

ASIA



South East EUROPE



LATIN AMERICA



AFRICA



ARAB STATES



CULTURE AND DEVELOPMENT CULTURE AND DEVELOPMENT
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KNOWLEDGE MANAGEMENT for Culture and Development

MDG-F Joint Programmes
in **CAMBODIA** and **CHINA**



United Nations
Educational, Scientific and
Cultural Organization



Culture and Development in Asia

Over the years, many Asian countries have looked at social change as an all encompassing factor which should embrace cultural development. Asia has leaned to the conclusion that 'cultural development should not be identified with unchanging traditions; these traditions should be allowed to modify themselves in ways fruitful for the future, by a natural process of change' (Yogyakarta Conference, 1973). In this vein, the safeguarding of intangible cultural heritage has been seen as key in order to foster both, cultural and social development. Moreover, the region has also more recently engaged into the development and structuring of the cultural industries sector, building on its creative assets and a long tradition of crafts as a motor for socio-economic development.

This is the context in which the two MDG-F Culture and Development Joint Programmes were developed and implemented in Cambodia and China, with a strong focus on indigenous populations and minority groups.

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

- > **2** Joint Programmes: Cambodia and China
- > **8** United Nations agencies involved: FAO, ILO, UNDP, UNESCO, UNFPA, UNICEF, UNIDO, WHO
- > **15** national partners
- > **USD 9,3 million** total budget
- > **67,000** direct beneficiaries
- > over **2,000,000** indirect beneficiaries

TARGETED MDGs



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United Nations territorial boundaries as of September 2012.
The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of UNESCO concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries

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.

Irina Bokova
Director-General
of UNESCO



Helen Clark
UNDP
Administrator

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 Joint Programmes, the present volume focuses on the two JPs implemented in Asia between 2008 and 2012, namely in **Cambodia** and **China**. The information and analyses which follow stem from different knowledge management tools used to gather and organize the knowledge generated by those JPs, namely an interregional knowledge management workshop bringing together the 10 Joint Programmes 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 further to reflect on the material highlighted by the JPs and explore issues of impact and sustainability, UNESCO has worked with academics from the UNESCO Chair on Cultural Policies and Cooperation of the University of Girona, Spain, and the 'Silvia Santagata Research Centre', Turin, Italy, part of the International Research Centre on the Economics of Culture and World Heritage Studies under the auspices of UNESCO to foster the practical applications of the MDG-F culture and development experience from academic debates and theoretical perspectives. To this end, the prism of **network analysis** has been applied to these Culture and Development programmes.

It should finally be noted that, at the time of writing, the implementation of the JPs is still ongoing and the information and data reflected here therefore provide a snapshot of 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 inter-dependent 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 Asia

The two MDG-F Culture and Development Joint Programmes implemented in Asia, hereafter referred to as JPs, sought to **promote cultural diversity as a vehicle for sustainable socio-economic development**. In particular, the JPs were designed to support the development of ethnic minorities (China) and indigenous people (Cambodia) without threatening their cultural identities and practices, through pilot interventions aimed at promoting their cultural specificities for employment and income generation in the culture sector, enhanced social cohesion, and more effective environmental conservation and agricultural practices.

In this context both JPs sought **to develop creative industries as a means of fostering sustainable income generating activities, with a particular focus on the crafts sector**. The JPs worked to enhance cultural entrepreneurship skills, through the provision of business development services, to create and broaden market channels for cultural products, namely by displaying local products in fairs and exhibitions and by linking local producers to wholesalers and retailers, and to promote design creativity in product development, including through market-oriented capacity building activities.

The JPs also sought **to build capacities to safeguard cultural and natural heritage, with a view to promoting social inclusion and strengthening participation in cultural life**, particularly for women. Special attention was given to safeguarding intangible cultural heritage (ICH) by promoting and reviving local cultural traditions of ethnic minorities and indigenous people. It is interesting to highlight the two different approaches adopted by the JPs in that aim: whereas the Cambodia JP focused on institutional strengthening, by developing legal and regulatory frameworks to support ICH and by building the capacity of public cultural institutions to implement the 2003 UNESCO Convention, the China JP focused on implementing actions at the community level, namely by undertaking cultural mapping exercises, promoting cultural heritage conservation among community leaders and members, and supporting the establishment of a 'living-museum'.

Finally, both JPs paid special attention to implementing **participatory and inclusive processes in order to promote intercultural dialogue among stakeholders at all levels and foster broad-based involvement in culture-oriented development interventions**.

Impact

Impact of the Joint Programmes

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

Both JPs addressed **MDG 1 (eradicate extreme poverty and hunger)**, **3 (promote gender equality and empower women)**, **7 (ensure environmental sustainability)** and **8 (develop a global partnership for development)**, while the JP in China also contributed to **MDGs 2 (achieve universal primary education)**, **4 (reduce child mortality)** and **5 (improve maternal health)**, thereby showcasing the intrinsic links between culture and other areas of development, including education, health and the environment. MDG-related impacts are outlined below.



