

ASIA

South East EUROPE

LATIN AMERICA

AFRICA

ARAB STATES

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KNOWLEDGE MANAGEMENT for Culture and Development

MDG-F Joint Programmes
in EGYPT, MAURITANIA,
MOROCCO and the OCCUPIED
PALESTINIAN TERRITORY



United Nations
Educational, Scientific and
Cultural Organization





Culture and Development in the Arab States

Sharing centuries-old vast cultural, religious, linguistic and historical heritage, the Arab States have long placed their heritage at centre stage, focusing on its promotion for tourism as a path to development. The recent Arab Spring movement has indicated a wave of change that has swept the Arab region, where people are calling for new solutions that will bring peace and development. In this ground-breaking transition taking place in the Arab region, culture is a powerful source of hope and identity, a motor of social and economic development, playing a key role in reconstruction and in laying the groundwork for a culture of peace.

Within this context, the MDG-F Culture and Development Joint Programmes implemented in the Arab States greatly contribute to a holistic vision of development in which the role of culture is highly valued. Focusing particularly on safeguarding the diverse cultural heritage and using it as an enabler of access to income through cultural industries and cultural tourism, while also focusing on promoting political participation and enhancing access to political cultural participation, especially for women, the Joint Programmes implemented in Egypt, Mauritania, Morocco and the occupied Palestinian territory (oPt) provide a real contribution to a common vision of culture and development in the Arab States.

The MDG-F Joint Programmes on Culture and Development in the Arab States

- > **4** Joint Programmes: Egypt, Mauritania, Morocco and occupied Palestinian territory (oPt)
- > **8** United Nations partner agencies: FAO, ILO, UNDP, UNESCO, UNFPA, UNIDO, UN Women, UNWTO
- > **37** national partners
- > **USD 18,6 million** total budget
- > **63,873** direct beneficiaries
- > over **122,069** indirect beneficiaries

TARGETED MDGs



1

ERADICATE
EXTREME POVERTY
AND HUNGER



3

PROMOTE GENDER
EQUALITY AND
EMPOWER WOMEN



7

ENSURE
ENVIRONMENTAL
SUSTAINABILITY



8

A GLOBAL
PARTNERSHIP FOR
DEVELOPMENT

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United Nations territorial boundaries as of September 2012.

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Irina Bokova
Director-General
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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 the Arab States between 2008 and 2013, namely in **Egypt, Mauritania, Morocco** and the **occupied Palestinian territory (oPt)**. 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 JPs of 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 to further 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 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 the Arab States

The JPs implemented in the Arab States sought to **harness the potential of cultural tourism for economic and social development**. In particular, they aimed at capitalizing on cultural assets to enrich their touristic offer in view of generating new employment and income opportunities, thereby seeking to further develop the economic value of culture. At the same time, the JPs recognized that cultural tourism and the celebration and promotion of cultural diversity can increase tolerance and foster social cohesion.

Promoting and safeguarding cultural heritage, in both its tangible and intangible forms, was therefore another common objective. In that respect, the JPs focused on building human and institutional capacities to manage and protect tangible cultural heritage – through technical workshops, cultural mapping/inventorying and measures to improve cultural policies – while also seeking to strengthen cultural infrastructure to develop tourism and facilitate participation in cultural life. The JPs also sought to safeguard intangible cultural heritage by organizing cultural events (Mauritania, Morocco and oPt), building inventories (Morocco and oPt) and supporting the establishment of a Living Human Treasures system (Morocco).

Finally, all four JPs sought to **support and develop cultural industries as another means of fostering socio-economic development**, based on the premise that such industries could create a wealth of employment and income opportunities, especially for women and marginalized groups with valuable knowledge and skills to pass on, in turn strengthening their inclusion in society and promoting their role in development. In that regard, the JPs especially focused on fostering the crafts sub-sector through activities geared at identifying and developing new markets for a variety of cultural goods and innovative designs, including traditional baskets (Egypt and Morocco) and tents (Morocco), beadwork and embroidery (Egypt), paintings, jewellery and fabrics (Mauritania), and furniture (Egypt and oPt).

Impact

Impact of the Joint Programmes

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

The JPs implemented in the Arab States have contributed, in particular, to MDGs 1, 3, 7 and 8. Foreseen and unforeseen impacts at the MDG level are outlined below.



MDG 1 Eradicate extreme poverty

All four JPs contributed to MDG 1 through actions targeting both the economic and human rights dimensions of poverty.

1. ADDRESSING THE ECONOMIC DIMENSION OF POVERTY

Employment and income generation: The JPs in the Arab States created an enabling environment conducive to employment and income generation in the culture sector, notably for unemployed individuals and women (e.g. 100 beneficiaries in Dahshur, Egypt, mainly women, are earning an income for the first time), through various actions geared towards fostering cultural tourism, strengthening the cultural industries – especially the crafts sub-sector – and developing the food industry (Morocco).

Developing economic resources and skills: The JPs focused on transferring skills and financial resources to build individual and institutional capacities. Technical market-oriented training programmes and workshops were organized in relation to cultural tourism, cultural industries and entrepreneurship. For instance, 80 beneficiaries in Morocco were trained in developing cultural projects while 60 beneficiaries in oPt were trained to produce home appliances, light fixtures, accessories and clothes using traditional skills and materials. Micro-credits were also granted to Micro, Small and Medium Sized Enterprises (MSMEs) and cultural entrepreneurs in view of fostering an entrepreneurial culture, centred on cultural and touristic activities. For example, the JP in Egypt contracted with Best Foundation for a microfinance portfolio of USD \$250,000 and a micro-credit line was established in Mauritania to support 178 cultural and tourism operators in Adrar, Assaba, Nouakchott and the Banc d'Arguin.

Business development: Business Development Services (BDS) were provided in the framework of the JPs to improve the commercialization of cultural goods and products and to create growth opportunities for local businesses. In Egypt, for instance, a local unit was specifically set up to provide BDS to the Dahshur community, while in Morocco legal and administrative support was provided to establish Economic Interest Groupings in the basketry industry and the culturally important couscous and date industries, and strategic analyses were carried out to equip those new entities with business plans.

Improved market access: The JPs also focused on improving market access for cultural goods through the organization of cultural fairs and festivals (Mauritania and oPt), the online promotion and sale of art and design products (oPt), the creation of synergies with existing national initiatives in the crafts sector (oPt), and the establishment of new local units for the production of couscous, dates and baskets (Morocco). New market opportunities, sales channels and networks were created as a result, in particular for women. In Egypt for example, 20 women artisans and 4,570 individuals, of which 1,911 are women, now have improved market access for their cultural/touristic products.

Improved policy frameworks for the culture sector: The JPs also focused on developing and improving cultural public policies, strategies and legislation, to promote cultural heritage and tourism in view of indirectly fostering culture-related employment and income opportunities. Key accomplishments include Morocco's new National Strategy and Charter for the preservation, enhancement and promotion of cultural heritage, oPt's first ever Strategy for the culture sector, and Egypt's Spatial tourism plan for Dahshur. Strategic cultural inventories were also produced to support decision-making in the culture sector. In Mauritania for example, a methodology for cultural inventories was designed for the Ministry of Culture and 20 ministry personnel were trained to use it.

2. ADDRESSING THE HUMAN RIGHTS DIMENSION OF POVERTY

[...] 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.

Terms of Reference for the Culture and Development Thematic Window

In that vein, the JPs created opportunities for **personal fulfilment and community development** by promoting access to and participation in cultural life and supporting quality access to cultural infrastructure and services.

Participation in cultural life: Recognizing the fundamental right to take part in cultural life, actions were carried out both to safeguard, develop and disseminate culture, and to support creative activity, particularly in favour of marginalized groups. Key examples include the development, preservation and rehabilitation of the Moulay Bashir Zawiya (an Islamic religious school in Morocco) into a cultural centre for literacy, Quran reading and cultural/religious exchange, and music lessons for girls in Hebron, oPt, thanks to advocacy efforts for gender equality in music teaching.

Access to cultural infrastructure and services: The JPs also developed and enhanced cultural infrastructure to ensure better access to cultural information and to facilitate participation in cultural life. For example, the JP in Mauritania supported the creation and operationalization of interpretation centres for the reception, orientation and documentation of visitors in the World Heritage properties of Chinguitti and Banc d'Arguin as well as in Nouakchott. Similarly, an interpretive centre was created in the World Heritage Property of Volubilis, Morocco, to highlight archaeological findings. In oPt, the construction of basic facilities was included in the new conservation plan for the historic site of Sabastiya.

3. SOCIAL COHESION

The JPs also focused on improving relationships between and within communities by promoting tolerance and respect for cultural diversity, and by fighting the social exclusion of marginalized groups through new and improved platforms for social dialogue.

Promoting cultural diversity: The JPs focused on promoting cultural diversity to help reassert cultural identity and to foster tolerance and mutual understanding among different cultures. To that end, 31 cultural events were organized in oPt, including numerous festivals and a cultural educational forum, and 15 diverse cultural events were organized in Mauritania, including 3 cultural festivals, several fairs, national thematic days and intercultural weeks. The establishment of a Living Human Treasures system was also supported by the JP in Morocco to showcase and safeguard the country's intangible cultural heritage, as it constitutes a strong symbol of shared values and living expressions.

Platforms for social dialogue: Social dialogue was fostered by the JPs to integrate marginalized groups and increase their sense of belonging to the larger community. The Local Economic Development (LED) Forum which was established in Dahshur, Egypt, is a noteworthy accomplishment in that respect, as is the historic political representation of women in the region of Guelmin, Morocco, following information and awareness-raising campaigns and capacity building workshops for elected women.



MDG 3 Promote gender equality and empower women

Women represent 64% of direct beneficiaries overall, thereby highlighting the impact of the various actions which were carried out to promote gender equality and empower women both politically and economically.

Economic-related skills building for women: Capacity building activities were specifically organized to provide women with new skills and resources: 5 'Women Get Ahead' workshops were organized for 100 women in Egypt; 9 women in Mauritania were trained to commercialize handicraft products online; 100 women in Morocco benefited from a workshop on financial and administrative management, 60 were trained in tent and couscous production and marketing, and 200 participated in a workshop on female leadership; 70 women in oPt benefited from a placement programme in the production of home appliances, light fixtures, accessories and clothes.

Support for cultural ventures run by women: The JPs also focused on establishing and supporting women-owned cultural ventures. In Mauritania for example, 10 women handicraft associations were supported while in oPt 7 home-hospitality businesses run by women were established and 7 women-owned traditional food-processing associations were supported.

Gender mainstreaming

Gender mainstreaming involves ensuring that gender perspectives and attention to the goal of gender equality are central to all activities - policy development, research, advocacy/ dialogue, legislation, resource allocation, and planning, implementation and monitoring of programmes and projects. UN Women

Key actions undertaken by the JPs in this regard include the following accomplishments: in Morocco gender was incorporated into the community development plans of 4 pilot municipalities located in the Southern Oases and gender-sensitive budgeting was carried out in the province of Tata-Al Hoceima-Taounate; in oPt gender was mainstreamed in the new National Strategy for the Culture Sector, resulting in gender-sensitive cultural plans, policies and programmes; and in Mauritania a gender-sensitive database on the production and consumption of cultural goods and services was constructed.

Political participation of women: The JPs in Egypt and Morocco actively encouraged women to participate in decision-making, thereby contributing towards reducing gender imbalances in political participation and empowerment. For example, in the region of Guelmin, Morocco, political representation of women was achieved for the first time during the 2009 elections thanks to the JP's support, through awareness-raising campaigns and capacity building workshops for women. Women in Dahshur are effectively participating in local decision-making via the newly established Local Economic Development (LED) Forum.



MDG 7 Ensure environmental sustainability

Eco-friendly production of cultural goods: The three JPs supported eco-friendly methods for the production of cultural goods, namely handicrafts (Egypt and Morocco) and traditional foods (Morocco and oPt). In Egypt 220 Dahshur locals were trained to produce and sell handicrafts using raw materials, thereby addressing environmental degradation; in Morocco solar dryers were used to produce couscous; and in oPt 7 food-processing associations were supported to ensure the sustainable production of food products using traditional crop varieties.

