional authorities were involved in the main phases of the JPs by carrying out capacity building activities and by coordinating and monitoring activities. Their involvement was important in view of building local networks and creating synergies with existing initiatives. In Ethiopia for instance, the JP's annual work plan was incorporated into the annual work plan of the regional bureaus of the Ministry of Culture and Tourism and Ministry of Finance and Economic Development. In Mozambique, local authorities from both the formal and traditional systems were involved in capacity building workshops, awareness-raising seminars and planning meetings, especially within the framework of the pilot sociocultural approach to Sexual and Reproductive Health in Mossuril district. In Namibia, the 9 local authorities, 9 regional councils and 11 traditional authorities in whose jurisdiction pilot sites are located participated in consultation meetings and led Local Management Committees at the respective pilot sites. In Senegal, governors, prefects, sub-prefects, decentralized services and regional/rural councils in the Saloum Delta and Bassari Country all worked in close contact with the JP, notably to establish consultative sectoral frameworks.

Public cultural institutions: relevant Ministries participated in designing annual work plans and in implementing and monitoring activities via consultations and regular Project Management Committee (PMC) meetings. In Mozambique for example, the Provincial Directorates for Education and Culture (PDEC) in Maputo City, Nampula and Inhambane, coordinated PMC meetings and monthly inter-ministerial meetings. National institutions were also involved, for instance in Ethiopia where the Authority for Research and Conservation of Cultural heritage (ARCCH) prepared laws, regulations and World Heritage Property management plans.

Private sector actors: businesses, consultancy firms, informal micro-enterprises and tour operators were heavily involved in the implementation phase of the four JPs to ensure the development of culture-based economic sectors. In Mozambique for example, over 100 informal micro-enterprises provided input for pilot initiatives. The involvement of the private sector may be crucial to the effectiveness and sustainability of JP activities.

Success

Success factors

Eight success stories were identified by the four JPs in Africa. A detailed description of each story can be found in the booklet at the end of this publication.

Common factors allowed the JPs to identify their success stories:

- **Significant impact on development:** visible impact of the JPs on the MDGs. In particular, all success stories contributed to MDG 1, mainly by creating secure employment and income opportunities in the fields of cultural tourism, cultural industries and agriculture, and by fostering social dialogue and cohesion through cultural heritage mapping and inventorying. MDG 3 was the next most impacted MDG, revealing the special attention paid to empowering women (e.g. new job opportunities and business development services for women) and promoting gender equality (e.g. integrated model for gender mainstreaming in local develop plans in Mozambique).
- **Multisectoral approach followed:** widespread collaboration among different stakeholders – in particular UN agencies, Governments and local communities – and increased intergovernmental cooperation in some instances. The selection of this criterion in each success story shows that joint programming is an effective mechanism for enhancing cooperation and creating various channels of communication between UN agencies and national partners.
- **Increased awareness and visibility:** The JPs have promoted the importance of culture for development through innovative pilot interventions, while also raising public awareness about the MDGs.

BENEFICIARIES

Beneficiaries

The four JPs implemented in Africa have directly benefited approximately 755,889 individuals in the region and indirectly affected over 1,895,715 individuals.

Communities living in the JPs' targeted geographical areas of intervention were the primary beneficiaries of the interventions carried out. Cultural community-led processes such as cultural mapping, inventorying and documentation exercises have raised community awareness about the richness of cultural heritage and empowered individuals to build on cultural assets for income-generating activities, as a result improving local living conditions. Moreover, by promoting traditional and indigenous knowledge and strengthening intercultural dialogue, the JPs in Ethiopia and Mozambique have also contributed to reducing the social exclusion of **marginalized groups**: shared indigenous values on natural heritage conservation were compiled in Ethiopia; traditional knowledge and practices in the areas of health, education, forestry and agriculture management were recognized and integrated into local development plans in Mozambique to address the HIV/AIDS pandemic and safeguard intangible cultural heritage; religious tolerance and dialogue forums were organized in Ethiopia and 8 intergenerational cultural exchanges took place between the 6,242 refugees living in Maratane Refugee Camp and the neighboring Mozambican community. The JPs have had a notable impact on **women**, providing them with increased employment and income opportunities in the cultural industries and cultural tourism sectors (e.g. over 40 Senegalese women associations have been supported in the fishing, couscous and fonio industries), while also promoting gender equality (e.g. an integrated approach to mainstream gender in local development planning was developed in Mozambique) and fighting gender-based violence (Senegal).

Moreover, the four JPs have worked to further enhance the capacity of **Governments and cultural institutions**. Infrastructure development (such as the creation of a National Directorate for the Promotion of Cultural Industries and of a Department for Cultural Statistics in Mozambique), technical capacity building (for example training courses on developing and implementing cultural policies for 320 stakeholders in Mozambique and 110 beneficiaries in Namibia), new public-private partnerships (e.g. 5 partnerships formed in Mozambique to develop cultural tourism and fight HIV/AIDS; 14 partnerships created in Namibia, especially for the development of cultural tourism pilot sites) and improved regulatory/legal frameworks (e.g. 4 World Heritage Property protection laws developed in Ethiopia; support for the implementation of an accelerated 'Tourism-Cultural Industries-Handicraft' growth strategy (TICA) in Senegal) are telling illustrations of the strong institutional impact of the JPs.

The **private sector** has also greatly benefited from the JPs as a result of strong support for cultural ventures and the development of the cultural industries and cultural tourism sectors: over 2,507 cultural entrepreneurs, artisans, artists, tour operators and independent professionals have benefited from the JPs, with capacity building activities and business development services notably provided them with improved culture-related job and income prospects.

OPERATIONAL CHALLENGES

Valuable lessons were drawn from the operational challenges faced by the JPs. Below are two examples of lessons learned:

- **Focused activities and geographic location:** It is important to ensure that a project implements a focused set of activities, especially when the implementation takes place in various geographic locations across the territory. This is important both in order to facilitate implementation and with regard to monitoring activities. The distance and time needed to travel between pilot sites should also be taken into consideration during project design.
- **Establishing adequate timeframes:** Realistic timeframes must be established for all JP phases. In particular, an inception and planning phase should be included within the design phase to provide sufficient time for defining roles and responsibilities, finalizing work plans and strategies, undertaking baseline studies and assessments, initiating capacity building for Government focal points, establishing Monitoring and Evaluation (M&E) tools and training partner institutions in financial management. Finally, it could be useful to incorporate a post-implementation phase to provide adequate time to monitor and evaluate outputs and to finalize communication and advocacy materials.

HARNESSING DIVERSITY FOR SUSTAINABLE DEVELOPMENT AND SOCIAL CHANGE

DURATION	July 2009 - December 2012
TOTAL BUDGET	USD 5 million
UNITED NATIONS PARTNER AGENCIES	UNESCO and UNDP
NATIONAL PARTNERS	Federal Level: The Ministry of Culture and Tourism and the Ministry of Finance and Economic Development Regional Level: The Bureau of Culture and Tourism and the Bureau of Finance and Economic Development in the six targeted regions
TARGETED GEOGRAPHICAL AREAS	6 regions: Addis Ababa; Amhara; Harare; Oromia; South Nations, Nationalities, and People (SNNP) and Tigray
OVERALL OBJECTIVE	Capitalize on the rich cultural and natural assets of Ethiopia for economic development, social cohesion, and environment conservation
BENEFICIARIES	Direct: 12,500 individuals, 43% of whom are women Indirect: 88,600 individuals

“Safeguarding and harnessing the remarkably rich cultural and natural assets of Ethiopia would enable Ethiopia to capitalize on its rich heritage for the socio economic wellbeing of the Ethiopian people.”

Project Document



Women engaged in weaving and embroidery © Harnessing Diversity for Sustainable Development and Social Change (HSDSC) Project Coordination Office

Ethiopia

Ethiopia is culturally and naturally an extremely diverse country. This rich cultural and natural landscape is further enhanced by the representation of numerous religions. Indeed, there are nine cultural and natural heritage properties inscribed on the UNESCO World Heritage List.

Conscious of the need to effectively protect, develop and promote this cultural wealth as an asset for development, numerous priorities were identified by the Government, namely the need to strengthen the legal and regulatory frameworks for the culture sector, to address the marginalization of artisans and enhance the quality of their products on the market, to better harness the development potential of cultural tourism, and to improve capacities to sustainably safeguard natural heritage.

In light of this, the JP was developed to assist the Government in building capacities in the culture sector at the institutional, community and individual levels, with a view to fostering cultural industries and cultural tourism. The JP also aims to enhance the protection and management of natural resources and World Heritage Properties through interventions focusing on safeguarding

POPULATION
83 million (2010)

CAPITAL
Addis Ababa

GDP PER HEAD
392 USD PPP

- PROPERTIES ON THE UNESCO WORLD HERITAGE LIST
- Simien National Park
 - Rock-Hewn Churches, Lalibela
 - Fasil Ghebbi, Gondar Region
 - Aksum
 - Lower Valley of the Awash
 - Lower Valley of the Omo
 - Tiya
 - Harar Jugol, the Fortified Historic Town
 - Konso Cultural Landscape

WEB SITE FOR MORE INFORMATION
<http://www.unesco.org/new/mdgf>



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HIGHLIGHTS OF CONTRIBUTIONS TO THE MDGs

MDG 1:

- Improved market, income and employment opportunities for artisans as a result of technical trainings, entrepreneur skill development and access to material and equipment in the 4 newly-established Living Cultural Resource Centres (LCRCs)
- Conducive environment created for employment generation in the cultural tourism sector through new marketing strategies for tourism activities and improved market linkages for 60 cultural tourism service providers
- Sustainable and inclusive development fostered by enhancing social cohesion through greater awareness of and respect for cultural and religious diversity

MDG 2:

- Multilingualism in education supported by conducting a study to prepare a National Language Policy recognizing local languages in the education system

MDG 3:

- Increased economic opportunities for women and youth in the cultural industries and cultural tourism sectors through technical capacity building, support in designing small-scale income-generating activities and financial assistance for women associations – 213 women from 25 associations gained new skills and were provided with equipment and a revolving fund, enabling them to increase their income by raising the quantity and quality of their products

MDG 7:

- Protection of natural heritage as a result of linkages between traditional and modern practices, new nature-based development strategies, and support for community-based conservation initiatives enhanced
- Traditional knowledge and practices in environmental conservation promoted by compiling and disseminating shared indigenous values on natural heritage conservation and by conducting 3 awareness-raising workshops on such values for 352 beneficiaries

MDG 8:

- Partnerships created among governmental and non-governmental institutions to protect and promote heritage, develop the creative industries sector and foster social cohesion through cultural and religious dialogue. In particular, strong partnerships were created with municipalities where LCRCs are found, with micro-credit banks to establish a revolving fund, and with 15 faith-based organizations, 2 private sector actors, 4 academic institutions, the Heritage Conservation Institution and the media.

and promoting traditional knowledge and practices in cultural and natural heritage. Finally, priority is also given to fostering social cohesion by strengthening intercultural and interreligious dialogue through awareness-raising and capacity building activities.