MDG 1

Job creation and income generation: The JPs contributed to improving the livelihoods of marginalized groups, ethnic minorities (China) and indigenous people (Cambodia) by creating new employment opportunities and increasing incomes in the culture sector, especially in the crafts sector. Support was provided to promote cultural heritage as a tool for economic growth by fostering cultural trade and community-based cultural tourism through various actions, including:

Research on the economic potential of the culture sector: Quantitative data was produced to demonstrate the importance of the culture sector for economic growth. In particular, research was conducted to demonstrate the impact of the crafts sector on the local economy, by underlining the sector's high potential for employment growth, namely in favour of women and marginalized groups, and by identifying linkages between the crafts and tourism sectors.

Business Development Services: Technical and financial business development support was provided at the local level to create and expand small businesses and associations in the crafts and tourism sectors. **3** county-level crafts associations and **7** village tourist associations were established in China while **8** producer groups in Cambodia established and implemented business plans. Job openings in the crafts enterprises supported by the China JP increased, and ethnic artisans in China are benefiting from increased incomes since joining crafts associations.

Creation and expansion of market channels: Market access for ethnic and indigenous craft products has improved in Cambodia and China through increased market exposure for local products. Artisans and cultural entrepreneurs were involved in trade fairs, high-visibility exhibitions and study tours, enabling them to develop their trade and expand their networks. For instance **8** indigenous fairs were supported in Cambodia and an Indigenous Handicraft Exhibition was held at the National Museum in Phnom Penh, while Chinese ethnic crafts were showcased at the 2010 Shanghai World Expo and at the 2011 China-Eurasia Expo. In Cambodia, grassroots producers were connected to district and provincial markets while their supporting NGOs became members of nationwide handicraft associations such as the Artisans Association of Cambodia, thus gaining access to a much larger market. Furthermore, craft makers, especially women, were encouraged to build capacity and confidence in pricing their products and dealing with buyers, thus enabling them to seek more outlets beyond the village level. In China, the Miao Embroidery Association, located in Leishan County, Guizhou Province, was supported by the JP and became the designated supplier of Miao embroidery products for the Miao New Year celebration activities organized by the local government. Immediately after the Association started operation, it received orders reaching USD **6,500**.

Support for product development: Both JPs focused on helping local crafts producers to adapt to market demands and supply, namely through trainings and initiatives aimed at encouraging design creativity and improving marketing skills. As a result, over **65** new crafts designs were produced in China while in Cambodia **63** producer groups were trained in handicraft production and a national Indigenous Designers of the Year Competition was inaugurated.

Support for the revival of living traditions: Support in safeguarding and reviving cultural traditions was identified as another mechanism for job creation and tourism development. In China for instance, support was provided to revive traditional bullfighting in Baiju, drawing an average of **20,000** spectators and tourists each time, in turn revitalizing the livestock market

and convincing certain migrants to return to their village. In Cambodia, groups of artists were supported through better equipment, linkages to regional networks and support for the production and commercialization of their musical products.

Institutional strengthening: Both JPs have contributed to enhancing intergovernmental coordination and dialogue on culture-related issues through the creation of new partnerships and platforms for collaboration, in turn facilitating the design and implementation of culturally-sensitive policies to effectively improve the living conditions of marginalized groups. For instance, two studies were conducted in China on cultural and linguistic barriers to ethnic minority employment in the Yunnan and Guizhou provinces, with policy recommendations formulated on the basis of the data collected. In Cambodia, capitalizing on the JP's active networking allowed to run wide ranging participation to develop a consultative five-year strategic plan for the implementation of the National Policy on the Development of indigenous minorities. In addition, the adoption of the Royal Decree on Living Human Treasures was a major achievement in terms of insitutionalising the promotion of cultural creativity and safeguarding the country's identity.

Enhanced social cohesion: Poverty does not merely refer to a lack of material resources; it is a broader notion embracing the denial of human fulfillment. A human-rights approach must therefore be adopted alongside an economic approach to effectively address poverty by ensuring equal rights, opportunities and resources. Both JPs adopted such a holistic approach to poverty by undertaking actions to address the social exclusion of ethnic minorities and indigenous people:

- Efforts were made to promote the rights of these marginalized groups, especially in the framework of the China JP, and to facilitate their participation in cultural life through the development of cultural infrastructure (e.g. two cultural centres were established in Cambodia to promote indigenous culture while a 'living museum' was constructed in Xiaohuang, China).
- Strong emphasis was put on empowering local communities to safeguard and promote their cultures and identities, with a view to strengthening their inclusion in society and reasserting their sense of cultural identity. For instance, cultural mapping exercises were carried out by 11 villages in China and support was provided to revive local cultural traditions. Documentaries, newspaper articles, publications and other communication materials were produced to showcase and share these interventions with the rest of the Chinese population.
- Finally, both JPs fostered social dialogue through participatory processes involving a wide range of stakeholders and support for the establishment of development platforms and networks. In Cambodia for instance, a highly inclusive national consultation, involving both government and non-government actors, was conducted to establish a Living Human Treasures (LHT) System, resulting in the elaboration of a consensual Royal Decree. In China, discussion platforms were created between villagers, civil society actors and local authorities to ensure community involvement in local development interventions.