Eco-friendly tourism: The JP in Egypt sought to foster eco-friendly tourism in Dahshur by preparing an environmental management plan for the area and by initiating the process for Dahshur Lake to be declared a nationally protected area. There is also a recommendation to include Dahshur Lake and the Palm Grove in the buffer zone of the property inscribed on UNESCO's World Heritage List and UNESCO's Man and the Biosphere Programme.

Sensitizing to sustainable development approaches: Raising awareness about environmental concerns was a key component of the JP in oPt, with actions carried out at both the Government and community level (training of Ministry personnel in natural resources management; production of a manual on the conservation of endangered local crops; garden plots created in schools to sensitize children towards environment sustainability). In Morocco, Economic Interest Groupings in the handicraft sector were sensitized towards energy efficiency.



MDG 8 Develop a global partnership for development

All four JPs in the Arab States have contributed to MDG 8 by increasing support for and participation in culture-oriented development interventions:

Networks, partnerships and participatory processes: The JPs fostered community involvement in culture-oriented development interventions by creating sustainable networks, partnerships and synergies. In oPt for example, a network of handicraft producers and young designers was created, and in Mauritania 30 private-public partnerships were formed between Ministries, federations, and civil society actors to sustain the JP's activities. Participatory processes were also promoted to encourage cultural action and facilitate dialogue amongst governmental and non-governmental actors. Key

examples include the creation of a Local Economic Development (LED) Forum in Dahshur and the organization of wide consultations in Morocco to adopt the national Strategy and Charter for the preservation, enhancement and promotion of cultural heritage, and to incorporate gender and cultural heritage into the community development plans of the Southern Oases.

Greater awareness of the MDGs and of the importance of culture for development: The JPs used various means to raise awareness about the MDGs and promote culture's contribution to their achievement, including social media – namely Facebook and Youtube (Egypt) – radio (Egypt), newsletters (Egypt), brochures (Egypt and Morocco), studies/surveys (Morocco and oPt), trainings (Morocco) and awareness-raising campaigns (Morocco).

Knowledge Assets

77 diverse products were generated by the four JPs for a varied target audience encompassing national partners (especially Ministries), UN partners, actors and professionals in the culture sector (including artisans, entrepreneurs, SMEs, cooperatives, NGOs, librarians, university professors, academics, music and dance teachers), the local population of the targeted zones of intervention, tourism operators, school children and the public at large.

The majority of products fall under the following three categories:

Studies, diagnostics, research and reports 54%

This category comprises the largest number of products, mainly studies and diagnostics carried out to identify and assess potential stakeholders, intervention sites, markets and activities for the JPs. Other products to fall under this category include inventories, databases, mappings, catalogues and statistics – for the most part related to cultural heritage, cultural goods/services and cultural practices – as well as reports, surveys and socio-cultural studies on specific topics such as the MDGs (Mauritania, Morocco and oPt), the Moroccan population's knowledge of, perception of and attitude towards its heritage, and specific elements of Morocco's intangible cultural heritage (e.g. the 'Guedra' dance and 'Ganga' ritual in the municipality of Asrir). Not only were these documents critical to the implementation of the JPs, but many are also valuable sources of information and reflection for future policy-making and projects in the culture sector.

Tools and methodologies for action and/or training 34%

Three groups 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 cultural projects. The first group consists of capacity building tools, including training needs assessments (Egypt and Mauritania), training programmes in the areas of cultural tourism (Mauritania), cultural heritage (Morocco) and handicrafts (Morocco), training manuals (oPt), and business plans for cooperatives and Economic Interest Groupings (Morocco). The second group consists of methodologies, action plans and project documents for specific activities related to cultural heritage management and conservation. For instance, a methodology and action plan for the mapping and inventorying of cultural heritage was produced within the framework of the JP in Mauritania along with project documents to commercialize cultural products and handicrafts. The final group comprises Monitoring and Evaluation tools (Mauritania and oPt).

Recommendations, proposals and input aimed at developing cultural policies, laws and Government strategies 12%

Smaller in number but no less important, this category comprises products generated by the JPs in Egypt, Morocco and oPt. For instance, Egypt's Spatial tourism plan and ecological assessment of Dahshur, both established in view of developing a Master plan for the area; oPt's first ever Strategy for the culture sector and integrated conservation plan for Sabastiya (serving as a model in other historic towns); Morocco's Strategy for the preservation, enhancement and promotion of cultural heritage, and the preparatory document defining Moroccan cultural heritage and its components, as well as Morocco's draft laws to revise its legislation on cultural heritage and establish a national Living Human Treasures System. These products highlight 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.

Capacity Building

CAPACITY BUILDING

All four JPs identified the need to work on policies, public administration and collectivities as part of the groundwork for appropriate action in the field of culture and development tailored to each country's context and institutions. Capacity building was therefore given priority everywhere in order to empower national and local stakeholders, raise participation and inform public policy, in view of ensuring long-term impact, greater ownership and sustainability of the activities carried out.

The JPs first of all sought to build local artistic and technical skills to **foster local employment and income opportunities in their cultural industries** and to promote and **safeguard their cultural heritage**. For instance, **330** members of the Dahshur community acquired technical skills to produce traditional handicrafts; **20** stakeholders in Mauritania were familiarized with techniques to map and inventory cultural heritage; music and dance workshops were organized in Morocco along with practical courses for artisans and women's cooperatives involved in basket-making, traditional tent making and couscous production; and **60** young designers in oPt were trained to use traditional materials and skills to produce contemporary home appliances, light fixtures, accessories and clothes. It is noteworthy to point out that certain trainings were specifically organized for unemployed people. For instance in Egypt **20** jobless women took part in an intensive six-month training course on handicraft production and the aforementioned training in oPt was primarily destined to unemployed designers.

The JPs also carried out **capacity building activities linked to programming and planning**, focusing on Results-Based Management (Morocco and oPt), Monitoring and Evaluation (Mauritania, Morocco and oPt), reporting and development indicators (oPt) and cultural project development (Morocco and Mauritania).

Finally, efforts were also undertaken to **build national and local capacities to manage cultural institutions**: **250** stakeholders in oPt were trained in heritage site management and activity animation, **45** officials of the Egyptian Supreme Council of Antiquities (SCA) took part in a technical training on archaeological management and restoration, and administrative and financial management trainings were delivered to **11** women's associations and cooperatives in Morocco.

Ownership

National Ownership

To ensure greater effectiveness and ownership of their development interventions, all four JPs adopted **context-sensitive planning processes** and applied a **participatory approach to the design and implementation of activities**.

CONTEXT-SENSITIVE PLANNING

Local realities and knowledge were taken into consideration during the main phases of the JPs to adapt the interventions to the local context. In Morocco for example, local ancestral knowledge was used to identify income generating activities in the Southern Oases region and local documents and archives were consulted to design the JP. In Mauritania, local stakeholders – including local leaders, experts, artisans, associations and innkeepers – were involved during the design phase of the JP to ensure the integration of cultural practices in the Project Document. In Egypt, a socio-economic profile of Dahshur was established during the JP's inception phase, followed by a cultural mapping of the targeted area, while cultural indicators were produced in oPt to ensure that cultural policies reflect local specificities.

PARTICIPATORY DESIGN AND IMPLEMENTATION OF ACTIVITIES

All four JPs sought to involve the highest number of stakeholders in the design and implementation of their activities. Particular attention was paid to **engaging local residents and relevant stakeholders through a bottom-up approach**, thereby building on local talent and resources to prevent marginalization in development and to ensure sustainable results. Notable illustrations can be found in Morocco, where local planning processes were used to incorporate priorities promoting cultural heritage into the community development plans of four pilot municipalities located in the Southern Oases, and in Egypt, where a Local Economic Development (LED) Forum was created in Dahshur to allow community members – particularly disadvantaged groups – to take part in decision-making.

Local authorities and leaders were also involved to ensure the effectiveness of local interventions and to build on existing initiatives for the creation of sustainable synergies. For instance key partnerships were established in Morocco with the Agency for the Promotion and Economic and Social Development of the Southern Provinces of the Kingdom of Morocco to capitalize on existing activities and valuable human resources in the region; terminal offices of the Supreme Council of Antiquities were involved in Egypt; religious leaders participated in awareness-raising and sensitization sessions in Mauritania; four village councils and municipalities were involved in the inception and implementation phases of the JP in oPt.

Civil society actors also played a central role in the implementation phase. In Egypt, trainings and workshops were carried out by local and regional NGOs acting as Business Development Services (BDS) providers. In Mauritania, numerous civil society representatives – in particular youth, women and artisan associations – were closely involved in organizing cultural events. Similarly, NGOs, research institutes, universities, women’s associations, theatres, companies and national conservatories were all involved in oPt. In Morocco, cooperatives and associations have become local implementation partners, in addition to being key beneficiaries.

Finally, **public cultural institutions** were heavily involved in all four JPs. Participating Ministries were consulted during the design and inception phases before participating in workshops and Project Management Committee meetings during the implementation phase (e.g. 11 Ministries and 30 Ministry personnel were respectively involved in the JPs implemented in Morocco and oPt). Public agencies also coordinated activities and trainings in Egypt and Morocco.

Success

Success factors

Eight success stories were identified by the JP teams in the Arab States. A detailed description of each story can be found in the booklet at the end of this publication.

The initial **CONTEXT** of the stories indicates that the JPs sought to respond to several common needs: the need to foster the handicraft industry and support cultural entrepreneurship (Egypt and oPt), the need to promote cultural heritage as a vector for development (Morocco and oPt), and the need to both empower women (Egypt and Morocco) and ensure gender equality (oPt).

PROCESS: Common criteria were used by the JPs to identify their success stories:

- **Gender dimension addressed:** priority was given to actions involving and benefiting women, empowering them economically and politically, promoting their role in development, ensuring their rights, and promoting gender equality
- **Increased awareness and visibility:** greater visibility of the JPs, greater awareness about their contribution towards the achievement of the MDGs, and greater sensitization towards gender issues
- **Strong ownership and inclusiveness:** participatory processes were adopted to involve beneficiaries in view of ensuring strong ownership of the activities carried out and a common understanding of each actor’s role
- **Enhanced institutional collaboration:** greater collaboration and communication between different stakeholders, and new partnerships between governmental and non-governmental actors

Finally, in terms of **IMPACT**, the following characteristics were singled out by the JPs in relation to the positive results achieved:

- **Enhanced capacities:** Local Small and Medium sized Enterprises and artisans acquired new skills and resources, in turn enabling them to deliver better services and produce quality cultural products
- **Income and employment generation:** New employment opportunities were created for marginalized groups, including women and unemployed people, and for local talents. Capacity building activities and improved market access also contributed to increasing incomes in the culture sector
- **Changed perceptions:** Decision-makers and local communities now apprehend the economic potential of the culture sector and understand the importance of promoting and safeguarding cultural heritage, while promoting gender equality.

BENEFICIARIES

The JPs in the Arab States have benefited approximately **185,952 individuals overall**, including 63,873 direct beneficiaries, of whom 64% are women, and over 122,069 indirect beneficiaries*, of whom 51% are women. Four groups of beneficiaries were identified by the JPs:

- **Population:** The communities living in the JPs' targeted zones of intervention primarily benefited from the activities undertaken, as did youth, more generally, both in Morocco and oPt, thereby highlighting the effectiveness of a bottom-up approach to development.
- **The private sector:** Coherent with the aim of fostering cultural tourism, developing cultural industries and supporting cultural ventures, the JPs greatly benefited the private sector (actors in the cultural industries, artisans, artists, creators, SMEs, new entrepreneurs, independent professionals, experts and academics), in particular through capacity building activities and Business Development Services (BDS).
- **Organized civil society:** Civil and community associations, NGOs, grouped professional collectives, training centres, and religious/community leaders benefited from the JPs in various ways, in particular by acquiring new skills and resources.
- **Public administration:** Government authorities benefited from the JPs through increased dialogue, cooperation and institutional strengthening. Regional/local authorities and partners, including municipalities and village councils, also benefited from the JPs.