In this context, the JP has carried out activities to:

- Strengthen intercultural and interreligious dialogue
- Develop the creative industries and cultural tourism sectors
- Enhance the protection and promotion of tangible and intangible cultural heritage
- Safeguard and promote indigenous knowledge, practices and values in cultural and natural heritage

MAJOR ACHIEVEMENTS AND ACTIONS**1 Strengthening of intercultural and inter-religious dialogue**

Social cohesion fostered through community awareness and new opportunities created for inter-cultural and interreligious dialogue:

- 14 religious tolerance forums established in Addis Ababa, Tigrai, Oromia and Harare, and dialogue forums organized in 4 regions – 360 community and religious leaders participated
- Intercultural toolkit developed in English, Amharic and Oromifa along with an English manual on interreligious dialogue
- 7 trainings on intercultural dialogue organized for national and local stakeholders – namely religious leaders and teachers – and 9 round-tables conducted on pluralism
- Regional survey on prevailing cultural values carried out in targeted regions

2 Development of the creative industries and cultural tourism sectors for income generation and poverty alleviation

- **Strategic tools** developed and resources provided to foster cultural industries and cultural tourism:
 - Centralized database and interactive website on the craft industry operationalized (<http://www.ethiocraft.gov.et/>)
 - Craft industry development package and marketing strategies for the music and paint sub-sectors prepared
 - Studies and assessments conducted to identify and develop linkages between actors in the craft industry, to identify potential customers

for cultural products and to develop cultural tourism in each targeted region. Capacity developed and awareness raised as a result on how to prepare responsible cultural tourism

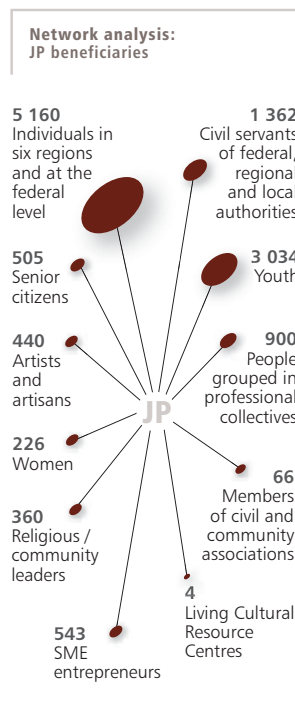
- 4 Living Cultural Resource Centres (LCRCs) established in 4 regions to strengthen the production, quality control and marketing capacities of the craft sector (e.g. pottery, weaving, leather) through the provision of trainings, workshops, equipment and the establishment of a revolving fund through Micro Finance Institutions

• Capacity building and new market opportunities created:

- Market linkages created for 568 artisans (mainly those involved in pottery, weaving and leather production), 60 tourism service providers, 59 culture professionals and 15 artists, who benefited from trainings in product design, quality control, marketing, accounting and business planning – 235 beneficiaries (22 men and 213 women) from 25 associations gained new skills and access to equipment and a revolving fund
- 120 unemployed youth trained in cultural entrepreneurship to open small theatre businesses

3 Enhanced protection and promotion of tangible and intangible cultural heritage

- **Enhanced legal and regulatory frameworks** to protect cultural heritage and promote cultural diversity:
 - By-law for the implementation of 'Proclamation 209/2000 to provide for research and conservation of cultural heritage' prepared and submitted to the Council of Ministers for endorsement



The size of each node is proportional to the number of related actors involved in the JP

- 4 site protection laws for the World Heritage Properties of Aksum, the Rock-Hewn Churches (Lalibela), Tiya and Fasil Ghebbi (Gondar Region) prepared and submitted to the Council of Ministers for endorsement
- Study conducted to prepare a National Language Policy in view of safeguarding endangered minority languages

• Enhanced capacities to manage cultural heritage:

- National manual for the inventory and standard setting of natural and cultural heritage finalized
- 82 heritage experts trained in site management methodology and cultural tourism planning in Aksum

4 Safeguarding and promotion of indigenous knowledge, practices and values on natural heritage

Assessments on shared indigenous values on natural heritage conservation compiled and 3 related awareness-raising workshops for 352 beneficiaries (239 men and 113 women, including religious leaders) conducted

NATIONAL OWNERSHIP

National ownership of the JP was fostered by involving numerous stakeholders in its inception and implementation phases.

In view of securing Government ownership at both the federal and regional level, the Ministry of Culture and Tourism, the Ministry of Finance and Economic Development and their respective Bureaus in the six targeted regions all participated in preparing the JP's annual work plan, which was subsequently incorporated into the Bureaus' annual work plan. Those authorities also participated in implementing and monitoring activities. Other Government institutions were involved in the implementation phase: in particular, the regional Bureaus of Women, Youth and Children Affairs provided capacity building trainings, especially on gender issues; the Ministry of Education

participated in preparing curriculum and occupational standards for the tourism industry; and the Authority for Research and Conservation of Cultural heritage (ARCCH) took part in preparing laws, regulations and site management plans for the country's World Heritage Properties.

National ownership was further strengthened by involving religious and community members/leaders, craft associations and university personnel in validating the studies, assessments, surveys and toolkits produced within the framework of the JP. Moreover, craft associations, Small and Medium Sized Enterprises (SMEs) and 7 consulting firms participated in providing trainings, conducting research, equipping the Living Cultural Resource Centres and in creating market linkages for the targeted communities.

SUSTAINABILITY

It is hoped that the creation of 4 Living Cultural Resource Centres (LCRCs) will durably empower local communities by providing artisans with continued access to materials and equipment and the opportunity to take part in craft trainings and workshops. It is noteworthy to point out that 568 artisans have already benefited from improved market access as a result of the JP. Moreover, the creation of a centralized database on the craft industry will facilitate the development and evaluation of related policies and activities, and raise awareness about the industry's importance. Finally, the religious tolerance and dialogue forums created within the framework of the JP will serve as sustainable platforms to enhance social dialogue and cohesion.

BENEFICIARIES

The JP has directly benefited over **12,500** people, **43%** of whom are women, while also indirectly benefiting **88,600** people.

5,160 indigenous people, **3,034** youth, **226** women and **505** elderly persons living in the targeted zones of intervention have benefited from the JP.

Moreover, by developing the cultural industries and cultural tourism sectors, the JP has benefited the private sector, in particular **543** Small and Medium Sized Enterprises (SMEs), **59** independent professionals, **40** artists, and **400** artisans. Organized civil society has also benefited from the activities carried out, with **300** religious leaders, **60** community leaders and **60** members of civil and community associations participating in religious tolerance and dialogue forums.

Finally, **1,362** civil servants have benefited from the JP. The Ministry of Culture and Tourism has in particular benefited from numerous activities, such as the creation of a craft industry development package, the preparation of a by-law for the implementation of Proclamation 209/200 and the finalization of 4 site protection laws for the World Heritage Properties of Aksum, the Rock-Hewn Churches, Lalibela, Tiya and Fasil Ghebbi, Gondar Region.

SUCCESS STORY

The JP team has identified the following success story, details of which can be found at the end of the publication:

► **Culture and social dialogue:** Intercultural-religious dialogue strengthens diverse communities in Ethiopia

STRENGTHENING CULTURAL AND CREATIVE INDUSTRIES AND INCLUSIVE POLICIES POLICIES IN MOZAMBIQUE

DURATION	August 2008 - June 2013
TOTAL BUDGET	USD 5 million
UNITED NATIONS PARTNER AGENCIES	UNESCO, FAO, ILO, UNFPA, UNHCR, ITC (International Trade Centre)
NATIONAL PARTNERS	9 Ministries: Ministry of Education and Culture, Ministry of Tourism, Ministry of Industry and Trade, Ministry of Agriculture, Ministry of Labour, Ministry of Health, Ministry of Youth and Sports, Ministry of Foreign Affairs and Cooperation, Ministry of Science and Technology
TARGETED GEOGRAPHICAL AREAS	3 provinces: Maputo, Inhambane, Nampula
OVERALL OBJECTIVE	Foster socio-economic development by promoting and strengthening the contribution of creative industries and by mainstreaming culture in development plans and policies
BENEFICIARIES	Direct: 21 651 individuals, 34% of whom are women Indirect: 100 890 individuals, 52% of whom are women

“I never thought I would go to my past to create my future.”
Cultural service provider and Joint Programme participant from Mucucuni Island



Traditional dance promoted in cultural tourism itineraries on Mozambique Island
© Lorraine Johnson, MDG-F, JP Mozambique

Mozambique

Since 2003 the Government of Mozambique has made notable progress in integrating culture in the development agenda by adopting key documents which recognize culture's importance for national development, such as Agenda 2025, five-year plans for 2005-2009 and an Action Plan for the Reduction of Absolute Poverty for 2006-2009 (PARPA II). However, translating that recognition into specific development plans and policies has proved more challenging.

In light of those challenges and to build on the Government's promising efforts, the JP was developed to foster the broader inclusion of culture in development through pilot initiatives aiming to demonstrate that culture in all its forms 'can make a difference'.

In particular, the JP seeks to promote the importance of creative industries for socio-economic development by advocating for a 'creative economy' in which such industries are valued and supported, with a special focus on the crafts and music sub-sectors. The JP also aims to build on the spectacular growth of the tourism sector to foster community-based cultural tourism. To that end, priority is given to raising community awareness about how cultural assets can stimulate local development and strengthen cultural identity, and to creating synergies and partnerships with the private sector. Finally, the JP also aims to mainstream socio-cultural elements in development policies and strategies to ensure that traditional knowledge is not overlooked and that interventions respond to local needs.