MDG 2

The JP implemented in China contributed to promoting culturally-sensitive education through various actions:

Development of culturally sensitive curricula for ethnic minorities and capacity building for policy makers and practitioners to define and implement such educational policies. This was done through capacity building workshops (110 officials and local administrators have been trained) and case studies conducted in 12 schools in the provinces of Yunnan, Guizhou and Qinghai.

Improved access for ethnic minority school children to quality basic education through the development of local curricula and teaching materials on their cultural and linguistic needs, and the capacity building of teachers and headmasters (more than 450 teachers from ethnic minorities have been trained) to promote a culturally-sensitive approach to education.



MDG 3

Both JPs sought to empower women and to promote gender equality. Women represent more than half of the total number of direct beneficiaries of both JPs (53%):

Economic empowerment: Special attention was paid to creating new employment and income opportunities for women in the culture sector, especially in the crafts industry, through capacity building activities in areas such as handicraft production, entrepreneurship, financial literacy and rural development. As a result, women were able to increase household incomes,

retain a sense of ownership over their lives, and bolster their socio-economic status. For instance, the Gender Promotion project in Cambodia facilitated business acumen and creative initiatives among ethnic minority women and focused on helping them achieve greater ownership of their work: 547 women were taught how to produce, price, market and sell their own products from home and lead producer groups instead of working on large plantations. In China, a 63% increase in women's employment has been reported in crafts enterprises supported by the JP.

Gender equality: Both JPs carried out actions to promote gender equality. In Cambodia, a study was conducted to mainstream gender in the JP and a film was produced on gender in the creative industries. In China, efforts were made to mainstream gender in programming, by using UNFPA's manual entitled 'Integration Human Rights, Culture and Gender in Programming'.



MDG 4 and MDG 5

The JP implemented in China strongly contributed to improving maternal/child health (MCH) services for ethnic minorities: for instance, health data was disaggregated by ethnicity to improve knowledge of the current MCH situation; traditional beliefs and practices on MCH were studied in all four pilot provinces; MCH guidelines designed for health practitioners and family counselors were adapted and translated to fit culturally-specific local contexts; twelve pilot maternity waiting rooms were established at township hospitals in remote areas; essential medical equipment and personnel were provided to local hospitals etc. As a result, a 21% overall increase in regular antenatal care coverage was reported along with a 23% overall increase in hospital delivery rates. Greater coordination was also achieved among authorities in the culture, education and health sectors, along with new forms of collaboration between formal and traditional actors in the health system to promote traditional practices and remedies (e.g. Islamic religious leaders participated in health promotion activities in Hualong County).



MDG 7

While not initially targeted by the Cambodia JP, environmental conservation was promoted by both JPs. Especially in China, this was achieved through various actions aimed at promoting the linkages between biological and cultural diversity ('agro-culture'): mapping exercises were undertaken to identify traditional agricultural practices and knowledge in three pilot sites, with a view to integrating cultural elements into models for agricultural heritage preservation; 80 local stakeholders were trained in conservation and development, advocacy activities were carried out using various communication channels such as 10 public information meetings on agro-culture, 3 publications, 10 articles, and a documentary film.



MDG 8

Both JPs have contributed to MDG 8 by showcasing the importance of culture for development and facilitating participation in culture-oriented development interventions:

Greater awareness about the importance of culture for development: The pilot interventions carried out by the two JPs have sensitized local and national public institutions to the important role of culture for development, thereby promoting the adoption of culture-oriented development policies and strategies.

New networks, platforms and partnerships for culture-oriented development actions: Both JPs have supported the establishment of networks, platforms and partnerships for development interventions. In particular, the JP in Cambodia has enhanced cooperation and coordination within and between authorities and institutions in the culture sector, namely by conducting a highly participatory national consultation for the establishment of a Living Human Treasures (LHT) System (please refer to the success story at the end of this publication). This consultation was instrumental in securing a Royal Decree, triggering further collaborations and institutional networks which are likely to be exploited by future programmes and projects. Moreover, the JP in Cambodia has connected local NGOs to national NGOs and membership-based organizations, and fostered a public-private partnership between the Artisans Association of Cambodia, the Ministry of Culture and Fine Arts, and the Ministry of Commerce in order to jointly organize an 'Indigenous Designers of the Year' competition. In China, linkages were also created in the crafts sector and platforms were created for villagers, civil society actors and local government authorities to exchange ideas and jointly design local development plans.

Policies and Capacity Building One of the cornerstone particularities of Culture and Development is the importance associated with **generating policies and strategic documents**, as well as **building capacities**, all of which are crucial for national development. Creating data-collection systems, producing statistics, formulating strategies and undertaking assessments and analyses – mainly in the field of culture but also in the related fields of tourism and gender – are important and valuable activities which indirectly impact on the MDGs. This link is based on enhanced capacities of government officials, workers in the culture and tourism sectors, non-institutionalized agents such as artists, cultural managers and tour operators, to name but the most important. This reasoning is built on results demonstrating an increased capacity of those actors to coordinate their work, cooperate and maintain better communication. In Cambodia, capacity building on the 2003 Convention for the safeguarding of the Intangible Cultural Heritage and on the Living Human Treasures (LHT) concept led to the organization of a nationwide consultation on the elaboration of a Royal Decree for the establishment of a national LHT system, which was successfully submitted to the Council of Ministers and signed by His Majesty the King, and is now being implemented. Beyond this, it raised awareness about the urgent need to establish an inventory of intangible cultural heritage, for which preliminary work has since been initiated. In China, the 'Policy Recommendations for 12th Five-Year Plan on Social and Economic Development of Ethnic Minority Areas' is a major achievement in terms of influencing government policy towards ethnic minorities (as is the inclusion of culture-based ethnic minority development among its objectives in the new 2011-2015 UNDAF).