OPERATIONAL CHALLENGES

Valuable lessons were gained from operational challenges faced by the JPs, of which examples are presented below.

Adapting to the local context All JPs mentioned the importance of tailoring their interventions to the local context. They emphasized the need to include a preparatory phase prior to designing the Project Document to guarantee sufficient time to analyze the socio-cultural context, assess the institutional environment and the needs of the culture sector, undertake consultations with local communities, and identify existing interventions and partners. The need to establish flexible mechanisms to allow JPs to adapt to changes on the ground during the implementation phase, without hindering activities, was also mentioned.

Developing effective coordination and communication mechanisms The JPs also noted the complexity of establishing effective coordination and communication mechanisms given the large number of implementing partners. They emphasized the need to establish communication channels and to clearly define each actor's roles and responsibilities before starting activities. Suggestions included developing a communication plan among implementing partners at the start of the JP and ensuring a clear definition of roles and responsibilities in the programme's Terms of Reference.

Improving management procedures The JPs mentioned the need to harmonize procedures as much as possible to ensure coherence and unity in decision-making and activity implementation, along with the need to take into account existing management capacities. They also called for decisions to be made by an identified entity rather than by a committee.

* Excluding the number of indirect beneficiaries of the JP in Morocco (not available at the time of printing).

MOBILIZATION OF THE DAHSHUR

WORLD HERITAGE SITE
FOR COMMUNITY DEVELOPMENT

DURATION	April 2009 – April 2013
TOTAL BUDGET	USD 3.1 million
UNITED NATIONS PARTNER AGENCIES	UNDP, UNESCO, UNIDO, UNWTO, ILO
NATIONAL PARTNERS	Ministry of Culture (Supreme Council of Antiquities) till December 2011, Ministry of State for Antiquities from December 2011, Ministry of Tourism, Ministry of the Environment (Egyptian Environmental Affairs Agency), Social Fund for Development, Industrial Modernization Centre
TARGETED GEOGRAPHICAL AREAS	Dahshur component of the World Heritage Property of <i>Memphis and its Necropolis – the Pyramid Fields from Giza to Dahshur</i> , and the five surrounding villages
OVERALL OBJECTIVE	Fight poverty in the Dahshur area by fostering sustainable cultural tourism and cultural industries through participatory and community-owned processes to promote, protect and manage Dahshur's cultural and natural resources
BENEFICIARIES	Direct: Approximately 4,900 individuals from the 5 targeted villages of Dahshur, 39% of whom are women 17 institutions: 4 Ministries, 2 regional/local authorities, 6 associations and 5 NGOs Indirect: 40,000 individuals, 46% of whom are women

“One day people around the world will look at items like these with a ‘made in Dahshur’ label attached.”
Om Ahmed, a female beneficiary of the handicraft training programme in Dahshur



© Costanza de Simone

Egypt

POPULATION
81 million

CAPITAL
Cairo

GDP PER CAPITA
USD 6,000 (2010)

PROPERTIES ON THE UNESCO
WORLD HERITAGE LIST

- **Abu Mena**
- **Ancient Thebes with its Necropolis**
- **Historic Cairo**
- **Memphis and its Necropolis – the Pyramid Fields from Giza to Dahshur**
- **Nubian Monuments from Abu Simbel to Philae**
- **Saint Catherine Area**
- **Wadi Al-Hitan (Whale Valley)**

ELEMENT ON THE UNESCO REPRESENTATIVE LIST
OF THE INTANGIBLE CULTURAL HERITAGE
OF HUMANITY

The Al-Sirah Al-Hilaliyyah Epic

WEB SITE FOR MORE INFORMATION
<http://www.un.org/UNInner1.aspx?pageID=17>

Dahshur, located ten kilometres South of Saqqara and thirty-five kilometres South of Cairo, is a 3.5 kilometre-long field of pyramids forming part of *Memphis and its Necropolis – the Pyramid Fields from Giza to Dahshur*, a UNESCO World Heritage (WH) property. To upgrade and preserve the WH property, the Supreme Council of Antiquities (SCA) and UNESCO decided to develop a project aimed at linking the four major clusters of the World Heritage property – Giza Plateau, Abu Sir, Saqqarah and Dahshur – and jointly started drafting the ‘Memphite Necropolis Management Plan’. In this context and in light of the increasing number of tourists visiting the Dahshur area, its seclusion from urban sprawl, its growing population and high unemployment rate, the JP was developed and exclusively confined to this area with a view to fostering community development and improving local living conditions.

In particular, the JP seeks to preserve Dahshur’s pyramids and ecosystem, namely the seasonal lake’s unique plant and animal biodiversity, by enhancing capacities to sustainably manage the site and by promoting a responsible approach to tourism development. The JP also aims to ensure community development and employment generation, with a special focus on women and youth, by fostering



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HIGHLIGHTS OF CONTRIBUTIONS TO THE MDGs

MDG 1:

- Economic growth of rural communities through targeted employment-generation activities outside of agriculture in the areas of tourism, cultural industries and handicraft production, as a result of local market-oriented trainings, Business Development Services (BDS) and micro financing
- 14 capacity building workshops benefiting over 300 locals from the 5 villages around Dahshur contributed in fostering an entrepreneurial culture to harness the development potential of the area

MDG 3:

- 1,900 women empowered through priority capacity building activities, financial support to start their own enterprises, and strong participation in the Local Economic Development (LED) Forum where they represent over 30% of community members

MDG 7:

- Eco-friendly tourism supported and promoted in Dahshur by preparing an environmental management plan for the area and by initiating the process for Dahshur Lake to be declared a nationally protected area. There is also a view to recommend the inclusion of Dahshur Lake and the Palm Grove in the buffer zone of the World Heritage property and UNESCO Man and the Biosphere Programme
- Environmental degradation addressed by training 220 locals in eco-friendly methods of handicraft production using raw materials, namely palm tree branches, leaves and reeds

MDG 8:

- Community engagement in development interventions fostered through the establishment of a Local Economic Development (LED) Forum in Dahshur
- Diverse communication channels established to create local networks for organized social action and promote culture's contribution to achieving the MDGs (Facebook page, YouTube channel, JP newsletters, partnership with Nogoom FM radio, 4,000 JP brochures printed in English and Arabic etc.)

community-based ecotourism and rural tourism, by supporting local entrepreneurship and job opportunities in the creative industries and handicraft sectors, and by promoting public awareness of Dahshur's value for social development, with particular efforts to encourage community-owned and operated Small and Medium Sized Enterprises (SMEs).

In this context, the JP has developed activities to:

- Enhance capacities to manage and preserve Dahshur
- Enhance job opportunities in the creative industries and cultural tourism sectors, especially for women

MAJOR ACHIEVEMENTS AND ACTIONS

1 Enhanced capacities to manage and preserve Dahshur

- **Institutional strengthening:**
 - Progress in developing an integrated Master Plan for the Dahshur component of the WH property, through the finalization of a Spatial Tourism Plan for Dahshur – with the Government contributing USD 8.3 million for its implementation – and the drafting of archaeological and environmental plans (an ecological assessment and water analysis of Dahshur Lake have been completed, and a file has been submitted to the Egyptian Environmental Affairs Agency for Dahshur Lake to be declared a nationally protected area)
 - Technical training of 45 officials of the Supreme Council of Antiquities (SCA) in management and conservation of archaeological and WH properties

• Improved access to key information about Dahshur:

- Socio-economic profile of Dahshur established
- Archaeological and Historical mapping of the entire Dahshur area conducted using Geographic Information Systems (GIS)
- Database on the antiques of Dahshur established

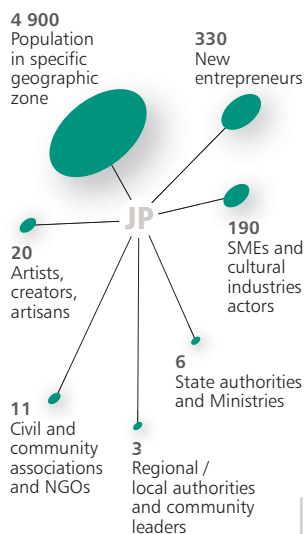
- **Community participation** in managing Dahshur ensured through the establishment and operationalization of a Local Economic Development (LED) Forum enabling local stakeholders, community leaders and representatives from disadvantaged segments of the Dahshur

community to define common priorities for the development of Dahshur. The LED Forum was recently registered as a national NGO.

2 Enhanced job opportunities in the creative industries and cultural tourism sectors, especially for women

- **Enhanced crafts production** in 5 sectors (palm tree furniture, basketry products, palm rugs, carpet products, beadwork and embroidery) following the training of 275 women and 55 men in traditional handicraft production, leading to new product designs and improved market linkages
- **Financial and technical support** for cultural entrepreneurship:
 - Continued access to finance for entrepreneurs in Dahshur via the creation of a local revolving micro-credit facility – 170 cultural entrepreneurs already provided with micro-credits and Business Development Services (BDS) to start or upgrade their own business
 - 100 locals (mostly women) earning incomes for the first time by working from home or for local NGOs following 9 'Know About Business' and 5 'Gender and Entrepreneurship Together: GET Ahead for Women in Enterprise' training programmes
- **Sustainable community-based tourism fostered:**
 - Over 3,243 locals trained in customer care, English, Small and Medium Sized Enterprises (SME) development in the tourism sector
 - Approximately 360 local community members sensitized towards the touristic value of the area

Network analysis:
JP beneficiaries



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

NATIONAL OWNERSHIP

Given the JP's key focus on fostering community development in the Dahshur area, highly participatory interventions were undertaken at the grass-roots level to consolidate **community ownership** through a bottom-up approach.

The **Dahshur community** was effectively engaged in the JP from the onset by participating in drawing up a socio-economic profile of the area. Additionally, and most significantly, strong and continued community involvement was ensured throughout the implementation phase, following the establishment and operationalization of a Local Economic Development (LED) Forum. As a result, local stakeholders, community leaders and representatives of disadvantaged groups were provided with a platform to actively participate in the management and coordination of activities, thereby securing community ownership of the JP and promoting mutual accountability among all stakeholders. Finally, the adoption of participatory methodologies also contributed to enhancing community ownership. For example, interactive workshops aimed at training locals in handicraft production were conducted and new product designs were produced based on the recommendations of the trainees.

6 public cultural institutions, namely **4** Ministries and **2** national agencies, closely collaborated with **5** UN agencies to implement the JP's activities. **Government ownership** was consolidated by actively involving relevant Ministries (Tourism, Culture and Environment) in developing strategic management plans for the elaboration of the Dahshur Master Plan. The Government's decision to allocate USD **8.3** million for the implementation of the Dahshur Tourism Spatial Plan developed by the JP is a striking testimony of the extent of Government ownership. Ownership amongst the **2** participating national agencies – the Social Fund for Development (SFD) and the Industrial Modernization Centre (IMC) – was also ensured through their central role in coordinating technical trainings.

Finally, **5 community development NGOs** were strongly involved in implementing trainings and workshops, which indicates that the JP promoted a bottom-up approach alongside the top-down path resulting from its collaboration with national institutions. The **involvement of local NGOs** is very relevant given their capacity to spread knowledge amongst community members and the fact that they may assist national and local government in designing and implementing future policies, programmes and projects.

SUSTAINABILITY

It is noteworthy to point out various indications of the JP's sustainability. In particular, the strategic plans being developed by the JP for the conservation and protection of the Dahshur component of the World Heritage property will be integrated in the Memphite Necropolis Management Plan, ensuring **continued Government investment in protecting Dahshur's famous pyramids and ecosystem**. USD **8.3** million have already been allocated by the Government for the implementation of the newly developed Spatial Tourism Plan for Dahshur. Moreover, the Local Economic Development (LED) Forum has successfully been registered as an NGO and will continue to function after the JP along with the newly-established micro-financing revolving fund, thereby ensuring **continued organized social action at the community level and sustainable access to local finance for entrepreneurs and SMEs**. Furthermore, local NGOs are ready to replicate their trainings for other groups, thereby ensuring **continued capacity building at the community level**.