POPULATION
23,4 million (2010)

CAPITAL
Maputo

GDP PER HEAD
USD 440 (2010)

PROPERTY ON THE UNESCO
WORLD HERITAGE LIST
Island of Mozambique

- ELEMENTS ON THE UNESCO REPRESENTATIVE LIST OF THE INTANGIBLE CULTURAL HERITAGE OF HUMANITY
- The Chopi Timbala
 - The Gule Wamkulu

WEB SITE FOR MORE INFORMATION
<http://www.unesco.org/new/mdgf>

 1 ERADICATE EXTREME POVERTY AND HUNGER	 2 ACHIEVE UNIVERSAL PRIMARY EDUCATION	 3 PROMOTE GENDER EQUALITY AND EMPOWER WOMEN	 5 IMPROVE MATERNAL HEALTH	 6 COMBAT HIV/AIDS, MALARIA AND OTHER DISEASES	 7 ENSURE ENVIRONMENTAL SUSTAINABILITY	 8 A GLOBAL PARTNERSHIP FOR DEVELOPMENT
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HIGHLIGHTS OF CONTRIBUTIONS TO THE MDGs

MDG 1:

- Increased employment and income opportunities in the creative industries through extensive efforts to stimulate innovation and trade, in particular through capacity building of artisans and cultural associations, and the creation of a National Directorate for the Promotion of Cultural Industries (DNPIC)
- Diversified employment opportunities created for 72 cultural service providers through the establishment of 4 cultural tourism tours in Mozambique Island and Inhambane City, with priority access to district funds granted to local cultural service providers
- 6 new community-based businesses established, support provided for community seedling nurseries to grow native tree species, and traditional knowledge integrated into development planning, thereby fostering traditional livelihoods in forestry and agricultural management
- Enhanced social cohesion through reduced ethnic and cultural friction within Maratane Refugee Camp and greater acceptance of refugees by the local community following 8 intergenerational cultural exchanges between refugees and local community members

MDG 2:

- Synergies created between the traditional and formal education systems in Mossuril district to introduce a socio-cultural approach to Sexual and Reproductive Health (SRH) practices
- New curricula and functional literacy training materials on SRH practices produced for schools

MDG 3:

- Employment opportunities created for 43 women in the formal and informal sectors through the creation of cultural tourism tours in Mozambique Island and Inhambane City and the establishment of women-run cultural ventures (e.g. dance groups, gastronomical ventures) and local women associations in Mozambique Island, Inhambane City and Mucucuni Island
- Women empowered to develop and sell quality market-driven crafts and to develop and manage culture-based businesses
- Gender equality promoted through the development of an integrated approach to mainstream gender in local development planning
- Increased role of women in disseminating information related to SRH and in finding solutions to the HIV/AIDS pandemic

In this context, the JP has carried out activities to:

- Promote and support the contribution of creative industries to development
- Ensure broader understanding of the importance of culture for development

MAJOR ACHIEVEMENTS AND ACTIONS

1 Creative industries' contribution to development promoted and supported

• Improved frameworks and enhanced institutional capacity

- to support the growth of creative industries:
 - National Directorate for the Promotion of Cultural Industries (DNPIC) created within the Ministry of Culture, along with a Department for Cultural Statistics
 - First Draft Policy and Strategy for Creative Industries developed
 - Regulation of Performance and Public Entertainment produced
 - Draft Revision and Draft Regulation of the Copyright Law and its Related Rights produced
 - Promotion and dissemination of Law 10/81 concerning the free circulation of handicrafts within and outside Mozambique
 - 320 stakeholders trained in developing and implementing policies for the creative industries

• Capacity building, enhanced revenues and new market opportunities for artisans:

- Artistic training for 390 artisans, resulting in 87 new craft collections comprising 382 products in total
- Over 500 artisans linked to local and national markets
- Gradual institutionalization of cultural fairs displaying crafts, local cuisine and flowers

2 Broader understanding of the importance of culture for development

• New sources of information showcasing the links between culture and development:

- Cultural Management Information System created by the Ministry of Culture to share cultural data and statistics
- Inventory of intangible cultural heritage (ICH) in Mozambique Island, as well as inventorying and mapping of cultural assets in Inhambane, Nampula and Maputo City

- 'Culture and Development' promotional products (e.g. brochures on the JP, documentary film 'Towards the Millennium', radio spots promoting creative industries)

• Socio-cultural elements mainstreamed in development planning to ensure the incorporation of cultural and local specificities:

- Integrated model for mainstreaming culture, gender and human rights in local development plans established and piloted in 3 districts (Maputo, Inhambane, Nampula)
- Socio-cultural approach to sexual and reproductive health (SRH) practices adopted to tackle maternal mortality and HIV/AIDS
- Traditional knowledge in agriculture and forestry management promoted (e.g. traditional methods to replant culturally-significant endangered tree species)

• Community-based cultural tourism developed to create jobs and reassert cultural identity:

- 4 pilot cultural tourism tours set up – 2 each in Mozambique Island and Inhambane City – benefiting 72 community-based cultural tour providers
- Decision made by the Ministries of Culture and Tourism to grant local cultural service providers priority access to district funds (USD 260 million per district)

• Cultural activities organized to foster social cohesion:

- Cultural mapping conducted in Maratane Refugee Camp and 44 newsletters produced by refugees, thereby fostering mutual respect among and within ethnic groups living in the camp through increased knowledge about their different cultures
- 8 intergenerational cultural exchanges between 6 242 refugees and community residents to facilitate local integration of refugees
- 4 traditional knowledge fairs organized, including a local fair on traditional agricultural knowledge in Zavala

HIGHLIGHTS OF CONTRIBUTIONS TO THE MDGs

MDG 5

and

MDG 6:

- Improved maternal health and more effective tools adopted to fight HIV/AIDS following the introduction of a socio-cultural approach to SRH practices in Mossuril district, through increased respect for traditional healers and the formulation of collaborative strategies between the formal and informal health systems
- Support for the production of traditional medicine, such as Mussiro powder

MDG 7:

- 15 community-based organizations created to ensure continued dialogue and collaboration on the use of traditional knowledge in natural resource management, and traditional knowledge in forestry and agricultural management incorporated into local development plans
- Intangible cultural heritage safeguarded by preserving culturally-important native tree species, notably through their reforestation in community forests and community training in traditional seed planting methodologies

MDG 8:

- Increased community involvement in fighting HIV/AIDS in Mossuril district through the active mobilization of religious organizations, traditional healers and community leaders, resulting in enhanced dialogue and new partnerships between the traditional and formal education and health systems
- Increased dialogue on the role of culture within the Government and greater awareness amongst Government authorities, academia, private sector actors and creative entrepreneurs regarding the potential of creative industries and cultural tourism for sustainable development
- 5 public-private partnerships created to foster cultural tourism and develop culturally-sensitive SRH practices

NATIONAL OWNERSHIP

JP activities were carried out in a highly participatory manner to maximize national ownership.

In particular, **21 public cultural institutions – including 10 Ministries, 10 national institutes and the University Eduardo Mondlane** – participated in the JP in various ways, depending on their technical capacity and area of specialty: by conducting capacity building and awareness-raising workshops, by conducting or reviewing studies and assessments to inform activities, and by implementing, monitoring and evaluating activities.

Several factors showcase the degree of ownership assumed by the Ministries of Culture and Tourism in particular: the unforeseen creation of a National Directorate for the Promotion of Cultural and Creative Industries (DNPIC) within the Ministry of Culture to further support the growth of creative industries, along with a Department for Cultural Statistics to update and manage a new Cultural Management Information System, and the decision of the two Ministries to grant cultural tourism service providers priority access to district funds.

Strong Government involvement was also secured at the local level, with the **Provincial Directorates for Education and Culture (PDEC) in Maputo City, Nampula and Inhambane** in charge of coordinating and monitoring activities, while **municipal councils and district administrations** were involved in leading task groups and committees for activity implementation. As an illustration of Government ownership achieved at the local level, district authorities initiated a simplified licensing procedure for micro-enterprises to allow small community-based cultural tourism service providers to legally take part in the pilot cultural tourism tours. Moreover, community activity plans were collectively developed with local authorities to address local problems such as deforestation and ineffective sexual and reproductive health practices.

Traditional and community leaders were also involved in the JP by leading a culturally-sensitive approach to fight HIV/AIDS. The fact that religious leaders are now advocating for condom use in Mossuril district and Mozambique Island and that traditional healers are prompting people to test for HIV in Zavala district are telling indications of the ownership achieved at the community level.

Moreover, ownership of the JP was assumed by the private sector, with **over 100 informal micro-enterprises and 10 consultancy firms** involved in the implementation phase. The decision to allow

community-based entrepreneurs to actively participate in selecting cultural assets for the development of pilot cultural tourism tours and in defining topics to be used for business development services trainings was fundamental in engaging the private sector.

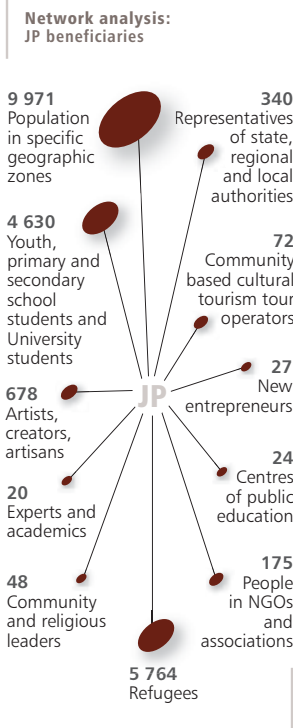
SUSTAINABILITY

Relying on the premise that **traditional knowledge and the communities that preserve it are crucial for sustainable development**, the JP supported the integration of socio-cultural elements into local planning processes and development strategies.

Several JP outcomes have already been incorporated into local development planning, demonstrating the sustainability of the pilots: for instance, the cooperation mechanisms which were established between the formal and informal actors in the health and education systems in Mossuril district to improve Sexual and Reproductive Health (SRH) practices, and the reforestation of culturally-significant tree species. Indeed, traditional leaders are highly-respected and have the power to advocate, raise awareness and influence district and provincial-level governments, which is why their leading role in promoting a culturally-sensitive approach to SRH practices guarantees the long-term sustainability of the intervention. Moreover, a Memorandum of Understanding was signed between the education and health sectors in Mossuril district for nurses to assist with technical aspects of SRH lessons in schools. Finally, it is important to note that the Reference Group established for the culture, gender and human rights integrated approach (CGHR) will continue after the JP ends to follow up and advise stakeholders and to replicate the intervention at the district and national levels.

Various initiatives were also taken to ensure continued promotion of and support for creative industries: an email account was created, along with a blog, a Facebook page and a logo on the concept of 'creative economy', and a National Directorate for the Promotion of Cultural and Creative Industries (DNPIC) was established and equipped with a policy and strategy to ensure continued Government support.

The development of a Cultural Management Information System is another fundamental mechanism for sustainability, as it will provide a strategic platform for the collection and analysis of culturally relevant data, thereby increasing the visibility of the culture sector, facilitating the formulation and evaluation of culture-related policies, and ensuring broad-based advancement of the sector.



The size of each node is proportional to the number of related actors involved in the JP

BENEFICIARIES

The JP has directly benefited over **21 600** people, **34%** of whom are women, above all community members, creative entrepreneurs, Government officials and students living in the **3** targeted provinces.

The pilot projects have had a significant impact at the **community level** by raising community awareness about the value of cultural assets for economic gains, about the importance of preserving forest resources for the preservation of cultural heritage, and about the benefits of applying socio-cultural approaches to Sexual and Reproductive Health (SRH) practices. **72 community based cultural tourism service providers** have benefited from increased market opportunities; cultural products and traditional housing construction are being sustained through the replanting of timber species; and maternal mortality and HIV/AIDS are being more effectively combated through increased community participation and improved dialogue between the traditional and formal education and health systems. It is also important to point out that **5,764 refugees** have benefited from the cultural activities implemented in Maratane Refugee Camp.

Coherent with the aim of promoting and developing creative industries, the private sector has strongly benefited from the JP. Special attention was paid to boosting the craft and music sub-sectors by improving the capacity of artisans to merchandise and display products and by reinforcing copyright for musicians and artists, as a result benefiting **678 artisans, artists and creators, 27 micro-entrepreneurs** and **20 experts and academics**. The JP has also had an important **institutional impact** by increasing Government understanding of and capacity to support culture's contributions to development (e.g. creation of a National Directorate for the Promotion of Cultural and Creative Industries (DNPIC)). Intergovernmental synergies have been created and the Ministry of Culture has in particular benefited from institutional strengthening.