Knowledge Assets

39 miscellaneous products were produced in the framework of Asia's two JPs. These products highlight the special attention which was paid to providing national and local actors with tools to formulate effective policies in the field of culture and development, to creating human capital through capacity building and training initiatives, to improving communication among different actors in the culture sector, to promoting social inclusion and knowledge on cultural issues, and to assessing and addressing the needs of the private sector through studies on the crafts and tourism sectors.

The 39 diverse products generated by the two JPs can be classified under the following four main categories:

Monitoring and evaluation products 31%

Numerous products were established for management and monitoring purposes, with a twofold objective: to improve activity implementation by current JP stakeholders, and to ensure adequate follow-up of activities by educating future JP stakeholders about the projects' actions.

Analytical material targeting researchers and/or culture sector professionals 28%

This body of products constitutes valuable intellectual capital and encompasses diverse knowledge assets, ranging from training manuals, to guidelines, academic studies and didactic material for cultural researchers and local cultural actors. The first sub-group of products corresponds to needs assessments and to training material (e.g. the training manuals on financial literacy, handicraft business management and exhibition skills which were produced within the framework of the Cambodia JP). These products reveal the need to equip actors in the culture sector with tools to better grasp, design and implement cultural projects. The second sub-group of products corresponds to translated UNESCO documentation and toolkits in the framework of the Cambodia JP, namely Guidelines on the establishment of a Living Human Treasures System and UNESCO Conventions. The final sub-group corresponds to analytical studies on various culture-related areas in the JPs' targeted geographic zones of intervention, destined to researchers and cultural actors including linguists, anthropologists and archaeologists (e.g. studies conducted on minority languages in Cambodia, on the Kuay and Bunoong culture etc.).

Studies, analyses and documents of practical and theoretical value 26%

This category mainly includes material produced and used during the design or inception phases of the JPs, particularly baseline studies on various cultural sectors, such as handicrafts, cultural industries and tourism, as well as related policy reviews and reports. Most of these knowledge assets respond to previously identified knowledge gaps (e.g. creative industries value chain analysis, analysis on trade-related legislation procedures for the commercialization of cultural products, etc.). A smaller group provides insight and conceptual information which would not have been obtained had the project not taken place (e.g. baseline survey of livelihoods in the four targeted provinces of the Cambodia JP).

Printed or audiovisual material targeting the public at large 15%

Numerous products were designed to inform the general public about the JPs and to raise awareness about the relationship between culture and development, namely promotional material, maps, community calendars, documentary films and other outreach material. Such products seek to offer different opportunities to consolidate project ownership by the targeted audiences, possibly even triggering local development processes. This group of products encompasses some of the most creative and innovative of all knowledge assets created.

Ownership

National Ownership

A large number of stakeholders were involved in the design, inception and implementation phases of the JPs, ranging from public cultural institutions, to civil society, private sector entities, local authorities and international partners. The level of involvement of each category of actors is closely linked to the JPs' respective objectives but, in general, it can be noted that the JPs have made significant efforts to consolidate national ownership and to promote a bottom-up participatory approach.

From the network analysis undertaken, it emerges that the following categories of local stakeholders played an important role in both JPs and may be precious actors for designing and implementing new programmes and projects in the future:

PUBLIC CULTURAL INSTITUTIONS

Both Cambodia and China favoured the active participation of public cultural institutions, by involving them in the design and implementation phases of the JPs as well as in the studies which were conducted. The JPs established a connection between public sector needs and the role of public cultural institutions in decision-making, resulting in tangible and replicable objectives and outputs.

LOCAL AND REGIONAL AUTHORITIES

Local and regional authorities were involved in both JPs, but in different ways. Whereas Chinese authorities were greatly involved in implementing the JP and in adapting its activities to the local context, Cambodian authorities mainly participated in consultations and trainings, and played a supportive role in facilitating ownership of the JP by group and community leaders.

CIVIL SOCIETY

The JPs also engaged local civil society actors, in particular community associations. The strong involvement of civil associations reveals the attention paid to promoting local economic activities and to expanding already existing networks (associations can indeed be seen as a network of actors linked by common interests). This is crucial to guaranteeing both ownership and bottom-up development strategies as well as sustained activities. Indeed, these actors possess the necessary tools and knowledge to spread the JPs' benefits across the local population.

PRIVATE SECTOR

Both JPs aimed to promote the development of culture-based economic sectors. In this context, the role of the private sector is key as it may enhance the production and distribution of cultural goods and services and promote cultural and creative activities. Indeed, both JPs engaged with the private sector and paid special attention to strengthening collaboration between private sector and civil society actors, namely through study tours and market exposure trips for crafts associations. This was viewed as a crucial factor to enhance the visibility and economic value of local cultural products.