BENEFICIARIES

The JP's benefits have been spread across the Dahshur community, with the programme directly benefitting **4,900** people and indirectly advantaging the **40,000** inhabitants of the surrounding five villages.

Coherent with the aim of promoting broad-based economic activities, the **private sector**, especially benefited from the JP's activities. Indeed, a small unit comprised of seven local staff was established to provide Business Development Services (BDS) and micro-credits to the community, as a result benefiting **20** cultural industries and **20** artisans, and enabling **170** Small and Medium Sized Enterprises (SMEs) to be created or upgraded. Moreover, **330** new entrepreneurs have taken part in market-oriented workshops and training programmes in the handicraft sector.

Special attention was paid to supporting local women, who represent **45%** of beneficiaries, including by organizing specific capacity building activities for women in relation to crafts production and entrepreneurship. For instance, **5** 'Gender and Entrepreneurship Together: GET Ahead for Women in Enterprise' training programmes were conducted for over **100** women to promote enterprise development among women in poverty and assist them in starting or upgrading small-scale businesses by providing them with basic business entrepreneurial skills. Women are now producing and selling quality handicrafts, taking part in cultural ventures and earning incomes for the first time.

Finally state and local authorities have also benefited from the JP, in particular the Ministry of Culture (Supreme Council of Antiquities), the Ministry of Tourism, the Ministry of the Environment (Egyptian Environmental Affairs Agency) and their field offices, through capacity building (e.g. 45 officials of the Supreme Council of Antiquities trained in managing and protecting archaeological and World Heritage properties) and support in developing culture, tourism and environmental management plans for Dahshur within the framework of the on-going drafting of the Memphis Necropolis Management Plan.

OPERATIONAL CHALLENGES

The MDG-F experience in Egypt 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 Egypt, relate both to processes (executive, operational, financial) and to technical aspects of the JP. Examples of both are portrayed below:

- **Ensuring local community engagement:** It is essential to allocate sufficient time, resources and efforts for consultations with targeted beneficiary communities during the design phase to ensure that local needs and priorities are taken into account, and to foster local interest in and ownership of the project.
- **Joint partner implementation enables effective and sustainable cooperation:** Although joint programming poses the challenge of implementing activities with high numbers of partners, each with their own rules and procedures, it is an effective mechanism to enhance cooperation and create various channels of communication between UN agencies and national partners. By enabling various actors to work together according to their field of competence, joint programming facilitates the ongoing exchange of experiences and expertise, and the reduction of unwanted duplications and overlapping, thereby ensuring the maximization of resources, while also creating opportunities for continued cooperation beyond the JP.
- **Programme sustainability:** Successful activities attract new funds and stakeholders, thereby increasing ownership of the programme and fostering synergies with already existing projects. In this JP, the Government of Egypt decided to allocate USD 8,3 million to the Programme to capitalize on its promising results after seeing the success being achieved on the ground.

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 the environment:** Promotion of eco-friendly creative industries
- ▶ **Culture and entrepreneurship:** Creation and expansion of Small and Medium-Sized enterprises (SMEs)

HERITAGE, TRADITION AND CREATIVITY FOR SUSTAINABLE DEVELOPMENT IN MAURITANIA

DURATION	February 2009 - February 2013
TOTAL BUDGET	USD 7,5 million
UNITED NATIONS PARTNER AGENCIES	UNESCO, UNDP, UNFPA
NATIONAL PARTNERS	Ministry of Culture, Youth and Sport, Ministry of Economic Affairs and Development, Ministry of Trade, Crafts and Tourism, Ministry of Traditional Education and Islamic Affairs, National Tourism Federation, National Chamber of Crafts and Trades
TARGETED GEOGRAPHICAL AREAS	Three regions: Nouakchott (mainly), Adrar and Assaba
OVERALL OBJECTIVE	Contribute to combatting poverty by enhancing and developing cultural heritage in order to create appealing sustainable tourism which is mindful of Mauritanian identity, based on diversified cultural content and a source of income-generating activities for the most disadvantaged
BENEFICIARIES	Direct: 2,571 individuals, 86% of whom are women Indirect: 5,115 individuals, 60% of whom are women

“The country has a rich natural and cultural heritage which is under-utilized, representing a significant shortfall for the achievement of the MDGs and poverty reduction.”

Project Document



Artisanat Kiffa © UNESCO/Baouba Ould / Mohamed-Neftie

Mauritania

Since the democratic transition (2005-2007), the Government has confirmed its wish to enhance and promote cultural heritage by prioritizing cultural development, as reflected in the United Nations Development Assistance Framework (UNDAF) for 2007-2012 and the National Strategy for the Development of Tourism, both of which were adopted in 2007.

In this context, the JP was set up to help the Government position culture as a driver of development in order to effectively combat the extreme poverty which particularly affects youth, women and some traditional social groups on the fringes of society (artisans, griots and descendants of former slaves).

The first pillar of the JP seeks to develop and diversify the country's cultural and touristic content in order to generate employment and income for the most disadvantaged, in particular women and youth, through training, modernization of work methods and tools, establishment of organizational structures, and improvement of marketing channels for cultural and tourism products. The second

POPULATION
3,5 million

CAPITAL
Nouakchott

GDP PER CAPITA
USD 2,000 (2010)

PROPERTIES ON THE UNESCO
WORLD HERITAGE LIST

- Banc d'Arguin National Park
- Ancient Ksour of Ouadane, Chinguetti, Tichitt and Oualata

ELEMENT ON THE UNESCO REPRESENTATIVE
LIST OF THE INTANGIBLE CULTURAL HERITAGE
OF HUMANITY
Moorish epic T'heydinn

WEB SITE FOR MORE INFORMATION
www.unesco.org/new/mdgf



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HIGHLIGHTS OF CONTRIBUTIONS TO THE MDGs

MDG 1:

- Income-generating activities created in the crafts and cultural tourism sectors by supporting the production and marketing of craft products, through technical training courses and the establishment of a microcredit line for **178** beneficiaries, and by building capacities in relation to cultural tourism
- Increased commercial activity in towns hosting cultural events due to new inflows of domestic tourists
- New employment opportunities linked to the organization of television competitions based on cultural festivals organized under the JP
- Greater involvement of marginalized communities in local development initiatives through the organization of **15** cultural events

MDG 3:

- Women empowered through the creation of income-generating activities in the fields of cultural tourism, crafts and visual arts, owing to the establishment of **2** inns managed by mixed teams and support for **10** women's craft cooperatives
- Gender equality strengthened through the construction of a gender-sensitive database on the production and consumption of cultural goods and services and the preparation of **15** studies focusing on gender equality and culture

MDG 8:

- **30** public-private partnerships created to implement a microcredit line and organize cultural festivals, thus strengthening cooperation between private and institutional cultural stakeholders

pillar of the JP seeks to build an institutional environment conducive to heritage conservation, management and enhancement, which constitutes both a key element for strengthening social cohesion and a real asset for the desired development of cultural tourism.

In this context, the JP has developed activities to:

- Develop and enrich cultural and touristic content
- Strengthen capacities to manage, safeguard and enhance cultural heritage

MAJOR ACHIEVEMENTS AND ACTIONS

1 Development and enrichment of cultural and touristic content

- **Technical and financial support** for cultural and tourism businesses:
 - Support for the production and marketing of craft products which meet criteria for quality certification, notably jewellery, fabrics and paintings – **22** managers and artisans (including **9** women) trained in advertising craft products online
 - Training in cultural tourism (visitor reception, management, hygiene and foreign languages) delivered to more than **230** people working in the crafts and tourism sectors
 - Microcredit line established for **178** crafts and tourism operators (including **120** women) based in Adrar, Assaba, Nouakchott and the Banc d'Arguin in particular
- **15 cultural events** fostering domestic tourism and social cohesion:
 - **3** festivals (on cultural diversity, traditional music and gospel music), national thematic days (e.g. traditional costumes, gastronomy), intercultural weeks, trade fairs and crafts exhibitions
 - Income-generating derived products (notably 1,000 DVDs and 1,500 posters on crafts)

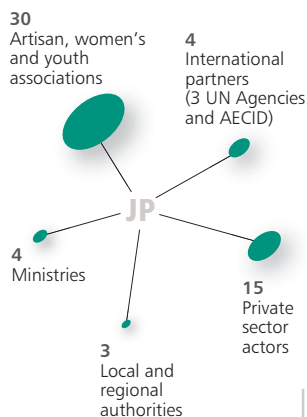
- **30 public-private partnerships** established between Ministries, professional federations, research consultancies, associations and the Agency for the Promotion of the Network of Popular Credit and Savings Banks (PROCAPEC), in order to implement the microcredit line and organize the above-mentioned festivals

- **Strategic tools** developed to promote the marketing of cultural and tourism products, with a special focus on gender:
 - Construction of a gender-sensitive database on the production and consumption of cultural goods and services
 - Study to identify key craft products and their labeling
 - **15** studies emphasizing gender equality and culture
- **Support for the creation** and operationalization of tourist information centres to welcome, guide and inform visitors in Nouakchott and at the World Heritage Properties of Chinguitti and the Banc d'Arguin

2 Strengthened capacities to manage, safeguard and enhance cultural heritage

- **Institutional strengthening** of the Directorate of Cultural Heritage (Ministry of Culture) through the development of an inventory methodology and the corresponding training of **20** staff members, and through the provision of information technology and recording equipment
- **Training in programming** and project monitoring and evaluation for approximately **20** managers, including **5** women, working for the Ministries of Culture and Tourism and their offices in the JP's regions of intervention
- **Study to determine the cultural potential of Mahdras** (traditional schools) in the JP's **3** regions of intervention (particularly to enhance and protect their ancient manuscript holdings) and drawing up of project documents on the production and marketing of cultural products by **3** Mahdras

Network analysis:
Stakeholders involved
in the JP inception,
design and implementation phases



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

NATIONAL OWNERSHIP

As indicated by the **network analysis** of the JP, all stakeholders participated in each of its phases to ensure national ownership of the activities carried out.

The **Ministries** concerned, in particular the Ministry of Culture, Youth and Sport, the Ministry of Economic Affairs and Development, the Ministry of Trade, Crafts and Tourism, and the Ministry of Traditional Education and Islamic Affairs have stimulated the development and enrichment of cultural and touristic content in the country, in close cooperation with the 3 United Nations partner agencies and the **private sector** (stakeholders in the crafts and tourism sectors).

The full participation of a range of private stakeholders in these initiatives, notably the National Tourism Federation, the National Chamber of Crafts and Trades and several research consultancies, has, on the one hand, underpinned the effective development of the tourism and crafts sectors, which are largely made up of small and medium-sized enterprises, and, on the other hand, brought together various existing private networks in order to maximize the JP's impact.

The Ministry of Culture's decision to maintain the cultural diversity festival in Nouakchott and the creation of two television programmes based on the cultural festivals organized under the JP are clear evidence of national ownership, as is the Government's declaration that it will sustain the microcredit line using its own funds and private investments to support further cultural and tourism activities.

Lastly, the involvement of many **groups of artisans, youth associations, cultural associations and women's cooperatives** in the organization of cultural events (festivals, thematic days, fairs etc.) has fostered the development of attractive and diversified national tourism, and enabled associations of artists and youth to gain the experience and skills needed to organize their own events, which is an unambiguous sign of **civil society's ownership of the JP**.

It is interesting to note other indicators of ownership during each phase of the JP.

Firstly, when the project was designed, local knowledge was taken into account through the involvement of **local experts and leaders**, and 16 studies were carried out by means of a highly participatory process involving a wide range of local stakeholders (associations, cooperatives, traditional schools and leaders, innkeepers, artisans, locally elected officials etc.) to analyse the culture sector and identify potential partners and sites for the implementation of the JP.

Next, during the inception phase, **administrative authorities, elected officials and local leaders** were encouraged to take ownership of the activities through their involvement in awareness-raising/information workshops and meetings on the JP.

Lastly, during the implementation phase, national ownership was consolidated by organizing major advertising campaigns before and during cultural events and by thoroughly consulting the beneficiaries of each event in order to take into account their technical advice and determine the role of each contributor.