Finally, the JP has also had a significant indirect impact, with a total of **100,890** people – **52%** of whom are women – benefiting from its activities: in particular family members of direct beneficiaries, all the refugees living in Maratane Refugee Camp, and the entire staff of the Ministry of Culture.

OPERATIONAL CHALLENGES

The MDG-F experience in Mozambique has generated significant innovation and knowledge about the role of culture for development in Mozambique. The lessons drawn from this experience relate both to processes used (executive, operational, financial) and to technical aspects of the JP:

- Adopting an inter-sectoral approach to 'Culture and Development':** Inter-ministerial collaboration and inter-sectoral synergies between participating Ministries and UN agencies are needed to maximize culture's broad-based contribution to development. Such an approach enabled the JP to promote and reinforce the contribution of creative industries to local development, and to effectively mainstream culture in development planning, while also enabling evidence-based results to be acknowledged upstream in view of increasing chances of continued Government investment in 'Culture and Development'.
- Including an inception phase to foster ownership and facilitate activity implementation:** It is important to include an inception phase when designing a JP to ensure all stakeholders clearly understand their roles and responsibilities as well as the new concepts and normative approaches to be introduced. Such a phase would increase ownership of the programme from the onset and facilitate implementation by ensuring related strategies, coordination mechanisms and common working standards are developed prior to implementation. This is especially important if many Ministries have never participated in culture-focused programmes and are not familiar with joint programming (as was the case in this JP).
- Adopting flexible financial and programming mechanisms to facilitate activity implementation:** In pilot programmes where new approaches, tools or concepts are developed in the field, flexible financial and programming mechanisms should be incorporated to adapt to realities on the ground and external factors. In this JP, transferring funds from one output to another to respond to over/under-budgeting was time-consuming and challenging, given that the request needed to be approved by the Programme Management Committee which only met on a quarterly basis. Likewise, due to the global implementation rate for all outputs, it was difficult to implement outputs with varying paces of implementation.
- Sustainability of pilot projects:** A post-implementation phase of six to nine months needs to be planned for pilot projects and incorporated into the overall timeframe of the JP to ensure sufficient time for final evaluations as well as for the compilation and dissemination of good practices and lessons learned. Such a phase would prevent losing critical momentum after pilots have been implemented and maximize chances of influencing upstream policy and decision makers to secure continued or new donor support in view of ensuring the sustainability, replication and/or expansion of the pilots.

SUCCESS STORIES

The JP team has identified the following two success stories, details of which can be found at the end of the publication:

- Culture and tourism:** Mobilizing the community's entrepreneurial spirit by improving tourist access to high potential cultural assets
- Culture and governance:** Socio-cultural elements integrated into planning processes and local development strategies

SUSTAINABLE CULTURAL TOURISM IN NAMIBIA

DURATION	February 2009 - December 2012
TOTAL BUDGET	USD 6 million
UNITED NATIONS PARTNER AGENCIES	UNESCO, ILO, UNEP and UN-Habitat
NATIONAL PARTNERS	6 Ministries: Ministry of Youth, National Services, Sports and Culture, Ministry of Environment and Tourism, Ministry of Education, Ministry of Regional Local Government Housing and Rural Development, Ministry of Trade and Industry, Ministry of Mines and Energy
TARGETED GEOGRAPHICAL AREAS	9 regions: Caprivi, Erongo, Hardap, Kunene, Kavango, Omaheke, Omusati, Oshikoto, Otjozondjupa
OVERALL OBJECTIVE	Contribute to poverty reduction by promoting cultural tourism as a tool to empower rural communities and improve their livelihoods, with a particular focus on indigenous groups and women
BENEFICIARIES	Direct: 489,098 individuals (based on individuals targeted directly from localities around 11 pilot sites across 9 geographical regions in Namibia) Indirect: 1,330,125 individuals (Outcomes 1 and 2 have a broad target in terms policy and legal documents that aims at creating a conducive legal environment for the preservation and promotion of cultural heritage)

“Should capacities for cultural entrepreneurship be strengthened and new market opportunities identified and exploited more fully, the development, preservation, and promotion of competitive cultural tourism in Namibia could offer real possibilities for meeting the challenges posed by globalization.”

Project Document



@ UNESCO

Namibia

Tourism plays a pivotal role in the Namibian economy, with the tourism industry employing 18% of the national workforce (2007) and the country ranked as the world’s fourth fastest growing tourism economy in 2007. However, two major obstacles stand in the way of sustainable tourism development: first of all, the unequal distribution of officially recognized cultural heritage resources, which threatens the country’s cultural identity and prevents most of the population from tapping into the tourism sector; and secondly, the devastating impact of the HIV/AIDS pandemic.

In this context and in view of creating a ‘tolerant society that is proud of its diversity’ (national development goal, Vision 2030), the JP was developed to support the Government of Namibia in fostering cultural tourism as a vehicle for economic development at the community level.

In particular, the JP seeks to improve the living conditions of indigenous and rural communities by harnessing their wealth of unrecognized cultural heritage and supporting the fight against AIDS. In that regard, the JP aims to promote the intangible cultural heritage of those marginalized groups and to build capacities in cultural tourism and cultural industries. Special focus is put on training local community members and supporting Small and Medium Sized Enterprises (SMEs), on building institutional

POPULATION
2,3 million (2010)

CAPITAL
Windhoek

GDP PER HEAD
USD 4,500 (2010)

PROPERTY ON THE UNESCO
WORLD HERITAGE LIST
Twyfelfontein or /Ui-//aes

WEB SITE FOR MORE INFORMATION
<http://www.unesco.org/new/mdgf>



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HIGHLIGHTS OF CONTRIBUTIONS TO THE MDGs

MDG 1:

- Rural and indigenous communities empowered to benefit economically from sustainable income and employment opportunities related to their tangible and intangible heritage, following community-led interventions to map 167 heritage sites, inventory Intangible Cultural Heritage (ICH) elements and develop 11 cultural tourism pilot sites
- Malnutrition addressed by contracting locals to help construct the pilot sites on a food-for-work basis (e.g. land clearing, construction of fences and infrastructure)

MDG 2:

Progress made in mainstreaming cultural elements in the national education system national by assessing cultural gaps in secondary and tertiary education

MDG 3:

- Gender equality in cultural heritage related decision-making roles promoted by mainstreaming gender related issues in the promotion and protection of cultural heritage resources
- It is expected that women's empowerment will be promoted in the cultural tourism pilot sites given that many cultural tourism activities are traditionally carried out by women

MDG 6:

Progress made in raising public awareness about HIV/AIDS prevention and addressing the tourism sector's vulnerability to the pandemic by conducting baseline studies on existing legislation, policies and programmes relating to HIV/AIDS, by developing HIV/AIDS prevention plans for the construction of the cultural tourism pilot sites, and by designing training material for a HIV/AIDS prevention campaign in the Geopark

capacities to integrate cultural and natural heritage into development policies and interventions, on improving food security, and on supporting gender-sensitive and culturally-appropriate approaches to HIV/AIDS prevention and treatment.

In this context, the JP has developed activities to:

- Share knowledge and information on cultural and natural heritage
- Improve legal and policy frameworks for the culture sector
- Create a conducive environment for local job and income opportunities and for a more effective response to the HIV/AIDS pandemic

MAJOR ACHIEVEMENTS AND ACTIONS

1 Knowledge and information shared on cultural and natural heritage

- Identification and compilation of information and knowledge** on cultural and natural heritage:
 - 167 heritage sites identified and mapped through the Heritage Hunt Programme, with 10 officially proclaimed as National Heritage Sites in November 2011
 - Identification and inventorying of Intangible Cultural Heritage (ICH) elements, supported by the establishment of a National Steering Committee on ICH and an ICH Secretariat
 - Web-based Knowledge Management System and User Manual finalized and launched

- Capacity building and greater awareness** of natural and cultural heritage:
 - 19 professionals in the regions of Kunene, Omusati and Oshikoto trained in documenting ICH, and 60 stakeholders trained in inventorying ICH
 - 25 community members, community-based organizations and NGOs sensitized for the sustainable use of cultural and natural assets
 - 22 stakeholders trained in cultural tourism and heritage management

2 Improved legal and policy frameworks for the culture sector

- Review and harmonization of existing legislation** on cultural and natural heritage:
 - Consultation meetings for the implementation of the UNESCO 2003 Convention for the Safeguarding of the Intangible Cultural Heritage (ICH)
 - Recommendations made and approved to align the 2004 National Heritage Act with international instruments (a key recommendation being the incorporation of ICH)

- Improved policy frameworks** for the culture sector:
 - Strategic tools for cultural tourism development: National Strategy on Urbanization developed, Spatial Development Framework reviewed
 - Progress in incorporating cultural elements into the education system: national assessment of cultural gaps in secondary and tertiary education carried out
 - 110 stakeholders trained in cultural and natural heritage policy development and implementation

3 Favorable conditions created to foster local employment and income opportunities and to more effectively fight HIV/AIDS in marginalized communities

- Ongoing development** of 11 cultural tourism pilot sites: 4 cultural villages (to showcase indigenous ICH), 3 cultural and interpretive centres (for the production of handicrafts and the presentation of living heritage), 2 cultural trails (linking sites and places of cultural/natural/historical significance), a Geopark (a nationally protected area containing important geological sites) and a tannery:
 - Architectural plans, Management and Conservation policies and Territorial Diagnoses and Institutional Mappings (TDIM) completed for all sites
 - Baseline studies on existing legislation, policies and programmes relating to HIV/AIDS conducted to develop HIV/AIDS plans for all pilot sites, and training material designed for a HIV/AIDS campaign in the Geopark
 - Ongoing infrastructure development and training of local community members as interpreters and village tour guides
 - Partnerships and linkages with mainstream tour operators established at 2 sites, and marketing strategies and materials produced for 6 sites
- Cultural entrepreneurship** fostered: 31 local community members trained in starting a cultural business through the Start Your Cultural Business (SYCB) course

HIGHLIGHTS OF CONTRIBUTIONS TO THE MDGs

MDG 7:

- Strengthened capacity of the Namibian Government to implement internationally agreed environment-related development instruments through the organization of an awareness-raising workshop for Parliamentarians on Multilateral Environmental Agreements (MEAs)
- Local communities educated in water resource management and soon to benefit from access to safe drinking water and basic sanitation in the cultural tourism pilot sites
- Greater public awareness about environmental sustainability among national stakeholders, civil society organizations and local communities following the dissemination of the outcomes of the Environmental Impact Assessments and Environmental Management Plans conducted for all pilot sites
- High potential for increased awareness of the geo-environment and strengthened community capacities to manage geological sites once the Namibian Geopark (Africa's first) is created

MDG 8:

- Enhanced dialogue and partnerships among local, regional, national and UN partners as a result of the multi-stakeholder approach used for mapping heritage sites, inventorying ICH elements and implementing activities in pilot sites
- Long-term partnerships fostered for work on ICH and other development issues in Namibia through the creation of a National Steering Committee on ICH
- 14 public-private partnerships created between the Namibian Government and private contractors to implement the JP
- Fertile ground created for development partnerships and networks through new partnerships promoting the MDGs among 7 faith-based organizations, 9 social networks, 11 local citizen groups, 5 academic institutions and 6 media groups

NATIONAL OWNERSHIP

A participatory approach was followed by the JP to empower local communities to leverage economic and social gains from their cultural and natural resources, thereby ensuring strong ownership of the activities undertaken.