Network analysis allows for a mapping of the main actors involved in the design, inception and implementation phases of the JP. Studying the frequency of stakeholder interaction with the JP is important for identifying the main actors involved in the JP and for understanding which actors could be incentivized to maintain their role and therefore contribute to the sustainability of JP activities.

Beneficiaries

The JPs implemented in Asia have had a direct impact on 67,000 individuals and more than 2,000,000 persons have benefitted in an indirect manner. The groups of beneficiaries range from the **general population** (including the communities living in the JPs' targeted geographical zones of intervention, ethnic minorities, indigenous people, and primary and secondary school pupils), **organized civil society** (including civil and community associations, community and spiritual leaders, non-governmental organizations etc.), **the private sector** (small and medium-sized enterprises in the culture sector, artists, creators, artisans, experts, academics and new entrepreneurs) and **public administration** (State authorities – in particular the Ministries of Culture, Rural Development, Industry, Mines and Energy, Agriculture, Forestry and Fisheries, Commerce, Education, Health and Labour – and regional and local authorities).

Approximately 53% of direct beneficiaries are women, revealing the attention paid to promoting gender equality. The work carried out at the community level has greatly benefited, both directly and indirectly, ethnic minorities, indigenous people, community leaders, religious and spiritual leaders, grouped professional collectives and members of civil and community associations. This concentration of beneficiaries at the local level indicates the JPs' strong commitment to promoting social and cultural inclusion at the local level through a bottom-up approach.

Finally, both JPs have benefited primary and secondary school children, namely by raising their awareness about cultural heritage. This underlines the attention paid to building solid cultural foundations during schooling and training future generations, especially to ensure the sustainability of the interventions carried out.

Success

Success factors

The four success stories identified by the JPs implemented in Asia are contained in the booklet at the end of this publication.

A series of common factors, set out below, may be highlighted in the **PROCESS** used by the JPs to identify their success stories.

- **Cooperating and promoting ownership:** Cooperation among stakeholders promoted a participatory process and encouraged sustained and replicable actions.
- **Generating permanent outputs:** Outputs which may have a permanent impact on the institutional and economic environment, have the potential to continue after the JP ends, thereby contributing to its sustainability.
- **Promoting gender equality:** Ensuring that support given to promote local entrepreneurship also benefits women.

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

Capacity building, through training, workshops and conferences for local cultural stakeholders. The China JP provided support to local culture-based economic activities through appropriate training on various aspects of entrepreneurship and business development. In Cambodia, capacity building was carried out through mentorship programmes in financial literacy and rural marketing, and through business development services, including support for developing business plans and managing handicraft projects.

Participation, by creating social networks and contacts among beneficiaries. In China, with JP support, a particularly active entrepreneur of the Miao ethnic minority founded an Embroidery Association consisting of **103** women.

Gender equality and respect for cultural diversity, by supporting entrepreneurs, particularly women and individuals belonging to ethnic minorities. The two success stories presented by the JP in China are particularly significant in this respect. Through the Systematic Communication Approach, the JP introduced a gentle and careful way of engaging more women in project implementation and communication activities. Furthermore, support given to local entrepreneurs particularly benefitted women, especially in the embroidery sector.

Safeguarding of items at risk, such as through the Living Human Treasures System in Cambodia. The System was officially included in the Royal Government's policy and is a legal commitment to the implementation of the 2003 Convention. In addition, indigenous music and oral literature were recorded for safeguarding, dissemination and commercialization purposes.

Sustainability, by strengthening the capacity of beneficiaries to carry the project's goals into future situations. For example, in China, the systematic communication approach followed by the JP mostly aimed to create communication tools, often in Chinese language, to inform beneficiaries of project results and to strengthen local ownership, thus contributing to the project's long-term sustainability.

OPERATIONAL CHALLENGES

The joint implementation of large-scale development projects inevitably comes with lessons gleaned from the operational challenges which were faced. Below are some common operational challenges faced by both JPs:

Communication Improved communication about JP activities is necessary and can be achieved through various mechanisms, namely consultative and participatory meetings, local volunteer groups, newsletters, trainings, cultural calendars and events, cooperation with local media, publications and videos. These initiatives should be addressed to all JP stakeholders, including project team members, local governments, community beneficiaries and the general public. This will improve general knowledge about the JP and its objectives, actions and achievements.

Innovation Innovation should also focus on product development. Indeed, it is often preferable to focus on encouraging design creativity while keeping traditional production techniques.

CREATIVE INDUSTRIES SUPPORT PROGRAMME

DURATION	September 2008 - November 2011
TOTAL BUDGET	USD 3,3 million
UNITED NATIONS PARTNER AGENCIES	UNESCO, UNDP, ILO, and FAO
NATIONAL PARTNERS	Ministries of Culture and Fine Arts; Industry, Mines and Energy; Commerce; Agriculture, Forestry and Fisheries; Tourism; Women's Affairs; Rural Development, plus their respective Provincial Departments
TARGETED GEOGRAPHICAL AREAS	Four northernmost provinces: Mondulkiri, Ratanakiri, Kampong Thom and Preah Vihear
OVERALL OBJECTIVE	To foster socio-economic development by harnessing the potential of the creative industries for diversified economic growth and social cohesion, with a special focus on promoting indigenous culture
BENEFICIARIES	Direct: 1,754 - 67% of whom are women Indirect: 3,236

Traditional weaving done by indigenous people [was] a technique [which was] lost during the Khmer period. Fortunately, programmes have been established to revive [the] weaving tradition for our community [and] we feel very happy to get jobs and earn supplementary income from these handicrafts to support our livelihood. Our standard of living has so far improved.