SUSTAINABILITY

Several mechanisms have been put in place to ensure the sustainability of the JP's activities and outcomes. Firstly, the microcredit line established under the JP is to be maintained and implemented by the Agency for the Promotion of the Network of Popular Credit and Savings Banks (PROCAPEC), **using private and government funds**. Secondly, the cultural diversity festival has been institutionalized by the Ministry of Culture and the Association for the Promotion of the Soninke Language and Culture has decided to organize a regional festival on Soninke culture for the Soninke people of Mauritania, Mali and Senegal. Moreover, the creation of **30 public-private partnerships** between Ministries, federations, research consultancies, associations and PROCAPEC, in view of implementing the credit line and cultural festivals, will boost the sustainability of these two key accomplishments of the JP. Lastly, increasing efforts to raise the JP's profile, using a wide range of media (television, radio, newspapers, posters, advertising canvases, brochures, banners etc.) contribute towards the JP's sustainability strategy.

BENEFICIARIES

The JP has directly benefited **2,571** people, most of them inhabitants of the three targeted regions. It is worth noting that women are the primary beneficiaries of the JP, representing **86%** of direct beneficiaries and considerably benefitting from the cultural events which were organized, thanks to the central role given to women's cooperatives, groups of artisans and artists associations – where they are strongly represented – in the organization of these events. This illustrates the JP's special focus on women's development and empowerment, in order to achieve MDGs **1** and **3**.

Furthermore, **5,115** people, **60%** of whom are women, have indirectly benefited from the activities implemented under the JP. These beneficiaries are mainly inhabitants of the JP's zones of intervention, notably residents of towns where cultural events were held. The cultural diversity festival in Nouakchott was an opportunity for all social groups to demonstrate their cultural specificities, thereby helping to promote social cohesion through increased dialogue and mutual understanding. At the same time, the gospel and traditional music festivals, held in Atar and Kiffa respectively, permitted the valorisation of ancient know-how of slaves and griots. These events also attracted a large national audience, providing an additional source of income for shopkeepers and service providers in the host towns.

OPERATIONAL CHALLENGES

The MDG-F experience in Mauritania has generated significant innovation and knowledge about the role of culture for development in the country. In particular, several operational conclusions regarding the programme's design and management have been identified and reported by the JP team in Mauritania:

- Plan realistic fields of action and targets;
- Define management mechanisms and the tasks and responsibilities of each stakeholder;
- Group together decision-making centres and harmonize procedures if possible.

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 cohesion:** Festivals of cultural diversity (Nouakchott), gospel music (Atar) and traditional music (Kiffa)

CULTURAL HERITAGE AND THE FOR DEVELOPMENT

CREATIVE INDUSTRIES AS A VEHICLE IN MOROCCO

DURATION	August 2008 - August 2012
TOTAL BUDGET	USD 5 million
UNITED NATIONS PARTNER AGENCIES	UNESCO, UNDP, UN Women, UNIDO, UNFPA
NATIONAL PARTNERS	21 national cultural institutions including: <ul style="list-style-type: none"> • 11 Ministries: Culture; Foreign Affairs and Cooperation; Tourism and Crafts; the Interior; Social Development, Family and Solidarity; Communication; Habous and Islamic Affairs; Housing, Urbanism and Space Planning; Energy and Mines; Finance and Economy; National Education, Higher Education, Higher Training and Scientific Research • Agency for the Promotion and Social and Economic Development of the Southern Provinces of the Kingdom of Morocco (Programme for Sustainable Territorial Development in the South)
TARGETED GEOGRAPHICAL AREAS	5 regions : Oriental, Taza-Al Hoceima-Taounate, Souss-Massa-Draa, Guelmim, Southern Oasis Zone
OVERALL OBJECTIVE	Promote the potential of individual and collective development linked to the enhancement of cultural heritage and strengthen the role of cultural heritage and creative industries in human development policies and strategies
BENEFICIARIES	Direct: 4,614 individuals, 77% of whom are women

“Through our cooperative [for weaving Sahrawi tents] we have contributed a great deal to the revival of the ancestral know-how of Hassani tradition. Thanks to this work, women are obtaining daily or monthly revenue to cater for their needs and improve their living conditions.”

Halima Bardid, President of the OAFILA TIGHMERT cooperative



Weaving of saharawi tents in Asrir, Guelmim © MDC.F - IP Morocco

POPULATION
32 million

CAPITAL
Rabat

GDP PER CAPITA
USD 4,600 (2010)

PROPERTIES ON THE UNESCO
WORLD HERITAGE LIST

- Medina of Fez
- Medina of Marrakesh
- Ksar of Ait-Ben-Haddou
- Historic City of Meknes
- Medina of Tétouan (formerly known as Titawin)
- Archaeological Site of Volubilis
- Medina of Essaouira (formerly Mogador)
- Portuguese City of Mazagan (El Jadida)
- Rabat, Modern Capital and Historic City: a Shared Heritage

ELEMENTS ON THE UNESCO REPRESENTATIVE LIST
OF THE INTANGIBLE CULTURAL HERITAGE
OF HUMANITY

- Mediterranean diet (shared with Spain, Greece and Italy)
- Falconry, a living human heritage (shared with the United Arab Emirates, Belgium, the Czech Republic, France, the Republic of Korea, Mongolia, Morocco, Qatar, Saudi Arabia, Spain and the Syrian Arab Republic)
- Cultural space of Jemaa el-Fna Square
- Moussem of Tan-Tan

Protecting and promoting Morocco's cultural heritage, which is threatened by rapid changes in people's lifestyles, is one of the Ministry of Culture's strategic lines of action, in accordance with the priorities defined in the United Nations Development Assistance Framework (UNDAF) for 2007-2011.

Within this framework, several weaknesses were identified by the Ministry, in particular the lack of a national heritage strategy and of a consensual definition of its components. In this context, the JP was set up to support the Government in its efforts to conserve and enhance cultural heritage.

The JP seeks first and foremost to raise awareness among communities, economic operators and policy-makers with regard to the socio-economic value of cultural heritage, by emphasizing its inclusive and changing nature and therefore the key role played by women and youth in transmitting skills. Consequently, one of the JP's main objectives is to mainstream gender in heritage management and enhancement. To this end, the JP notably aims to further the role of women in traditional cultural sub-sectors where they are strongly represented (crafts, couscous and dates), by building their capacities and assisting them in undertaking income-generating activities. Moreover, the JP pays close attention to strengthening cooperation between private and institutional cultural stakeholders.



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HIGHLIGHTS OF CONTRIBUTIONS TO THE MDGs

MDG 1:

- Economic growth stimulated by the development of the basketwork/tent weaving, couscous and date industries, owing to new production structures and stronger marketing methods and tools to better fulfill market demands
- **14** income-generating activities created in the crafts (basketwork using plant products and weaving using wool and hair) and food-processing (dates and couscous) industries, as a result of technical support to set up cultural projects
- Improved poverty reduction strategies by mainstreaming gender in local development plans to address disparities between men and women

MDG 3:

- Gender equality fostered through gender mainstreaming in district development planning processes and gender-sensitive budgeting in the province of Tata-Al Hoceima-Taounate
- Economic empowerment of women through strengthened technical skills and improved management of women's cooperatives and associations, especially in female-dominated trades based on local skills
- Political empowerment of women in the region of Guelmim through the historic political representation of **14** women in 2009, the strengthening of their management and local governance capacities, and the creation of a network of locally elected women in 2010, thus providing them with a platform where they can assert their rights, put an end to discriminatory practices and fully participate in local development
- Greater community awareness about women's rights, national and international instruments promoting gender equality, and national policies adopted in favour of women's rights and gender equality

MDG 7:

- Ecological initiatives supported through the installation and use of solar dryers for couscous production
- Greater awareness about good management and energy efficiency among craft-oriented Economic Interest Groups (EIGs)

MDG 8:

- Intersectoral and multi-partner synergies fostered by the participatory process adopted in order to incorporate cultural heritage into the district development plans for the Southern Oases – this pilot initiative will be replicated in more than **40** districts in the southern provinces
- Increased intergovernmental cooperation and dialogue between the State and civil society following extensive consultations for the adoption of the above-mentioned national strategy and charter

In this context, the JP has developed activities to:

- Include cultural heritage enhancement in local and national policies and strategies
- Promote and strengthen the role of women in development
- Strengthen cultural industries, including crafts
- Improve cultural heritage management and conservation

MAJOR ACHIEVEMENTS AND ACTIONS

1 Cultural heritage enhancement included in local and national policies and strategies

- At the national level, **strengthening of the legal and regulatory framework** of the culture sector:
 - New strategic tools: national strategy and charter for cultural heritage conservation, enhancement and promotion; general heritage inventory
 - New legislative instruments: draft revision of the law on cultural heritage; draft law on mechanisms to establish a Living Human Treasures management system
- At the local level, **inclusion of priorities** related to cultural heritage enhancement in the district development plans for the Southern Oases

2 Promotion and strengthening of the role of women in development

- **Addressing the gender dimension** in local development processes:
 - Mainstreaming of gender in the district development plans for the Southern Oases
 - Support for the historic political representation of women in the region of Guelmim (**4** information and awareness-raising campaigns; training on the MDGs, gender and gender-sensitive budgeting for **14** elected women from **7** rural districts)

- **Raising community awareness** of the role of women in development:

- Sociocultural study on the values and traditions which influence the inclusion of women and enhance their role in the achievement of the MDGs, in the Oasis provinces of Guelmim, Tata and Assa Zag
- **2** workshops on women's leadership (for **200** women) and the gender dimension in cultural action

- **Support for women's cooperatives/associations:**

- **100** women trained in financial and administrative management
- **60** women from 2 Economic Interest Groups (EIGs) trained in the production and marketing of tents and couscous
- Over **30** women's associations trained in setting up income-generating activity projects in 2010

3 Strengthening of cultural industries, including crafts

- **Support for the production and marketing** of hand-made couscous and basketwork products made from date palms:
 - Studies to establish production facilities in the convergence zone
 - Legal and administrative procedures to set up EIGs
 - Development of management plans for cooperatives and EIGs in these industries in the provinces of Tata, Guelmim and Assa Zag
 - Development of a training kit for craft cooperatives, containing new product prototypes

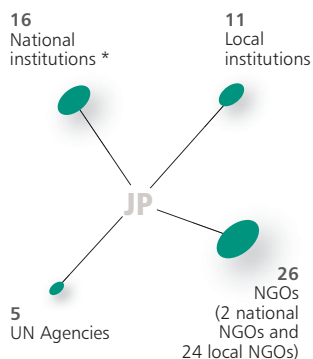
- **Capacity building and establishment of strategic development plans** for the setting up of cultural projects in the crafts, music, book and cultural tourism sectors

- **Professionalization of musicians and dancers** by means of training workshops

4 Improved management and conservation of cultural heritage

- **Evaluations and surveys** of the current state of heritage:
 - Survey of the knowledge, perceptions and attitude of Moroccan people with regard to their heritage

Network analysis:
Stakeholders involved
in the JP inception,
design and implementation phases



* including Ministries, public institutions, and the Agency for the Promotion and Social and Economic Development of the Southern Provinces of the Kingdom of Morocco

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

- Baseline assessment of Moroccan cultural heritage management, conservation and enhancement
- Baseline report on intangible heritage in Guedra and Ganga (Asrir district, Guelmim region)

• Capacity building of heritage managers:

- Dissemination of information on cultural heritage (e.g. digital systems for the documentation and geolocation of the general inventory of cultural heritage; cultural heritage portal; documentary film)
- Creation of a visitor information centre for the archaeological site of Volubilis
- Conversion, restoration and rehabilitation of the Moulay Bachir zaouia into a cultural centre for literacy and Qur'an reading
- Training plan developed for cultural heritage professionals and related stakeholders

NATIONAL OWNERSHIP

Network analysis indicates that the JP has worked closely with national cultural institutions, local governmental and administrative authorities and civil society representatives.