In particular, the mapping of national heritage sites, inventorying of intangible cultural heritage (ICH) elements and development of 11 pilot cultural tourism sites were all **community-owned and driven processes involving a wide variety of stakeholders at the local, regional and national levels**: 9 local authorities, 9 regional councils, 11 traditional authorities, civil society organizations (especially conservancies, local women forums and faith-based organizations), 11 private sector actors, 8 national cultural and educational institutions (e.g. the National Heritage Council of Namibia, the University of Namibia), and 6 Ministries.

Local/regional authorities and traditional leaders were recognized as custodians of the JP interventions implemented in their area, with a leading role both in identifying, documenting and inventorying heritage sites and ICH elements, and in developing the cultural tourism pilot sites (they chaired the Local Management Committees established for the planning, managing, monitoring and evaluation of construction work in each site). In addition, local knowledge and expertise formed the backbone for all research and studies undertaken within the framework of the JP, and local concepts, values, beliefs and practices were used for the architectural design of the pilot sites.

Moreover, the Local Economic Development (LED) Strategy developed by the JP and the two local sensitization workshops on the concept of LED further fostered national ownership by **encouraging locals to join existing LED forums in order to actively participate in defining common priorities for the development of their region**.

Finally, as a result of **broad-based dialogue and collaboration amongst various stakeholders**, this multi-stakeholder approach has fostered **new networks and 14 public-private partnerships** (especially for the development of cultural tourism pilot sites), another telling illustration of the national ownership achieved by the JP.

SUSTAINABILITY

The **multi-stakeholder and bottom-up approach** adopted by the JP enabled activities to be implemented in a **participatory and inclusive manner**, in turn favoring their sustainability beyond the life of the JP.

The community-based approach adopted by the JP first of all fostered local ownership of the activities undertaken. As a result, local communities are committed to sustaining the activities to keep on reaping their benefits. For example, during an Annual Planning workshop held in Otjiwarongo from 30 January to 02 February 2011, regional councils formally agreed to include resources in their annual budget to support the pilot sites after the JP ends.

Moreover, the decision to empower regional councils with the responsibility to oversee the implementation of activities at pilot sites facilitated the creation of partnerships with other stakeholders involved in cultural tourism interventions in the targeted regions, given the councils' wide network of contacts among local communities, traditional authorities, community-based organizations, non-governmental organizations, civil society organizations, and other government structures at the regional level. For example, a Partnership Agreement was signed between Kunene Regional Council, UNESCO and the Ministry of Youth, National Services, Sport and Culture, for the development of Opuwo Cultural Village. In addition, regional councils will extend the secondment of focal persons in each pilot site beyond the life of the JP to ensure adequate management and coordination of pilot site activities.

A National Steering Committee on Intangible Cultural Heritage (ICH) was also created to ensure the continued inventorying and safeguarding of ICH assets with the widest possible participation of relevant stakeholders (e.g. cultural and educational institutions, private sector actors and civil society organizations). The creation of the Committee will facilitate long-term partnerships for work in the field of ICH and on other development issues in Namibia.

Finally, local capacity building was identified as another mechanism to facilitate the sustainability of the JP's interventions, given that strong human resources are needed to sustain activities. For that reason, special attention was paid to training local community members (e.g. 60 stakeholders were trained in inventorying ICH).

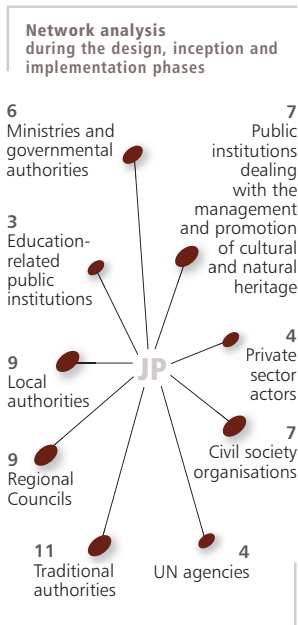
BENEFICIARIES

The JP in Namibia has directly benefitted **489 098** individuals. **1,330,125** have also indirectly benefited from the activities undertaken. The Heritage Hunt Programme, inventorying of intangible cultural heritage (ICH) elements and development of **11** cultural tourism pilot sites have contributed to **strengthening local and regional capacities in the area of culture and development**.

Indeed, traditional authorities and regional councils were provided with technical on-the-job training to undertake the identification and documentation of all sites with heritage significance in their respective regions. Moreover, in view of promoting ICH assets, **60** local community members were trained in recognizing and documenting ICH elements. Finally, **24** people were trained in community-based tour guiding to help local communities reap the benefits of cultural tourism. In particular, locals were empowered to become interpreters and village tour guides, and support was provided for **45** artisans and cultural entrepreneurs both to establish Small and Medium Sized cultural Enterprises (SMES) and to produce and sell quality products in cultural centres. **108** members of Local Management Committees across the JP's **9** targeted regions also received trainings in various areas.

Namibia's youth, as the custodians of the country's heritage resources, has especially benefited from these nation-wide initiatives. The JP has also contributed to improving the living conditions of women and vulnerable groups, in particular rural communities and indigenous groups such as the San and Himba minorities, through their involvement in the Heritage Hunt Campaign.

Finally, it is important to note that the JP has also benefited the Government and cultural institutions **by building institutional capacities to integrate cultural and natural heritage into development policies and interventions**. For instance, the Government has benefited from improved cultural policy-making capacity (**110** stakeholders trained in cultural and natural heritage policy development and implementation), support in implementing the UNESCO 2003 Convention for the Safeguarding of the ICH (through consultation meetings, the inventorying of ICH elements and the review of the 2004 National Heritage Act) and in developing cultural tourism (through the ongoing development of **11** pilot sites and production of strategic tools), as well as assistance in incorporating cultural elements into the education system. Finally, the establishment of a Knowledge Management System on cultural and natural heritage will also benefit all actors in the culture sector seeing as it is solid foundation for future culture-related interventions.



The size of each node is proportional to the number of related actors involved in the JP

OPERATIONAL CHALLENGES

The MDG-F experience in Namibia has generated significant innovation and knowledge about the role of culture for development in the country. Many lessons have been drawn, both in the field of culture and development, and in relation to concrete modalities for implementing the UN Reform. Such lessons, which were identified by the JP team in Namibia, relate both to processes (executive, operational, financial) used and to technical aspects of the JP. Examples of both are portrayed below:

- **Adequate attention to programme design:** An inception phase to guarantee proper planning and adequate consultations before implementation takes place was deemed crucial in order to avoid consultations during the implementation phase, which may delay the implementation of activities as per the approved work plans. Moreover, the complexity of the subject matter and the volume of activities to be undertaken should be taken into consideration when determining the length of the implementation phase so that expected results can be achieved without compromising the quality and impact of the interventions. Finally, to prevent difficulties in implementing and monitoring pilot interventions, special attention should be paid to selecting a reasonable number of sites.
- **Early recruitment of programme management personnel:** Programme Management Unit personnel should be recruited during the design phase to ensure their full understanding of the JP and its expected results. Delaying the recruitment until after the implementation phase will negatively impact on the pace of implementation.
- **Adopting flexible administrative processes:** UN agencies are bound by different administrative rules and regulations. For that reason, JPs involving more than one UN agency should consider introducing a pool funding mechanism whereby funds are deposited in a single account and administered through a harmonized administrative arrangement.

SUCCESS STORIES

The JP team has identified the following two success stories, details of which can be found at the end of the publication:

- ▶ **Culture and social inclusion:** Heritage Hunt campaign
- ▶ **Culture and social cohesion:** Inventorying of Intangible Cultural Heritage

PROMOTING CULTURAL INITIATIVES

DURATION September 2008 - December 2012

TOTAL BUDGET USD 6,5 million

UNITED NATIONS PARTNER AGENCIES UNESCO, UNFPA, UNWTO, UNIDO, UNDP

NATIONAL PARTNERS Nine ministries: Ministry of Economy and Finance, Ministry of Culture, Ministry of Environment, Ministry of Tourism and Crafts, Ministry of Family, Food Security, Women's Entrepreneurship, Micro-finance and Early Childhood, Ministry of Communication, Ministry of Higher Education, Universities, Regional University Centres and Scientific Research, Ministry of Mining, Industry and Small- and Medium-sized Enterprises, Ministry of Gender

TARGETED GEOGRAPHICAL AREAS Bassari Country and Saloum Delta

OVERALL OBJECTIVE Promote culture as a driver of sustainable human development in order to strengthen human rights and economic opportunities for the most vulnerable, while supporting initiatives to protect and enhance the diversity of natural and cultural heritage resources.

BENEFICIARIES Direct: More than 232,640 people, 39% of whom are women
Indirect: 376 100 people, 45% of whom are women

AND INDUSTRIES IN SENEGAL

By promoting private initiatives and cultural industries, we wish to create opportunities for culture, which – to quote President Senghor – ‘is the alpha and omega of development’, to contribute effectively to sustainable development.

Ndèye Abibatou Youm Diabé-Siby, Director of Senegal's Copyright Office



@UNESCO

Senegal

POPULATION
12,4 million (2010)

CAPITAL
Dakar

GDP PER CAPITA
USD 1,092 (2010)

PROPERTIES ON THE UNESCO WORLD HERITAGE LIST

- Island of Gorée
- Niokolo-Koba National Park
- Djoudj National Bird Sanctuary
- Island of Saint-Louis
- Stone Circles of Senegambia (shared with Gambia)
- Saloum Delta
- Bassari Country: Bassari, Fula and Bedik Cultural Landscapes

ELEMENT ON THE UNESCO REPRESENTATIVE LIST OF THE INTANGIBLE CULTURAL HERITAGE OF HUMANITY
Kankurang, Manding initiatory rite (shared with Gambia)

WEB SITE FOR MORE INFORMATION

<http://www.culture-developpement-senegal.org/>

Mindful of the importance of establishing an institutional setting adapted to the needs of each region in order to preserve the country's natural and cultural wealth and capitalize on its potential for development, the Ministry of Culture and the Heritage Directorate have defined a National Programme for the Development of Culture (*Programme National de Développement Culturel* – PNDC) which aims to identify regional potentials and establish performance clusters with cultural actors in each region.