Beneficiary from Ratanakiri province in north-eastern Cambodia



Hands weaving © MDG-F-CAD/Cambodia

Cambodia

Cambodia's Preah Vihear and Angkor temples, traditional hand woven silk products and classical ballet performances are well-renown symbols of the Kingdom's rich cultural heritage, attracting increasing numbers of tourists each year. Despite this wealth of tangible and intangible cultural assets, many local producers and artists, especially indigenous groups living in remote communities, remain below the poverty line.

In this context, the JP was designed to support the Royal Government of Cambodia in unlocking the potential of creative industries for economic and social development, by developing and safeguarding local and indigenous talent in the performing arts, traditional weaving, pottery, basketry, and resin industries.

The JP strived to foster income generation and employment opportunities in those industries by strengthening cultural entrepreneurship, by improving market access for cultural goods, and by improving the commercialization of selected cultural products and services. In parallel, the JP sought to promote social cohesion as a potential bridge-builder between communities, NGOs and the Royal Government, by building national and local capacities to safeguard the endangered culture and traditions of indigenous people. In addition, the JP aimed to improve the livelihoods of the most disadvantaged groups in society through sustainable use of natural resources and traditional skills to generate supplementary incomes.

POPULATION
14,138,255 (2010)

CAPITAL
Phnom Penh

GDP PER CAPITA
USD 802 (2010)

PROPERTIES ON THE UNESCO
WORLD HERITAGE LIST

- Angkor
- Temple of Preah Vihear

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

- The Royal Ballet of Cambodia
- Sbek Thom, Khmer Shadow Theatre

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



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HIGHLIGHTS OF CONTRIBUTIONS TO THE MDGs

MDG 1: • Increased income from cultural activities: additional **USD 50** generated for JP beneficiaries from the increased sales of cultural products (e.g. **18%** increase in handicraft sales) – in particular through the promotion of indigenous products and support for the diversification of cultural products

- New employment opportunities created in the creative industries by promoting and supporting cultural entrepreneurship (successful registration with the Ministry of Commerce of 4 Handicraft Associations, and 1 Community Resin Business Enterprise) and by developing cultural infrastructure (2 Cultural Centers, 8 handicraft workshops producing and commercializing products were created throughout the 4 target provinces)
- Enhanced trade in cultural goods through improved market linkages for artists, artisans and cultural entrepreneurs, allowing them to tap into local, national and international markets

MDG 3: **67%** of beneficiary artisans were women:

- Strengthening of women's role in the community through increased skills, revenues and employment opportunities following capacity building activities in handicraft production, entrepreneurship, financial literacy and rural marketing – **547** women were taught how to produce, price, market and sell their own products from home and lead producer groups
- Gender equality promoted by carrying out a study to mainstream gender in the JP and by producing a film on gender in the creative industries

MDG 7: Environmental conservation promoted by training **63** handicraft producer groups in natural resource management

MDG 8: • Social dialogue fostered amongst government and non government actors following a highly inclusive national consultation for the adoption of the Royal Decree on Living Human Treasures

- Institutional networks fostered by increasing trust and collaboration within and between local authorities and NGOs, and by connecting local NGOs to national NGOs and membership based organizations
- Public-private partnership established between the Artisans Association of Cambodia, the Ministry of Culture and Fine Arts, and the Ministry of Commerce, in order to jointly organize an 'Indigenous Designers of the Year' competition

In this context, the JP developed activities to:

- Enhance employment and income opportunities in the creative industries, particularly in the handicraft and performing arts industries
- Improve the commercialization of local cultural products in domestic and international markets
- Improve national capacities to preserve, develop and promote Cambodia's cultural heritage

MAJOR ACHIEVEMENTS AND ACTIONS

1 Enhanced employment and income opportunities in the creative industries, particularly in the handicraft and performing arts industries

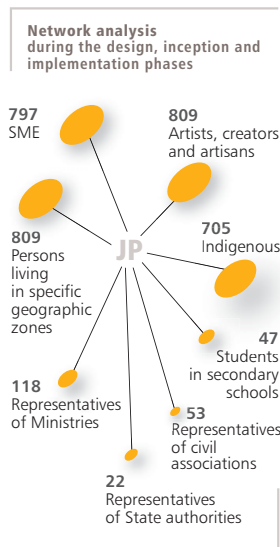
- **Improved market access** for handicraft producers and artists:
 - Handicraft producers and their support NGOs were connected to wholesalers and retailers through study tours/market exposure trips (**158** beneficiaries) and **8** indigenous trade fairs
 - Effective market linkages were established for **94** artists in local performing arts troupes through support for indigenous performances and the organization of a Youth Arts Festival
- **Enhanced cultural entrepreneurial skills** through improved business development services (BDS) for **1,524** beneficiaries, including **715** artisans:
 - **8** local NGOs were trained in business development
 - **321** producers were trained in small business management – training manuals on small business management and financial literacy were published in Khmer/English and distributed to participants
 - **8** producer groups were trained in establishing business plans and received small grants for their implementation