A **highly participatory approach** was followed throughout the JP to encourage national ownership of the activities carried out. In particular, **16 national institutions, 24 local and 2 national NGOs, as well as 11 local institutions**, participated in numerous workshops and meetings to discuss, develop and validate the JP's activities.

These **consultation and discussion workshops** are evidence of national ownership of the JP, since they enabled **effective dialogue between the State and civil society, on the one hand, and between various national cultural institutions, on the other**. The consultative approach adopted by the Ministry of Culture throughout the JP, first internally (between regional and central government bodies) then externally (with institutional, social and associative partners from the culture sector), enabled dialogue between culture professionals, without which the national charter and strategy for cultural heritage conservation, enhancement and promotion could not have been adopted.

Likewise, the inclusion of cultural heritage and gender in local strategic planning would not have been possible without the adoption of a participatory approach involving local stakeholders (elected officials, women, youth, associations, grassroots communities, and so on).

Moreover, local ownership was strengthened by the creation of partnerships with **administrative authorities** and **civil society** stakeholders (cooperatives and associations) in the convergence zone. Indeed, in order to guarantee local anchorage and appropriation by targeted districts, the JP notably based itself on existing projects run by the **Programme for Sustainable Territorial Development in the South (PDTs)**. The JP also worked with **district and provincial authorities (wilayas)** from the convergence zone to implement initiatives in this region.

Lastly, **considering local knowledge** in the design of the Project Document helped reinforce JP ownership from the start, by ensuring that initiatives matched local needs and potential. For example, Ministry of Culture archives on local skills were used, consultations were conducted by local specialists and professionals working in the fields of heritage and creative industries, and income-generating activities were identified on the basis of existing ancestral local skills in the oasis zone.

SUSTAINABILITY

Great efforts were made to ensure the sustainability of the JP. The participatory and gender-sensitive approach implemented at each stage of the programme appears to be an essential tool in this regard, as it has helped build the capacities of local stakeholders to allow them to gradually take charge of local development initiatives. A non-exhaustive list of other mechanisms includes: recognition and thorough analysis of local constraints and potential; involvement of local organizational structures (women's associations, cooperatives, EIGs and so on); capacity building of local stakeholders; transfer of activity monitoring and evaluation to the community; installation of **a self-financing system for some initiatives** and creation of **women's groups with a legally-recognized status**.

BENEFICIARIES

The JP has directly benefited more than **4,600** people, especially women and youth in the five targeted regions. Indeed, the participatory and gender-sensitive approach adopted by the JP has allowed women – who represent **77%** of the beneficiaries – to fully participate in local development processes, by recognizing and promoting their key role in transmitting and preserving traditional skills. Many flagship actions have thus enabled their collective and individual empowerment, from both an economic and a political perspective, notably the support provided to women's cooperatives and associations, gender mainstreaming in strategic district development plans and the historic political representation of women in the region of Guelmim. Meanwhile, particular attention has been devoted to youth, as demonstrated by the organization of awareness-raising campaigns on cultural heritage in secondary schools and workshops for university students.

The JP has also benefited **358** artisans (325 women and 33 men), **20** artists, **87** heritage managers and **16** Ministries and cultural partner institutions – most notably the Ministry of Culture through technical and institutional strengthening.

OPERATIONAL CHALLENGES

The MDG-F experience in Morocco 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 Morocco, relate both to processes (executive, operational, financial) and to technical aspects of the JP. Examples of both are portrayed below:

— **Participatory approach for monitoring and evaluation (M&E):** participatory M&E encourages beneficiaries to take charge of the development process and therefore constitutes an essential component of the participatory approach as an intervention methodology. In addition to community participation, the effectiveness of participatory M&E rests in institutionalizing this responsibility in the daily work of stakeholders. In this way, it consolidates the national ownership and sustainability of JP activities and outcomes.

— **Involvement of women and youth in project design and management:** it is important to invest time and resources in building the capacities of women and youth to ensure that they participate in the JP's different phases. The creation of women's groups with a legally-recognized status is particularly important in this regard, as is recognition of the interdependence of needs and constraints faced by women from the oasis area.

— **Adapting traditional craft products to market needs:** in order to remedy the low return of sales of traditional Sahrawi tents, the JP developed techniques to produce tents which can be dismantled, easily transported and secured on all types of ground without digging, thus helping to improve their marketability while preserving the social values related to this type of housing. It is therefore possible to integrate modern concepts into traditional craft production to better meet the demands of the current national market while preserving local traditions.

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 governance:** Cultural heritage, a national affair
- ▶ **Culture and public policy:** Mainstreaming cultural heritage and gender in local strategic planning (district development plans)
- ▶ **Culture and women's empowerment:** Women from the oasis areas and the 2009 district elections (in the regions of Guelmim, Assa and Tata)

CULTURE AND DEVELOPMENT IN THE

OCCUPIED PALESTINIAN TERRITORY

DURATION	March 2009 - November 2012
TOTAL BUDGET	USD 3 million
UNITED NATIONS PARTNER AGENCIES	UNESCO, UN Women, FAO, UNDP
NATIONAL PARTNERS	Ministry of Culture, Ministry of Tourism and Antiquities, Ministry of Women's Affairs, Ministry of Agriculture, National non-governmental cultural organizations, conservatories and research institutes
TARGETED GEOGRAPHICAL AREAS	Northern West Bank (Sabastiya, Ramallah, Jenin, Salfit and Nablus Governorates) and Gaza
OVERALL OBJECTIVE	Foster social cohesion and economic development by introducing innovative measures to preserve cultural heritage, reassert cultural identity and create spaces for cultural dialogue
BENEFICIARIES	Direct: 51,788 individuals, 64% of whom are women Indirect: 76,594 individuals

The Programme assists artisans to start up businesses that show their skills and creativity. We aim at development through providing equal opportunities for women and men.

Hiba Tibi, national JP Coordinator



© UNESCO/Abed Alrahem Qusini

The strategic location of oPt has attracted numerous cultures and civilizations over the centuries, thereby forging a culturally rich landscape and fostering both cultural and religious diversity. However, the ongoing crisis in oPt, combined with deteriorating land and natural resource management, and the absence of an up-to-date and integrated legislative framework for the culture sector, strongly threaten the conservation of its rich cultural heritage, while also limiting participation in cultural life, access to cultural services, and opportunities for social dialogue.

In this context, the JP was designed to support the Government in implementing the Palestinian Reform and Development Plan (PRDP), in particular the national programmes for 'Public recreation and cultural facilities', 'Tourism Industry Development' and 'Agribusiness Development', through culture-focused interventions aiming to showcase the pertinence of adopting a **cultural approach to development in crisis situations**.

In particular, the JP aims to provide Palestinian institutions, organizations and professionals with the skills and tools to better understand, access, enjoy, protect and profitably manage their rich and diverse cultural heritage. In that regard, building capacities at the national and local level, and developing and implementing policies and strategies that effectively safeguard cultural and natural heritage, are key

POPULATION
4 million

PROPERTY ON THE UNESCO
WORLD HERITAGE LIST

Birthplace of Jesus: Church of the Nativity and the Pilgrimage Route, Bethlehem

ELEMENT ON THE UNESCO REPRESENTATIVE
LIST OF THE INTANGIBLE CULTURAL HERITAGE
OF HUMANITY
The Palestinian Hikaye

WEB SITE FOR MORE INFORMATION
www.unesco.org/new/mdgf



© UNDP Brazil

HIGHLIGHTS OF CONTRIBUTIONS TO THE MDGs

MDG 1:

- Employment and income opportunities created in the handicraft, traditional food and cultural tourism industries through new networks, improved market access for **68** tourism service providers, **116** artists and **11** artisans and enhanced technical capacities, following cultural festivals and fairs, capacity building activities and financial support

MDG 3:

- Gender equality enhanced (i) by mainstreaming gender in the new National Strategy for the Culture Sector, resulting in gender sensitive cultural plans, policies and programmes; (ii) by conducting a gender workshop for **30** Ministry personnel; (iii) and by recognizing girls' rights to attend music lessons in Hebron and drama/theatre classes in Jenin
 - Increased skills, revenues and market opportunities for women in the culture sector through capacity building programmes in the crafts (**70**), food-processing (**140**) and home-hospitality (**28**) industries and the establishment of **7** women-run home-hospitality businesses

MDG 7:

- **7** women food-processing associations established to ensure the production of quality food products using traditional crop varieties
- Greater government and community awareness about traditional knowledge and practices related to sustainable land use and natural resource management

MDG 8:

- Network of handicrafts producers and designers created through synergies between national initiatives in the crafts sector, training courses on crafts design and production, and the registration of **100** JP beneficiaries on alhoush.com
- **3** partnerships established between NGOs in the West Bank and cultural institutions to promote performing arts in isolated rural areas
- Greater community awareness about the MDGs and the importance of culture for development following a survey on local knowledge about the MDGs

priorities of the JP. Special attention is also placed on identifying and harnessing the socio-economic potential of cultural industries and eco-tourism. Particular attention was given to the gender dimension through focusing on women as the main targeted beneficiary group.

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

- Enhance the institutional capacity of the culture sector
- Support cultural industries and enterprises
- Foster cultural tourism and environmental sustainability
- Promote cultural diversity and artistic training

MAJOR ACHIEVEMENTS AND ACTIONS

1 Institutional strengthening of the culture sector

- **Strategic tools** produced to support the Ministry of Culture and the Ministry of Tourism and Antiquities:
 - First National Strategy developed for the culture sector with the specific integration of the gender dimension.
 - National Plan for Palestinian Culture updated and operationalized
 - National law on cultural heritage elaborated along with **5** bylaws
 - National Intangible Cultural Heritage inventory established
 - New national database on moved and uncovered historical and cultural objects (since 1967)
 - Cultural indicators produced
- **Capacity building and awareness-raising** of Ministry personnel in relation to the cross-cutting impacts of culture on development:
 - **140** people trained in natural resource management, culture sector strategy development and inventory/database management
 - **250** people trained in cultural animation, museums and site management, and in research and documentation for the establishment of databases on intangible and tangible heritage
 - **20** people trained in Results-Based Management, Monitoring and Evaluation, reporting and development indicators

2 Cultural industries and enterprises supported

- **Cultural entrepreneurship and industries** fostered through technical and financial support :
 - **7** women food-processing associations (**140** women) in Yaabad and Arrabeh were trained to produce quality food products using traditional crop varieties and processing methods

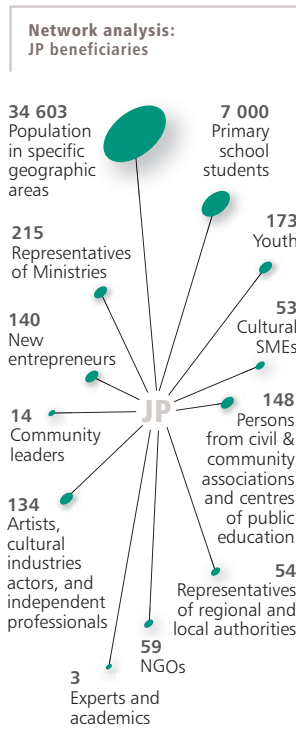
- Grant mechanism set up and benefitting **25** micro projects
- **7** young designers employed after participating in workshops in how to use traditional skills and materials (olive wood, pearls) to produce contemporary home appliances, light fixtures, accessories and clothes – **70** women also paired with prominent women entrepreneurs running successful culture-related businesses through the associated placement programme

3 Cultural tourism and environmental sustainability fostered

- **Enhancement and diversification of cultural tourism:**
 - Sabastiya integrated conservation plan established along with ecological plans in Yaabad and Arrabeh
 - Cultural tourism infrastructure upgraded – including **25** touristic micro projects in West Bank and Gaza, such as a mosaic centre and antique institutions
- **Preservation of landscapes and their biodiversity:**
 - **40** personnel from the Ministry of Agriculture, the Ministry of Tourism and Antiquities and the Ministry of Education trained in natural resource management
 - Greater awareness about environmental sustainability among **7,000** school children through the production of a manual on the conservation of endangered local crops and the creation of garden plots containing traditional species in Yaabad and Arrabeh

4 Cultural diversity and artistic opportunities promoted

- Greater awareness about **Palestinian traditions and cultural heritage**, and new opportunities for cultural dialogue:



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

- **31** cultural events organized – including **7** festivals, Birzeit Heritage Week (**7 000** attendees) and the Palestinian cultural educational forum (**134** participants)
- Extra-curricular manual on Palestinian culture produced in Arabic
- **8,000** bookmarks, postcards and brochures of 'This Week in oPt' magazine produced, notably to promote local cultural events and actors
- **Enrichment of artistic training** by allowing girls, for the first time, to attend music classes in Hebron (55) and drama/theatre classes in Jenin (4)
- **100** prominent Palestinian artists and designers linked to the Alhoush initiative (www.alhoush.com/) : the premier cultural networking and e-commerce portal of contemporary art and design from the Arab world

NATIONAL OWNERSHIP

National ownership was consolidated by strongly involving numerous categories of stakeholders in the main phases of the JP. Indeed, according to the **network analysis** of the JP, **31 representatives of the Ministry of Culture and the Ministry of Tourism and Antiquities** were involved in the JP, thereby ensuring **government ownership** of activities and results. A clear indication of this is the Ministry of Culture's decision to incorporate all aspects of the capacity building programme in traditional making of home appliances and light fixtures into the new National Strategy for the Culture Sector and into the Ministry's annual strategic plans. To that end, the Ministry of Culture adjusted the structure of its directorates by creating a new Heritage and Crafts Unit in charge of monitoring developments in the craft sector, mapping and linking national initiatives in the sector, and coordinating capacity building activities to ensure quality marketing of crafts products and potential linkages with national, regional and international markets.