The JP was designed to support the implementation of the PNDC in two regions of outstanding universal value, namely Bassari Country, a landlocked area of great natural and cultural wealth and home to many ethnic poverty-stricken minorities, and the Saloum Delta, a natural and ecological site in which there had been no unified and coherent approach to the safeguarding of its landscapes and ecosystems. Activities are mainly geared towards enhancing and preserving the intangible cultural heritage and natural environment of the communities living in the Bassari Country and towards promoting and strengthening the tourism potential of the Saloum Delta. At the same time, to enable equitable access to resources and enforce cultural rights, the JP aims to support the implementation of national policies that promote the impact of culture on development and incorporate priorities relating to human rights and vulnerable population groups. To that end the JP notably seeks to strengthen gender sensitivity



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HIGHLIGHTS OF CONTRIBUTIONS TO THE MDGs

MDG 1:

- Income-generating activities based on cultural tourism created for **1,175** people owing to the inscription of the Saloum Delta and the cultural landscapes of the Bassari Country on the UNESCO World Heritage List
- Greater socio-economic well-being for **2,080** cultural actors owing to an increase in their income, visibility and job opportunities as a result of the recognition of their legal and social status and the building of their technical capacities to draw up contracts and provide quality shows and services
- Economic growth stimulated by the development of the shea and fonio sectors (Bassari Country) and the fishing and cashew sectors (Saloum Delta), as a result of the establishment of sectoral consultative frameworks involving all local economic actors
- Cultural rights of marginalized groups promoted to enable their effective participation in cultural life, through improved access to information and communication technologies following the establishment of **4** Community Multimedia Centres (CMCs) in Nénéfescha and Bandafassi (in Bassari Country) and at Mont Rolland and in Beteny (Saloum Delta), and through capacity building of existing CMCs in both regions

MDG 3:

- Women empowered through the creation of **600** jobs in the cultural tourism sector and capacity building of women's associations to enhance production and marketing capacities in the fishing, couscous and fonio industries (over **40** groupings supported)
- **33** communities sensitized to gender issues, including gender-based violence, joint initiatives undertaken by modern and traditional authorities, and training on such issues for **100** local women and **60** women leaders
- Gender equality promoted and acknowledged by mapping gender issues in order to understand the socio-cultural determinants of the status of women in the two targeted areas

and increase access to information and communication technologies (ICTs) in order to raise community awareness about human rights issues and the adverse effects of certain cultural practices rooted in local traditions.

To that end, the JP has developed activities to:

- Create jobs in the creative industries
- Build capacities to protect the environment and natural resources
- Strengthen cultural services and citizen's capacity to participate in the management of local development
- Sensitize the community to the observance of human rights and the importance of gender sensitivity

MAJOR ACHIEVEMENTS AND ACTIONS

1 Job creation supported in the creative industries

- **Establishment of a legislative framework** favourable to cultural actors:
 - Recognition of the legal status of artists from the Saloum Delta, and adoption of new legal instruments and mechanisms (code of conduct, contract templates, wage scale, etc.)
 - Training of **120** cultural actors in copyright law
- **Technical support** for cultural activities:
 - Professionalization and structuring of **196** artists in the Bassari Country and Saloum Delta through the establishment of the Bassari Grand Ballet and capacity building of art troupes in the Saloum Delta
 - Training of **91** cultural actors in contract negotiation, concert management and onstage acting techniques

- **Sectoral consultative frameworks** established for shea and fonio production (Bassari Country), and fisheries and cashew production (Saloum Delta)

2 Enhanced capacities to protect the environment and the natural heritage

- Sensitizing local authorities to **environmental and natural heritage protection** by holding workshops on natural resource and waste management for **50** locally elected officials
- **Conducting impact studies** to develop natural heritage management strategies:
 - Environmental studies of the Saloum Delta and the Bassari Country

- Evaluation of the environmental impact of the construction of the Bandafassi community village (Bassari Country)
- Formulation of a management strategy for the Saloum Delta Biosphere Reserve
- Construction of a landfill and public latrines

3 Strengthening of cultural services and citizens' capacities to participate in the management of local development

- **Improving public access to information and communication technologies** in order to empower marginalized population groups:
 - Construction of **4** Community Multimedia Centres (CMCs) comprising a community radio, a conference room, a crafts centre and an ecomuseum
 - Capacity building and curriculum development for the continuing education of CMC staff
- **Institutional strengthening** for the enhancement of natural and cultural heritage:
 - Institutional support for the Department of Cultural Heritage and Senegal's Copyright Office
 - Compilation of a general inventory of the tangible and intangible heritage
 - Applications finalized, in partnership with regional cultural centres, for two elements to be inscribed on the UNESCO Representative List of the Intangible Cultural Heritage of Humanity: the Xooy, a divination ceremony (application submitted on 31 March 2012), and the Yeela (application planned for submission in 2013)
 - Digitization of Senegal's cultural archives (sound files and images) and plans to document more than **2,000** iconographic images of the Bassari Country

HIGHLIGHTS OF CONTRIBUTIONS TO THE MDGs

MDG 7:

- Enhanced capacities to sustainably protect natural heritage, particularly the natural resources of the Saloum Delta, through the formulation of a management strategy for its Biosphere Reserve and the training of **20** eco-guides
- Greater awareness of the need to protect natural heritage following the production and dissemination of environmental studies, training of **50** local stakeholders in natural resource and waste management, and the production of documentary films on the Bassari Country and the Saloum Delta

MDG 8:

- Integration of both regions' Community Multimedia Centres (CMCs) into a continent-wide network to share experiences and good practices
- Targeted communities sensitized to the JP's activities in order to foster the creation of development partnerships, through brochures, posters, press conferences, audiovisual documentaries and radio programmes

- **Developing cultural tourism** to involve communities in local development:
 - Inscription of the Saloum Delta on the UNESCO World Heritage List (June 2011), thus raising its tourism potential
 - Inscription of the cultural landscapes of the Bassari Country on the UNESCO World Heritage List (June 2012), thus enhancing local cultures
 - Support for the implementation of the accelerated 'Tourism – Cultural Industries – Handicraft' growth strategy
 - Needs assessments conducted for vocational training in tourism, hotel and catering jobs
 - Training of **300** to **400** cultural entrepreneurs in enterprise and hotel management

4 Community sensitized to the observance of human rights and the importance of gender sensitivity

Awareness-raising on human rights and gender, in particular to address gender-based violence:

- Mapping of gender issues in the JP's two targeted geographical areas
- Active involvement of administrative, political and religious authorities in raising **33** communities' awareness of gender-based violence (through radio broadcasting in the CMCs, skits, songs, sermons and the establishment of gender-based violence monitoring and warning committees)
- Approximately **100** CMC staff members trained in gender sensitivity and human rights and **60** women leaders trained in human rights

NATIONAL OWNERSHIP

A participatory and inclusive methodology was used to ensure national ownership of the activities carried out.

Priority was given to carrying out **regional and local interventions** by involving **40 administrative authorities and locally elected officials** during each of the JP's phases. The two regions' governors, prefects, sub-prefects, decentralized units, supporting institutions and regional and rural council chairpersons were the main stakeholders. For example, the sectoral consultative frameworks were established under the authority of the Saloum Delta and Bassari Country Rural Councils and under the supervision of the competent administrative authorities.

To ensure a grass-roots approach and ownership by the targeted communities, **20 traditional leaders**, including village chiefs, initiators and guardians of rites, were consulted first, in recognition of their role in preserving local cultural traditions and practices. Their prior consent to the implementation of the activities guaranteed ownership of the JP by all segments of society.

Lastly, JP ownership by **200 civil society actors** and **125 private sector actors** was consolidated by involving cultural associations, drama groups and traditional ballets in the two targeted regions from the design phase. In particular, workshops on copyright, professional standards and onstage acting techniques were organized for **476** cultural actors.

SUSTAINABILITY

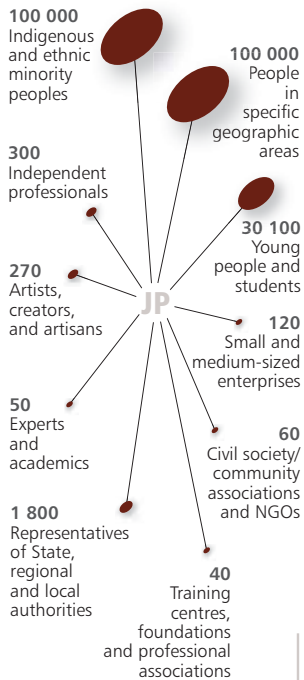
Efforts have been made to sustain JP activities and thus make a lasting contribution to socio-economic development in the Saloum Delta and the Bassari Country.

The inscription of the Saloum Delta and of the cultural landscapes of the Bassari Country on the UNESCO World Heritage List, and the formulation of a management plan for the Saloum Delta Biosphere Reserve, are noteworthy examples, as these achievements will contribute to responsibly managing and conserving these sites in the long term.

Furthermore, many instruments were devised to institutionalize the recognition of the legal and social status of cultural actors in both targeted regions, such as a code of ethics for the professional association of artists of the Saloum Delta, a contract template bearing that association's letterhead, a personalized contract template and a wage scale.

In addition, the establishment of sectoral consultative frameworks for the shea, fonio, fishing and cashew sectors will sustainably boost the local economy, since these unifying mechanisms bring together all local economic actors (producers, processors, traders and so forth) and are equipped with strategic planning tools (strategic development plan, operational action plan and monitoring and evaluation mechanisms). Moreover, these bodies were established in a highly participatory manner in order to entrust local economic players with the tools needed to develop their industry.

Network analysis: JP beneficiaries



The size of each node is proportional to the number of related actors involved in the JP

Lastly, cultural infrastructure currently managed by local communities, associations and elected officials was built under a Management and Sustainability Plan. For example, an Interpretation Centre was constructed in Toubacouta along with a community village in Bandaffassi, providing interactive venues for the promotion of the JP and cultural heritage conservation – among others, an ecomuseum to showcase the Saloum Delta and

the Bassari Country and to give a foretaste of tours to be conducted by ecoguides, venues for cultural events where visitors will be able to meet cultural actors, a Community Multimedia Centre (CMC) established to disseminate good practices for the sustainable management of cultural goods and the promotion of local cultures, and a craft centre for the production and sale of crafts to visitors.

BENEFICIARIES

The JP has directly benefited over **232,640** people, **39%** of whom are women, and indirectly benefited **376,100** people, **45%** of whom are women. The JP's greatest impact has been in the two targeted regions, where there are **300,000** direct and indirect beneficiaries, including **205,000** indigenous and **17,000** ethnic minority people.

The private sector has greatly benefited from the JP's interventions: **300 independent professionals**, **270 artists, creators and artisans**, **120 small and medium-sized enterprises (SME)** in the culture sector and **50 experts and academics** now have a better understanding of copyright law and real technical and managerial capacities to manage the cultural wealth and diversity of both regions, owing to training courses organized by Senegal's Copyright Office (BSDA).

These cultural actors now have the requisite tools to draw up fairer and better paid employment contracts, offer better quality cultural performances and services, and improve the marketing of their products.

Furthermore, special attention was given to the socio-economic development of women living in the two targeted regions. Owing to the JP, they are better equipped to tap the economic potential of cultural industries and cultural tourism, and their social status has improved as a result of community awareness-raising campaigns on gender sensitivity and gender-based violence.