2 Improved commercialization of local cultural products in domestic and international markets

- **New and improved cultural products commercialized in 4 sub-sectors** (traditional weaving, traditional basketry, traditional jars/pottery and resin) through support for design creativity:
 - Mentorship programmes in handicraft production were conducted for **63** producer groups
 - An 'Indigenous Designers of the Year Competition' was organized (5 October 2011)
- **Greater understanding of legislation** for the commercialization of cultural products following an

analysis on trade-related legislation procedures and a legal capacity building exercise for NGOs, traders and producers

- **4 baseline studies/assessments** conducted to identify which cultural products to support within the creative industries value chain, to assess handicraft markets and their tourist potential, and to improve the market space of indigenous vendors
- **Indigenous culture promoted** to increase the sales of indigenous products:
 - **2** cultural centres were established in Mondulkiri and Ratanakiri provinces to organize cultural events and document indigenous heritage
 - Support was provided for the conceptualization of a museum and cultural centre in Preah Vihear
 - An Indigenous Handicraft Exhibition was held at the National Museum in Phnom Penh (6 Oct –12 Nov 2011)
- **3 Improved national capacities to preserve, develop and promote Cambodia's cultural heritage**
 - **Enhanced legal and regulatory framework** to effectively support cultural heritage:
 - A Royal Decree for the establishment of a Living Human Treasures System was elaborated in February 2010
 - **150** beneficiaries (including personnel of the Ministry of Culture and Fine Arts) were trained in implementing the Royal Decree as well as the 1972, 2003 and 2005 UNESCO Conventions – related UNESCO documentation was translated into Khmer
 - A National Indigenous People Policy Dialogue was developed and a five-year strategic plan was developed to implement the National Policy on the Development of Indigenous Minorities
 - **Increased awareness about indigenous people** through **5** anthropological and linguistic research programmes (namely on the Bunong and Kuay ethnic minorities)



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

NATIONAL OWNERSHIP AND SUSTAINABILITY

The JP's stakeholders were conceived of in three tiers: the **grassroots** level, encompassing artisans and artists; the **intermediary** level of local NGOs, who provide community-wide support; and the **national** level, including policy-makers, civil servants and national membership-based organizations. All were involved during the design, inception and implementation phases of the JP through a participatory approach aimed at consolidating national ownership for greater sustainability of the activities carried out. The national consultation carried out to draft the Royal Decree for the establishment of a Living Human Treasures system embodies that approach as it brought together all relevant government and non-government stakeholders (including artists, artisans and NGOs), resulting in a consensual text, increased intergovernmental collaboration and greater social dialogue between civil society and the Government, to the point where the Ministry of Culture and Fine Arts is willing to replicate the process for the drafting of other texts. It is also noteworthy to point out that community ownership was sought after by carrying out consultations with communities and their representatives at the inception of the JP and by conducting needs-assessment meetings with local communities and producer groups prior to interventions.

What emerges from the **network analysis** is that the JP particularly worked with three main categories of actors to favor ownership and bottom-up development strategies:

Public cultural institutions and authorities:

It is important to point out the link between the strong involvement of public cultural institutions and authorities and the impact of the JP at the public policy level. Indeed, collaborating with the Ministry of Culture and Fine Arts – the primary national partner of the JP – and with the other relevant Ministries and authorities was not only fundamental in developing a legal framework for culture-related sectors, it also raised awareness among national and local institutions about the importance of developing policy approaches to

support the role of culture for development, thereby contributing to JP sustainability through a top-down approach. Strengthening public institutions can indeed bring about a process of trickle-down whereby the benefits achieved move from the top to the general population, meaning that positive indirect socio-economic impacts could spread far and wide.

Civil society was systematically involved at all levels, including in the conceptualization of partnership activities and the National Consultation on the Elaboration of the Royal Decree. Furthermore, local NGOs provided training materials to support and expand business development services (BDS) and to build partner organizations' capacity to manage handicraft projects and to develop new project proposals. This bottom-up approach fostered local sustainability of the JP as local NGOs and civil associations have both the tools and the local knowledge to spread the benefits of the interventions across the community. Moreover, these representatives may become future strategic partners of national and local governments for designing and implementing policies, programmes and projects.

Private sector: One of the JP's key objectives being to promote the development of culture-based economic sectors, it was absolutely necessary to collaborate with the private sector from the start of the programme. Attention was paid to assessing the market and value chain of cultural products and services, to identify related income-generation activities, and to assessing trade-related procedures to improve cultural entrepreneurship. Private companies and social enterprises were also involved in conducting trainings in BDS and in developing market networks by organizing study tours and market exposure trips, although their limited number often implied to eventually rely on NGOs.

Involving the private sector is crucial for creating income-generating activities, for numerous reasons, including the fact that the sector is a source of entrepreneurial skills and new employment opportunities, and a vital receptor of economic incentives. Hence, it represents a fundamental actor to guarantee the effectiveness and sustainability of the JP.