Moreover, ownership was fostered at the regional level through **a bottom-up approach involving 4 village councils and municipalities and 28 civil society representatives** (NGOs, research institutes, universities, women's associations, theatres, companies, national conservatories etc.). That approach enabled group and community leaders to take part in deciding and designing the type of activities to implement in their communities, while

also leading civil society actors to incorporate certain JP activities into their regular programmes.

SUSTAINABILITY

In relation to the sustainability of the JP, interesting observations can be made. Firstly, the cultural policies, strategic plans, indicators, databases and manuals produced within the framework of the JP have already been adopted by the relevant Ministries and will be used beyond the life cycle of the JP. For example, **Palestinian Cultural Indicators** were developed to address specific policy dimensions of culture and development, thereby highlighting the development potential of culture. The collection of data will be coordinated by the Palestinian Central Bureau of Statistics to produce periodic reports for dissemination to relevant bodies and the public.

Secondly, the culture-based approach adopted for the development of the Sabastiya integrated conservation plan is a useful model for **combining conservation plans with capacity building activities and grant mechanisms for cultural ventures**, infrastructure development for historical sites and the preservation of endangered crops. Thirdly, various measures were taken to foster a sustainable **network of handicraft producers and designers with improved access to market opportunities** and sustainable livelihoods: (i) the JP capacity building programme aimed at training locals to produce home appliances and light fixtures using traditional material and skills was linked to pre-existing national initiatives in the crafts sector; (ii) a placement programme was undertaken within the framework of that capacity building programme for JP trainees to relay their training to women in remote areas, in turn linking **70** women to national galleries ready to market their products at the local and regional level; (iii) **100** JP beneficiary artists and designers were linked to alhoush.com, thereby connecting them to a vibrant professional network of artists and designers from across the Arab world.

Finally, successful efforts undertaken by the JP to advocate for gender equality in music classes in Hebron have led to the preparation of a long-term agreement between a musical institution and the Edward Said Foundation in view of ensuring the sustainability of the JP initiative. **2** other NGOs in the West Bank have also partnered with cultural institutions to promote performing arts.

BENEFICIARIES

The JP has directly benefited almost **52,000** people, 64% of whom are women, including **34,603** inhabitants of the targeted geographic areas of intervention and **7,000** primary school children, notably through their participation in **31** cultural events and increased awareness of cultural and natural heritage (e.g. a contest was carried out in **10** schools on natural resource management).

A significant number of private sector actors, namely **140** new entrepreneurs (notably in the food processing and home hospitality industries), **100** artists (notably through the Alhoush initiative), **53** cultural Small and Medium Sized Enterprises (SMEs), **27** independent professionals and **7** actors in cultural industries, have also benefited from the JP through technical/financial support and networking. Public authorities constitute another category of important beneficiaries, with approximately **215** Ministry personnel and **54** local representatives benefiting from enhanced technical capacities (notably in policymaking, programming and planning to protect cultural and natural heritage) and improved mechanisms for intergovernmental cooperation. Finally, it is noteworthy to mention that **59** NGOs, **48** people working in civil and community associations and **100** people in centres of public education also directly benefited from the JP.

The JP has also had a huge indirect impact on **76,954** people, in particular the inhabitants of its targeted geographic areas of intervention. For example, JP trainees have passed on their acquired knowledge to the local community (e.g. teachers who participated in training workshops on natural resource management are educating primary school students involved in environmental clubs) and partner municipalities have benefited from demonstration plots to preserve endangered crops.

OPERATIONAL CHALLENGES

The MDG-F experience in oPt has generated significant innovation and knowledge about the role of culture for development in the territory. 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 oPt, relate both to processes (executive, operational, financial) and to technical aspects of the JP. Examples of both are portrayed below:

— **Programme monitoring and evaluation (M&E):** A participatory process should be undertaken to involve stakeholders in designing adequate M&E indicators. Otherwise, stakeholders will perceive M&E as a tool for monitoring their performance rather than for measuring the progress of activities. Moreover, it is important to draft comprehensive reports on the results of M&E processes followed for each activity, both to capture lessons learned and success stories, and to inform final evaluations and future programmes implemented by partners.

— **Culture-oriented approach to maximize impact and sustainability:** Adopting a culture-oriented approach when designing development activities in areas such as education, agriculture and tourism, encourages programme partners and stakeholders to incorporate culture into their strategic plans and visions, thereby maximizing the programme's sustainability and impact. In this JP, cultural considerations were integrated in Sabastiya's management plan, leading UN Women to institutionalize cultural tourism initiatives in its women's empowerment programmes.

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 entrepreneurship:** Building synergies amongst capacity building activities in handicraft production
- ▶ **Culture and gender equality:** Knowledge transfer and acceptance of music education for women



The MDG-F Joint Programme (JP) teams in Egypt, Mauritania, Morocco and the occupied Palestinian territory, have identified success stories which tangibly illustrate how each JP has contributed to specific national needs and priorities, while at the same time being marked by value added for the Arab States. Often highlighting their multifaceted contribution to the Millennium Development Goals (MDGs), these success stories illustrate the capacity of the JPs to **trigger results** focusing particularly on safeguarding the diverse cultural heritage and using it as an enabler and driver of access to income. Paying particular attention to cultural industries and cultural tourism, while also focusing on promoting political participation and enhancing access to political cultural participation, especially for women, and 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
the Arab States

Egypt

Mauritania

Morocco

and the occupied
Palestinian territory (C)

Egypt

CULTURE AND THE ENVIRONMENT Promotion of eco-friendly creative industries

CULTURE AND ENTREPRENEURSHIP Creation and expansion of Small and Medium-Sized enterprises (SMEs)

Mauritania

CULTURE AND SOCIAL COHESION Festivals of cultural diversity (Nouakchott), gospel music (Atar) and traditional music (Kiffa)

MOROCCO

CULTURE AND GOVERNANCE Cultural heritage, a national affair

CULTURE AND PUBLIC POLICY Mainstreaming cultural heritage and gender in local strategic planning (district development plans)

CULTURE AND WOMEN'S EMPOWERMENT Women from the oasis areas and the 2009 district elections (in the regions of Guelmim, Assa and Tata)

occupied Palestinian territory (oPt)

CULTURE AND ENTREPRENEURSHIP Building synergies amongst capacity building activities in handicraft production

CULTURE AND GENDER EQUALITY Knowledge transfer and acceptance of music education for women

Promotion of Eco-friendly Creative industries



© Project Management Unit, Dahshur

Local NGOs were fundamental, particularly helping to increase the visibility and networking potential of the participants.

BACKGROUND

Women are the most marginalized group in the village of Dahshur, which is part of the *Memphis and its Necropolis – the Pyramid Fields from Giza to Dahshur* World Heritage Property. The JP implemented a programme promoting traditional handcraft production amongst unemployed women living in the village. In addition to empowering women, the programme had multiple objectives including generating income, creating jobs, improving environmental quality, promoting tourism, and promoting cultural values.

It was not easy to convince these local women, who came primarily from traditional backgrounds, to participate in the training. It was also challenging to find suitable trainers, venues and expertise in the rural environment.

However, the project finally managed to implement a programme with the participation of 140 women, none of whom had any previous experience with handcraft production. Women constituted 70% of the 200 total participants.

PROCESS

The project aimed at promoting culturally-sensitive handcrafts. All stakeholders and beneficiaries, including consultants, artisans and technical experts, participated in a four-day workshop. During this interactive workshop, the project designed a handcrafts programme based on the recommendations of stakeholders and community members. This methodology helped the project respect and respond to the values of the community, while also improving local ownership. Participants were trained in seven creative industries, and received intensive technical training on handcraft production, including embroidery, handmade carpets, and arts and crafts.

Local NGOs were fundamental to the implementation of the programme, particularly helping to increase the visibility and networking potential of the participants.

Outcomes

After intensive training, participants collected their own raw materials, preparing them for production, and actually producing the final handcraft product, which included embroidery, tailoring, flooring and beads. Their skills will be further polished over time in order to reach higher levels of quality and quantity, and their products will be sold to the tourism sector to promote tourism services.

The beneficiaries are generating their own income for the first time in their lives, and will serve as a source of inspiration to other women to become new producers. The process is entirely locally-owned, and the community as a whole is benefiting from its success through recruitment of new participants. In fact, local NGOs plan to conduct similar trainings to other groups, and to conduct follow-up assessments as needed.

Furthermore, agricultural wastes will be reduced through the use of date palm tree branches and leaves in the production process.

A flourishing community of artisans and handcrafts producers is now growing in the project area. The programme has now reached its middle phase, in which the focus will be on quality and marketing so as to further increase success and help locals generate more income. These artisans also have plans to 'brand' their products in the coming stages of the project.

Small and medium sized businesses (SMEs) created



© Project Management Unit, Dahshur

240 Jobs were created/secured through the services provided by the project.

BACKGROUND

With an aim to reducing poverty, the JP devised a strategy of providing micro-credit loans and entrepreneurship training to a group of beneficiaries. It was not easy to convince the local community, particularly those from rural villages, of the benefits of a micro-credit and entrepreneurship programme. It was also challenging to find suitable beneficiaries. Finally, however, the JP was able to identify 90 suitable beneficiaries, 40% of whom were women, to receive micro-credit loans and help in establishing or upgrading their small and medium sized businesses (SMEs). The beneficiaries also participated in a Business Development Service programme and capacity building activities.

PROCESS

Beneficiaries received training in marketing, entrepreneurship, and business development services, and participated in field assessments, surveys and meetings.

The SMEs were all owned by local community members, thus direct and regular contact with the community was essential. Through meetings, discussions, and consultations, the conditions surrounding the loaning of micro-credit were continually revisited to make sure the provided services met the needs of the community, and that the envisaged objectives were being achieved.

Outcomes

As a result of the JP, the beneficiaries have now created and/or strengthened their SMEs. They are also now better able to independently maintain their respective businesses. The initiative is inherently sustainable, promoting a sense of entrepreneurship among community members while contributing to development in rural areas. Beneficiaries have increased their incomes and created jobs for other locals by expanding of their businesses. 240 Jobs were created/secured through the services provided by the project.

The programme's success garnered it a positive local reputation, and now many other villagers are approaching the JP to receive their own micro-credit loans. Some local NGOs plan to introduce similar programmes to other groups in the coming months.

Furthermore, the project has created a revolving fund which will be used to support the continuation of the programme beyond the life of the JP.