Lastly, the JP has had a significant institutional impact, owing to support provided for the implementation of the National Programme for the Development of Culture, in particular the roll-out of the accelerated growth strategy for the tourism, cultural industries and crafts sectors. In all, **5,960** public-sector employees working for the various ministries concerned have directly or indirectly benefited from the JP. It is interesting to note that in line with the special attention given to developing the private sector and addressing gender issues, the JP has especially benefited the Ministry of Mines, Industry and Small and Medium-Sized Enterprises and the Ministry of Gender (**4,200** JP beneficiaries overall in those two Ministries alone).

SUCCESS STORIES

The JP team has identified the following three success stories, details of which can be found at the end of the publication:

- ▶ **Culture and employment:** Promoting private initiatives and cultural industries
- ▶ **Culture and tourism:** Inclusion of the Saloum Delta in the World Heritage List
- ▶ **Culture and employment:** Introduction to intellectual property for cultural actors

The MDG-F Joint Programme (JP) teams in Ethiopia, Mozambique, Namibia and Senegal, have identified success stories which tangibly illustrate how each JP has contributed to specific national needs and priorities. Often highlighting the JPs' multifaceted contribution to the Millennium Development Goals (MDGs), these success stories illustrate the capacity of the JPs to **trigger results** by safeguarding their diverse cultural heritage and using it as an enabler and driver of access to income. Paying particular attention to fostering creative industries, supporting community-based cultural tourism and encouraging intercultural dialogue, by building on the comparative advantage of the United Nations organizations' expertise and intervention, these success stories entail the promise of serving as an example and inspiration to other stakeholders and parties concerned.

In the context of the MDG-F Knowledge Management project on Culture and Development, a success story has been defined as a set of activities resulting in a desired outcome based on collectively supported values that can be replicated in different contexts. It not only aims to communicate and showcase specific components of the JP but also serves as a tool to crystallize memory and transfer knowledge in order better to inform and to improve future programmes on culture and development. Below, you can explore the success stories that were chosen by the JP teams, based on this definition, in order to highlight their activities and outcomes.

CULTURE AND DEVELOPMENT SUCCESS STORIES

MDG-F Joint Programmes implemented in
Africa

Ethiopia

Mozambique

Namibia

Senegal

Ethiopia

CULTURE AND SOCIAL DIALOGUE Intercultural-religious dialogue strengthens diverse communities in Ethiopia

Mozambique

CULTURE AND TOURISM Mobilizing the community's entrepreneurial spirit by improving tourist access to high potential cultural assets

CULTURE AND GOVERNANCE Socio-cultural elements integrated into planning processes and local development strategies

Namibia

CULTURE AND SOCIAL INCLUSION Heritage Hunt campaign

CULTURE AND SOCIAL COHESION Inventorying of Intangible Cultural Heritage

Senegal

CULTURE AND EMPLOYMENT Promoting private initiatives and cultural industries

CULTURE AND TOURISM Inclusion of the Saloum Delta in the World Heritage List

CULTURE AND EMPLOYMENT Introduction to intellectual property for cultural actors

Intercultural-religious dialogue strengthens diverse communities in Ethiopia

BACKGROUND

The peoples of Ethiopia have been living together peacefully for many years, despite their cultural and religious differences. However, it recently became apparent that there was a heightened risk of a conflict erupting in Addis Ababa due to increased religious tensions. Such a conflict could result in serious damage, physically, emotionally, and socially, among the peoples that had been living together peacefully for so long.

The JP thus implemented an intercultural-religious dialogue forum, intended to fight against and avoid new types of movements that seek to disrupt the long peaceful co-existence of Ethiopian peoples.

PROCESS

The implementation was done in partnership with concerned government and other stakeholders, including UN Agencies, and religious and community leaders.

Dialogues and exchanges were conducted in collaboration with government institutions, religious and community leaders, civic societies and the community at large.

This initiative successfully encouraged dialogue between peoples of different cultures.



Intercultural dialogue being conducted © Harnessing Diversity for Sustainable Development and Social Change (HDS/DSC) Project

Outcomes

This initiative successfully encouraged dialogue between peoples of different cultures. Possible conflicts that could have occurred were thus averted through the establishment of mutual respect and exchange of ideas implemented through the programme.

The programme was replicated in all project regions with promising results. This success indicates strengthened national and local capacities for exchange, understanding and appreciation of peoples from other cultural groups and religions.

Once the dialogue forum was conducted, the participants shared their acquired knowledge with their families, friends and community members, thus contributing to raising awareness about the importance of these skills.

Further, in some areas which are not covered by the JP but where the project was replicated, peoples from different religions re-built religious institutions that had been destroyed by conflicts. This act concretely illustrates the power that dialogue and mutual respect can have to bridging divides.

Mobilizing the community's entrepreneurial spirit by improving tourist access to high potential cultural assets

I watched all the people visiting my Island, but I did not know how to attract the client to my business. I have learned all of this from this programme. Thank you.

Ms. Mariamo Momade Ali, a local gastronomy specialist and participant in the programme

Cultural tourism brought new job opportunities for women.

BACKGROUND

Unemployment in the tourist destinations of Mozambique Island and Inhambane City is high, and there have not been many efforts towards promoting cultural tourism. Organized tour routes existed and tour guides were accredited by the Government, but the guides did not have sufficient and accurate cultural and historic knowledge about their localities and communities. They had no formal training from qualified historians or cultural experts or on client service, and they ill-understood their roles or responsibilities towards tourists. Culture was not being effectively harnessed as an economic driver for community and economic development. Therefore, the cultural tourism initiative within the Programme was implemented. The pilot initiative engaged the government as part of the process aimed at strengthening community-based cultural entrepreneurs' capacity to develop and offer market-driven and high-potential cultural assets.

PROCESS

National, provincial and municipal government representatives participated in workshops which focused on the role of cultural tourism in development. A participatory approach was used to encourage ongoing dialogue between all stakeholders. Government focal points engaged directly with community based cultural entrepreneurs in order to understand their obstacles in implementing cultural tourism.

Cultural service providers were trained in business development, with a focus on education, practical business application, and sustainability. Women participated in these trainings as well, a privilege normally provided to males alone. Training at the community level culminated in four pilot tour routes in two different provinces. Service providers received collective and individual feedback on these pilot routes with the intention of applying lessons learned and good practices in order to improve their product and offer it to the public at large.



Muslim leader demonstrating to tourists, during the visit to the old Mosque in the tour 'City of Stone and Lime', how the community learned to read and write Arabic using an nimpau (small wooden plank), a wooden stick, and ink made from sea algae stored in a shell. © Lorraine Johnson, MDG-F JP Mozambique

Outcomes

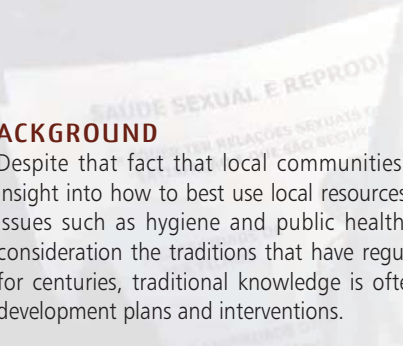
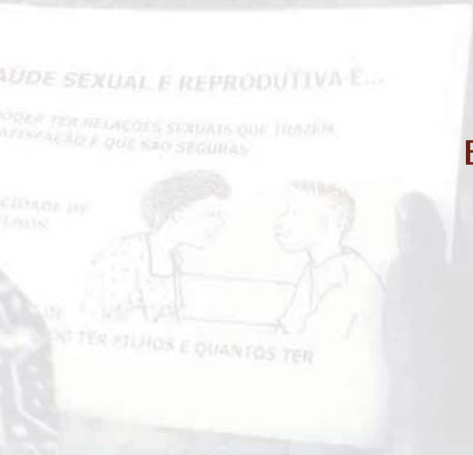
As a result of the JP, participants developed new skills and knowledge that will enable them to strengthen their cultural services. Cultural tourism brought new job opportunities for women, for example as cultural tour guides, in dance groups, local gastronomy, drama, storytelling, and more. Cultural service providers will have priority access to a local financing fund of 7 billion Meticais for each district, which was developed to stimulate entrepreneurship and economic development. Furthermore, as a result of this initiative, each tour route currently has its own bank account and is thus developing a credit history for participants.

Cultural entrepreneurs learned the importance of providing high quality products/services. They now understand profitability, costing and pricing, as well as the value of customer service – key concepts in developing a sustainable business. The beneficiaries of this story are no longer 'rivals' in a competitive market but work together as a team, supporting one another in order to create an effective tour route that will collectively benefit all service providers.

Citizens have begun to take greater pride in their own traditions and values, and younger people are participating in the provision of cultural services and the safeguarding of heritage.



Socio-cultural elements integrated into planning processes and local development strategies



Community members from Mossuril District testing Sexual & Reproductive Health (functional literacy based) training manuals to be used in community workshops. © Lorraine Johnson, MDG-F JP Mozambique

Many religious leaders now advocate for condom use, and many traditional healers now know to not use the same knife or needle on different people and to promote HIV testing.

BACKGROUND

Despite that fact that local communities have privileged insight into how to best use local resources and that health issues such as hygiene and public health must take into consideration the traditions that have regulated family lives for centuries, traditional knowledge is often overlooked in development plans and interventions.

This issue is prevalent in Mozambique. The civil war cut off many traditional practices and resulted in the implementation of some development programmes that promoted modern technologies to the detriment of traditional knowledge. For instance, some imported crops proved unable to withstand Mozambiquan conditions, and an unsustainable use of forestry resources led to conflicts between communities, authorities and commercial explorers. Additionally, women in Mozambique had high levels of teen pregnancy, HIV, and maternal mortality, due in part to the prevalence of certain cultural norms such as not using condoms and polygamy.

By supporting the recognition and integration of traditional knowledge systems and socio-cultural data into development plans, the JP aimed to enhance the quality and relevance of interventions. The main objectives were to give a voice to community members in participative planning exercises, and to incorporate their knowledge into development strategies.

PROCESS

The JP implemented community workshops and gender-balance task force groups, which drafted a series of communal work plans to be implemented alongside inputs by government and UN partners. School-based curricula and functional literacy training materials, particularly on Sexual and Reproductive Health (SRH) practices, were developed, and monitoring activities were conducted in full collaboration with community members.

In the area of SRH, traditional leaders and local leaders were taught about the health risks associated with certain cultural practices which contribute to the spread of diseases. Conversely, the formal sector was taught that some illnesses, such as female infertility, can be treated more effectively using traditional rather than conventional methods.

Outcomes

As a result of the JP, many religious leaders now advocate for condom use, and many traditional healers now know to not use the same knife or needle on different people and to promote HIV testing. In Mossuril, nurses are now helping to teach SRH at school.

In forestry and agricultural management, progress has been made towards income generation and poverty reduction. Culturally important species are now grown alongside income-generating species, thus safeguarding intangible heritage and the natural environment and providing both cultural and commercial benefits to the area.

Several outcomes of the JP have already been introduced into local development planning, including cooperative mechanisms to address the HIV&AIDS pandemic and maternal mortality issues, and reforestation of Mecrusse, a timber used in local construction building techniques, and other culturally-significant species.

Awareness was raised on the benefits of inter-ministerial and inter-agency teamwork and collaboration between formal and traditional sectors for addressing relevant issues.



Heritage Hunt campaign



Outapi Military Base © UNESCO

A specific focus was put on youth with an understanding that they are the future custodians of the country's heritage resources.

BACKGROUND

A number of significant heritage sites were never known nationally to Namibian citizens, as no baseline national mapping of heritage sites existed. Further, some local communities were not fully aware of the heritage resources found in their own territories.

The challenge over the years has been to designate a national mapping exercise that is inclusive of all sites with heritage significance, particularly the north and north-east of Namibia where heritage resources had largely been overlooked before the independence in 1990.

The Heritage Hunt Campaign was thus implemented by the JP in order to systematically identify and document places of importance to the communities living in each region of Namibia. A national mapping exercise was implemented through surveys and local campaigns.

PROCESS

The national mapping exercise involved all segments of Namibian society including women and other vulnerable groups, such as the San, Himba, disabled people, as well as youth. A specific focus was put on youth with an understanding that they are the future custodians of the country's heritage resources, and must be at the forefront of the effort to preserve and promote Namibia's rich heritage resources.

Being a locally-driven initiative, the Regional Councils and traditional authorities led the identification and documentation process. They were provided with technical and on-the-job training to identify and document all sites with heritage significance in their respective regions. The Councils thus

'owned' the process, but other stakeholders were involved through local development forums which integrated the Heritage Hunt into ongoing regional and national culture programmes. This exemplifies the bottom-up approach that empowered the local actors to influence local development and ensure ownership and sustainability. Further, the use of existing structures and development forums gave this intervention natural support and ownership from all relevant stakeholders.

Outcomes

The success story complements ongoing government interventions in the area of culture and development. Local communities are now aware of their heritage resources and they are empowered to initiate income-generating projects using their heritage resources in a sustainable manner. The national mapping exercise will help the Namibian culture sector in its efforts to advocate for culture to take a central role in the development agenda of the country. The project is now considered a model for strategic policy changes regarding heritage sites identification, conservation and management.

One of the key design elements of The Heritage Hunt was an awareness-raising campaign about heritage sites, including their specific natural, cultural, geological and historical significance. This helped local communities promote the importance of heritage preservation, and the approach has already been offered as a tool to other local authorities for future assessment and planning in the domain of heritage resource management.



Inventorying of Intangible Cultural Heritage

BACKGROUND

In 2007, Namibia ratified the 2003 UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage (ICH). Although perceived as important elements of national heritage resources, ICH elements in Namibia were never systematically documented and inventoried. In the national heritage legislation and related acts, there was no recognition of intangible heritage nor mechanisms for its safeguarding and promotion. Provisions of the Convention indicated the potential solutions but no concrete steps were taken.

ICH requires a participatory approach involving various stakeholders, most importantly local communities. The Convention mentions that each state party shall 'identify and define various elements of intangible cultural heritage... with the participation of communities...'¹ and reiterates the importance to ensure 'the widest possible participation of communities...', in its management.² The reason for giving such significant status to community involvement is that intangible heritage can only be identified by the local communities themselves. Without communities practicing and transmitting these traditional practices, they would be in danger of extinction.

Among the obligations of States Parties to the Convention is the duty to undertake inventories of the intangible heritage present on their territories, in a manner geared to their own situations, but always, as noted above, with the participation of the communities concerned. In this context, Namibia took the initiative to use local communities to identify and inventory its ICH elements with the help of the JP.

PROCESS

Local community members were trained to document ICH elements in their area. Among the stakeholders were traditional authorities, local authorities, regional councils, national heritage institutions, educational institutions, civil society organizations, and the private sector. Women and youth were given preference in both the selection process and for the actual inventorying.

1- Article 11.b

2- Article 15



© UNESCO

After the training, local communities conducted inventorying in the field. The methodologies used included interviews that were recorded through audio-visual devices. The target beneficiaries were involved through consultation meetings, interviews and the actual inventorying of ICH elements in their areas.

Outcomes This story sets the tone for the continuing implementation of the 2003 UNESCO Convention and a strong and growing involvement of the local communities. Further, these communities are empowered to lead the process of recognizing, safeguarding and promoting their heritage assets for their own benefits. It is difficult for an outsider to speak to local people and obtain the required information, firstly because of language and secondly for reasons of trust and sensitivity of certain ICH information. Therefore, the decision to train and use local people for the inventorying exercise helped the programme to overcome this common obstacle. The inventorying process in turn sensitized local people on the importance of ICH and how it can help social development, which promoted a national dialogue on the subject.

The project also helped raise awareness among Namibian citizens on the importance of cultural resources and more specifically the endangered and the not-sufficiently-recognized ICH elements.

The inventorying process in turn sensitized local people on the importance of ICH and how it can help social development, which promoted a national dialogue on the subject.



Promoting private enterprise and cultural industries

BACKGROUND

Although remote communities in the region of the Saloum Delta were aware of the development potential of their tangible and intangible heritage, they felt unable, especially those living in conflict situations, to tap that potential. Those communities had often been working for very low wages and in unfavorable working conditions, especially in the hospitality sector. Moreover, there was no means of identifying cultural sectors that could be sustainable and profitable for all.

The JP was therefore designed to change relations between actors in cultural industries and heritage bearers, by informing cultural actors of their intellectual property rights and by establishing a partnership between public and private sector cultural stakeholders in order to promote cultural industries on a larger scale.

Artists are now well organized, know more about their rights and can earn a living from their art. Wages have doubled from CFA F15,000 to CFA F30,000 per performance.

PROCESS

Capacity building courses were organized to provide training in copyright and workers' rights and to teach the participants to evaluate and create situations that have the potential to promote the cultural economy. The goal of the courses was to transform all constraints into business opportunities under the slogan 'Another life, another destination: tourism and culture'.

Participants received practical training in management and cooperation and learnt the value of working together in order to create an environment conducive to sustainable growth and the promotion of cultural sectors. An intellectual property scheme was devised to promote development and the achievement of the MDGs through the creation and development of cultural industries.

Model contracts were drawn up with the letterhead of the Saloum Delta Association of cultural actors, thus vesting contractual authority in the association. Moreover, a wage scale was established as a benchmark for cultural actors. A code of ethics was drawn up for the cultural actors, the goal being to encourage solidarity, unity and cooperation.



Kagnalegn women from the Saloum Delta who benefited from the JP to structure and professionalize themselves in order to benefit from their art. © UNESCO

Outcomes

Artists are now well organized, know more about their rights and can earn a living from their art. Wages have doubled from CFA F15,000 to CFA F30,000 per performance, owing to the use of standardized contracts, and working conditions have improved greatly. Artists are now paid royalties. Participants have been trained, they have improved their knowledge and now have a better understanding of the importance of artists' role in society. Many artists who had contemplated abandoning their career have persevered and now focus even more on their art.

A partnership involving cultural actors has been established between the public and cultural sectors. Cultural actors have benefited from the formation of a professional association, as a bank account for each group and personal bank accounts for some actors were thus opened and a standard wage scale was introduced.



Inclusion of the Saloum Delta in the World Heritage List

Women have been supported in organizing small-scale income-generating activities relating to the site's nomination for the World Heritage List.

BACKGROUND

The Saloum Delta is a mixed cultural and natural site and the surrounding community wished to have the site inscribed on the UNESCO World Heritage List.

Culturally, the site bears witness to an ancient civilization, as its landscape is marked by shellfish mounds built as burial sites, which illustrate the region's millennia-old human history. Some mounds have unfortunately been mined and destroyed by public works companies. Local authorities considered that the site's inscription on the World Heritage List would contribute to its protection.

PROCESS

The site's inscription on the World Heritage List was a long-discussed project that had never come to fruition. On implementation of the JP, financial resources were finally available to carry out a study to evaluate the site's nomination. Many local experts and specialists were recruited to prepare the nomination file.

Women participated in the consultations, as did many other stakeholders, and played an important role in preparing the project. Many activities, such as trainings on how to make the most of the economic and cultural value of the site, were specifically geared towards women.



Shellfish mounds © Directorate of Cultural Heritage of Senegal

Outcomes

The Saloum Delta was declared a UNESCO World Heritage Property in June 2011. The new status was widely acclaimed in the press and by people living in the region and working in tourism. Women have been supported in organizing small-scale income-generating activities relating to the site's nomination for the World Heritage List.

The whole region of the Saloum Delta has gained fame. The site has been inscribed on the World Heritage List on the basis of cultural heritage criteria, but the community hopes that natural heritage criteria will soon also be included.



Introduction to intellectual property for cultural actors



Kagnalegn women from the Saloum Delta participating in a workshop on copyright. © UNESCO

BACKGROUND

The concept of copyright is enshrined in the Constitution of Senegal, although many cultural actors were unaware of this. This problem was compounded by language barriers and the extensive practice of informal work. Some workers were thus in a subordinate position to their employers, and this situation had culturally become increasingly fraught and entrenched over the years.

A training workshop was held by Senegal's Copyright Office in partnership with UNESCO to teach cultural actors about their rights so that they could improve their position on the market. All of the sector's actors, including authors, performers, authorities, managers, distribution centres and community radio stations, participated. Women were strongly encouraged to participate in the workshop.

PROCESS

Emphasis was laid in the training workshops on a participatory approach based on case studies in order to provide real-life examples. Audiovisual aids, training handbooks and radio programmes were translated into traditional languages by professional translators, which helped to overcome most of the major difficulties linked to the language barrier.

Everything was done to make it easy for women, considered to be bearers of a rich cultural and artistic heritage, to participate. Their accounts contributed a great deal to the discussion and they were given the opportunity to speak publicly about their lives, their concerns and their experiences.

Cultural actors' accounts of their practices before and after the training workshops was analysed in order to measure the impact and their assimilation of the basic concepts of intellectual property.

As a result of the JP, copyright management has improved and workers' contracts are fairer and better paid.

The talent and commitment of the participants were very beneficial. Participants noted a better understanding of copyright and related-rights issues. Moreover, a contract has been designed to regulate relations between cultural actors and employers. After the workshop, participants called on Senegal's Copyright Office to be strongly involved in the protection of their works.

As a result of the JP, copyright management has improved, workers' contracts are fairer and better paid, the marketing of cultural goods and products has increased, and more national opportunities have been created for cultural actors, owing to greater awareness and sensitivity among the general population.

Outcomes

“Culture can clearly facilitate economic growth through job creation, tourism and the cultural industries, as an important economic sector for production, consumption and access. Furthermore, Culture provides the social basis that allows for stimulating creativity, innovation, human progress and well-being. In this sense, culture can be seen as a driving force for human development, in respect of economic growth and also as a means of leading a more fulfilling intellectual, emotional, moral and spiritual life.”

Excerpts from the Terms of Reference of the MDG-F Culture and Development Thematic Window



United Nations
Educational, Scientific and
Cultural Organization



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DE ASUNTOS EXTERIORES
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