Festivals of cultural diversity (Nouakchott), gospel music (Atar) and traditional music (Kiffa)



A dance during the traditional music festival at Kiffa © UNESCO/Baouba Ould Mohamed-Naffe

BACKGROUND

The JP identified the need to create a dynamic cultural event that would promote the safeguarding of intangible heritage and boost the cultural industry. Such a festival could improve living conditions for the practitioners of traditional and/or endangered artisan knowledge. Mauritania has never had an annual event like this, apart from the Nomadic Music Festival which was organized in cooperation with the French government, but has not taken place for many years. The envisaged festivals aimed to reintroduce endangered art forms into national culture, each form representing a specific segment of society: Haratin art (former slaves), art of the griots, and arts of different ethnic communities in Mauritania.

The JP sought to fight poverty by targeting women, youth, and people from the poorest segments of society as its primary beneficiaries. These groups were taken into account in the conception and design phases of the project as well as during its implementation.

PROCESS

The Ministries of Culture and Tourism were involved in organizing all these events, along with cultural associations, groups of artisans, cooperatives, women's and youth associations, and UN agencies.

Meetings were held with the beneficiaries of the programme to explain the objectives and methodology for carrying out activities.

Communication campaigns preceded and accompanied each of the festivals, and their results are still being broadcasted on television. To organize each Festival, in-depth discussions were held with their direct beneficiaries in order to procure their technical advice and determine their role in their implementation.

These festivals have attracted large audiences, merchants and service providers, thus promoting domestic tourism.

Outcomes

There are now a dozen regional and national festivals held each year in Mauritania.

These festivals have attracted large audiences, merchants and service providers, thus promoting domestic tourism. Festival organizers are also turning professional and starting to hire staff and make money from their efforts. Furthermore, most of the JP's direct and indirect beneficiaries are women.

The project enjoyed wide visibility. At least two of the festivals were the subject of televised reality show competitions, which were a great success, helping to raise awareness about the festivals and attracting young talents to participate. Through television, radio and newspapers, the MDG-F is clearly identified as a promoter of culture in the country. These festivals have greatly improved the image of the UN agencies associated with cultural development activities in Mauritania.

However, the most important change to date has been the government authorities' raised awareness about the potential and importance of these events. The government now acknowledges that these festivals contribute to national cohesion and to a better coexistence between communities.



Cultural heritage, a national affair



National Steering Committee and national partners' visit to the My el Bashir zouia © MDG-F JP Morocco

This strategy is already contributing to changing the attitudes of policymakers and managers, leading them to consider cultural heritage as a dynamic source of economic growth.

BACKGROUND

Cultural heritage and other components of Morocco's culture sector constitute a source of potential richness for the country. However, the sector has traditionally suffered from institutional fragmentation and a lack of internal coordination, thereby impeding its growth.

Each institution working in the field of culture had its own initiatives and processes. Lack of communication and consultation among them meant that some projects were duplicated and valuable lessons learned weren't shared or taken into consideration. Moreover, owing to the absence of a clear definition of each institution's role, the overall process of managing heritage was incomplete and arbitrary.

PROCESS

To improve coordination among stakeholders involved in cultural heritage management, and to increase decision-makers' awareness of the economic and social potential of cultural and natural heritage, consultation workshops were organized to promote dialogue between various state institutions and civil society. The exchange of ideas, perspectives and guidelines led to a serious reflection on the need to harmonize processes and the development of a national strategy whose main aim was to promote, preserve and capitalize on cultural heritage by pooling efforts and resources.

Joint implementation of activities involved a participatory process based on consultations with institutional partners and social associations. The Ministry of Culture, being the national

coordinator of the JP, adopted the consultative approach internally before replicating it with other organs. Regional offices and national institutions were also involved in implementing activities in an effort to ensure greater ownership of the process among industry professionals.

All JP activities were implemented according to a gender-sensitive approach.

Outcomes Thanks to the joint management of the JP and close cooperation between all participating Ministerial departments, the various heritage policies that prevailed among development actors were harmonized. Morocco developed a national strategy and a national charter for the promotion and preservation of cultural heritage which is uniform for all relevant departments and divisions. This strategy is already contributing to changing the attitudes of policymakers and managers, leading them to consider cultural heritage as a dynamic source of economic growth.



Mainstreaming cultural heritage and gender in local strategic planning (district development plans)

BACKGROUND

Cultural heritage has not systematically been considered as a vehicle for local development. Other priorities, such as agriculture and the environment, are considered more essential. The JP thus attempted to incorporate cultural heritage into local planning policy, or, medium and long-term municipal development plans. Strategic fundraising objectives were set at the local, regional, national, and international level to equip municipalities with an identified tool for the mobilization of funds and the contracting of local actors. The plan was based on a participatory process involving elected officials, youth, associations, and grassroots entities, and encompassed tangible and intangible cultural heritage as well as sustainable tourism. Special attention was given to gender.

PROCESS

Surveys were successfully conducted in four pilot municipalities to establish a 'cultural inventory'. Women, associations, youth, local actors, and elected officials indicated that they viewed cultural heritage as a fundamental component of their own identity and as an important element for development.

Participatory workshops, supplemented by meetings with national experts, were organized to better identify actions and projects that could be included in the plans. This participatory approach led to a high degree of local ownership.

Gender representation was accounted for in all stages of planning. Women actively participated in the workshops, constituted an important part of local development efforts, particularly in the fields of local cultural industries, and were the main promoters of the project.

Cultural policies were more frequently included in local planning strategies.



Weaving of sahwari tents in Asrir, Guelmim © MDG-F JP Morocco

Outcomes

As a result, cultural policies were more frequently included in local planning strategies. In addition, the various practical workshops on cultural heritage greatly contributed to a change in perception of cultural heritage among local actors, particularly among elected officials and civil society, while simultaneously building the capacities of targeted local municipalities.

Locals, particularly unions and partner associations for pilot projects in the field, were sensitized to the importance of safeguarding, transmitting and developing cultural heritage. Cultural projects that have created jobs provide tangible evidence of the importance of heritage as a vehicle for development. The participatory process adopted throughout the project has ensured greater visibility of JP activities for the achievement of the MDGs.

This pilot project is already being replicated in other localities.





Women from the oasis areas and the 2009 district

elections (in the regions of Guelmim, Assa and Tata)



Basketry Cooperative, Guelmim © MDG-F JP Morocco

The increased political participation of oasis women has promoted democracy and modernization, enabling them to effectively exercise their citizenship.

BACKGROUND

In the oasis zone of Morocco, women play a major role in preserving and transmitting local cultural heritage. However, they were only marginally involved in local social, political and economic decisions, and suffered from discrimination due to a pervasive patriarchal decision-making model. It has been shown that women actively involved in politics, who cooperate with national Ministries and organized civil society, are better able to call attention to issues related to gender equality and development, and to advance poverty reduction strategies. The JP thus strove to strengthen the capacity of women as actors in the political arena. Women in the region were overwhelmingly in favor of developing their capacity for local management and governance, and improving their knowledge of their national and international rights.

In 2009, the Moroccan government committed to increasing local political representation of women to 12%.

PROCESS

During the electoral process, and through various awareness-raising workshops organized under the JP, women were informed of international human rights conventions ratified by Morocco and of national policies adopted in favor of women's rights and gender equality.

Political parties and civil society organizations, supported by the JP, conducted information campaigns, educational training and awareness-raising activities to increase women's understanding of their right to political representation. In a spiraling effect, women were further encouraged to increase their political participation by the visibly growing number of females running for local office and the development of a more effective public service which began to take gender issues into account for the first time.

In the local elections of 12 June 2009, women ran for office in 5 of the JP's targeted municipalities. 14 were ultimately elected, putting an end to a historic lack of female political representation in those areas. The elected women received numerous training courses on gender equality, and gender concerns were quickly incorporated into the legislative process.

The increased political participation of women in the Oasis zone has promoted democracy and modernization, enabling them to effectively exercise their citizenship. To promote institutional collaboration in the new political structure, new systems were put in place to establish and identify the roles and responsibilities of each actor.

The JP has also contributed to capacity building of other women in the 3 regions. One newly-elected woman created an Association for exchange and dialogue on problems female leaders face in exercising their duties. These types of actions are expected to strengthen women's leadership in the local community and further develop good governance practices at the local level.

Outcomes



Building Synergies under Capacity Building Activities

BACKGROUND

In oPt, the handicraft sector's prosperity and growth is generally proportional to the country's tourism levels. During the Intifada period, the sector was greatly affected by the reduction in the number of tourists, which forced many souvenir shops and handicrafts establishments to shut down and lay off workers.

There are 18 different varieties of handicrafts in the oPt. Olive wood is the dominant handicraft, representing 36% of handicraft market in 2003, while mother of pearl accounts for 10%. Around 19% of handicraft establishments are located in the Gaza Strip and 81% are located in the West Bank (BCCI, 2004).

The impact of handicrafts in the Palestinian economy is difficult to measure. Economic data on handicrafts are not compiled, instead lumped into the 'manufacturing' section of industrial statistics.

PROCESS

A capacity building programme targeting young designers from the West Bank and Gaza was implemented, in which participants received training from a regional expert in handicraft production. The goal was to train participants to apply traditional methods and crafts to innovative purposes such as furniture, or home design and appliance. Marketing and management training was provided as well, and micro-credit loans were given to some trainees.

All selected trainees were unemployed architects and designers. After the capacity building programme and the small grants they received, new jobs were created and additional income was generated. Participants joined a 'placement programme' through which 70 handicraft-producing women in remote areas received the innovation training as relayed by the initial trainees.

The newly-created network of handicrafts producers and young designers were able to identify market opportunities that were previously inaccessible to them.



© UNESCO/Ramallah

Outcomes

The programme resulted in new, innovative crafts designs based on traditional skills, but suitable for modern markets. The initiative provided a creative space for handicraft producers to create pilot designs for famous companies, and also involved women from remote areas whose products have since been promoted by national galleries at local and regional levels. Through the initiative, the newly-created network of handicrafts producers and young designers were able to identify market opportunities that were previously inaccessible to them in an effort to establish sustainable livelihoods and stable employment. In fact, 7 young designers have since found employment through the new relationships they established. Following its success, the initiative was officially included in the Ministry of Culture's new policy and strategic plan.





Transfer of knowledge and change in culture

BACKGROUND

Although oPt has a rich musical tradition, music education is not culturally accepted everywhere. Particularly in a conservative culture like Hebron, parents do not readily allow their children to practice music. Moreover, the conservative nature of the culture does not permit females to travel from one city to another. There is therefore a limited access to music education for all children in general, and a particularly decreased chance that females will have the opportunity to engage in a musical education.

The Edward Said Foundation provided technical and physical assistance to two institutions already working in Hebron: Dar Al-Tefel and France-Hebron Exchange. These institutions received institutional capacity building support on how to teach music, and also received musical instruments donations for their long-term use. When the implementation of the activities started, few participants were interested, and females were not allowed to participate. Further, most families did not accept the notion of mixed classes including both males and females in the same space.

PROCESS

In order to overcome these obstacles, all stakeholders, including partner institutions, children, and parents, were involved in designing and implementing the programme. Parents were invited to attend information sessions about the importance of musical education and were encouraged to allow their children to participate. The teachers who delivered the sessions came from Hebron, which helped promote the idea of the programme as an inclusive and locally-owned initiative.

There is now a clear acceptance within the Hebron community of the importance of teaching music, and a general acceptance of mixed classes which include both males and females.



© UNESCO / Majd Beltaji

Outcomes

The impact of the programme affected the community in several ways. Concretely, 92 students received musical training, which contributed to their skill set and education levels, and 2 institutional partners received capacity building, technical assistance and in-kind support. Several festivals took place in the region as a result of the programme, including the Al Yasmeeen Festival, and a festival which showcased the Youth National Orchestra.

But a change in cultural beliefs was also accomplished. There is now a clear acceptance within the Hebron community of the importance of teaching music, and a general acceptance of mixed classes which include both males and females. Additionally, as part of the activities, females were invited to visit the Edward Said Foundation in Ramallah, making it the first time that these women travelled to the city.

“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



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