Looking ahead, public cultural institutions, national and local authorities, civil society and the private sector are strategic actors to build new development plans and programmes. The knowledge acquired during the JPs and the networks in which they have been involved are precious assets for future development work.

BENEFICIARIES

The JP's impact has been widespread with its activities benefiting a notable network of over 1,750 direct beneficiaries and over 3,200 indirect beneficiaries. More than 800 individuals, including 583 handicraft producers, 132 resin producers and 94 artists living in the targeted provinces – 67% of whom were women and 87% of whom were from indigenous groups – directly benefited from the JP through capacity building, business development, enhanced market access, and improved commercialization of local cultural products. Female beneficiaries, belonging to six different ethnic groups and living in all four target provinces, in particular experienced great economic impacts through the JP's promotion of culture-based economic activities. As an example, the JP developed a market for indigenous handicrafts, which are mainly produced by women, and also designed specific group formations and capacity building activities in rural marketing, basket-making, jar and pottery making, resin production and weaving to enable women to tap into that market. 63 producer groups from the five targeted cultural industries also benefitted from the JP through business development services and capacity building, as did all four partner Ministries and 14 national institutions, through institutional strengthening, and 13 civil society organizations, through coaching sessions and support in designing market strategies. Indirect beneficiaries mostly encompassed family members of the direct beneficiaries, as well as secondary school visitors to the newly established cultural centers.

OPERATIONAL CHALLENGES

The MDG-F experience in Cambodia has generated a great deal of knowledge on culture and development in the Cambodian context, including valuable lessons both in the field of culture and development and in the context of the United Nations reform. These lessons, which were identified by the JP team in Cambodia, are both process and programme-oriented, thereby providing key insights into the ways in which similar programmes can be better conceptualized and implemented in the future:

- **Programme design and inception:** It is useful to undertake a thorough inception period in order to carefully select partners and better study the contextual situation prior to inception. Extensive trips to the target field sites, and a more detailed anthropological study of the targeted industries, should be envisaged wherever possible. Furthermore, a preliminary list of potential partners and beneficiaries would help focus initial activities by narrowing the field of potential actors and thus streamlining efforts.
- **Disadvantages of upgrading traditional technologies:** Modernizing traditional production methods is not always the appropriate solution for market growth. Sometimes it is better to focus on design creativity instead. In one experimental pilot project, the JP attempted to upgrade traditional looms by bringing in new, faster looms, and training indigenous workers to use them. The workers obligingly learned how to do so but then went right back to their traditional looms. Not only had they used their traditional methods for generations, but they felt that an intrinsic quality to the product had been lost by the use of the new, modern machines.
- **Programme sustainability:** For a programme to be sustainable, outreach must be strengthened. Partners must undertake JP activities for the intrinsic value they provide, and not primarily for economic gains, so that they continue to focus on the activities supported by the JP after its phasing out.

SUCCESS STORIES

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

- ▶ **Culture and Social Dialogue:** Adoption of a National Living Human Treasures (LHT) System in Cambodia
- ▶ **Culture and Entrepreneurship:** Women's empowerment through the promotion of cultural entrepreneurship

THE CHINA CULTURE AND DEVELOPMENT PARTNERSHIP FRAMEWORK (CDPF)

DURATION	November 2008 – March 2012
TOTAL BUDGET	USD 6 million
UNITED NATIONS PARTNER AGENCIES	FAO, ILO, UNDP, UNESCO, UNFPA, UNICEF, UNIDO, WHO
NATIONAL PARTNERS	Ministry of Commerce, State Ethnic Affairs Commission, Ministry of Education, Ministry of Culture, Ministry of Health, National Population and Family Planning Commission, Ministry of Human Resources and Social Security, Ministry of Agriculture
TARGETED GEOGRAPHICAL AREAS	Guizhou Province, Yunnan Province, Qinghai Province and Tibet Autonomous Region
OVERALL OBJECTIVE	Lift China's ethnic minorities out of poverty by supporting the development of culturally-sensitive policies promoting their rights and the creation of culture-based income generating activities endorsing their cultural specificities
BENEFICIARIES	Direct: 65,000 - 53 % of whom are women Indirect: 2 million - 42 % of whom are women

Many young people have left home to work, some festivals are not celebrated anymore and our traditions are gradually being forgotten. We simply wish our parents to have less hardship and our children to enjoy a better life and have a good future.

From the song in the short film produced within the framework of the JP, entitled 'The Soul's Paradise: Congjiang'



© Larry Quarkong

China

POPULATION
1,338,299,500 (2010)

CAPITAL
Beijing

GDP PER CAPITA
USD 7,600

PROPERTIES ON THE UNESCO
WORLD HERITAGE LIST
Total inscriptions: 14
Most recent inscriptions include:

- Site of Xanadu
- West Lake Cultural Landscape of Hangzhou
- China Danxia
- Xinjiang Tianshan

ELEMENTS ON THE UNESCO REPRESENTATIVE
LIST OF THE INTANGIBLE CULTURAL HERITAGE
OF HUMANITY
Total inscriptions: 29
Most recent inscriptions include:

- Chinese shadow puppetry
- Acupuncture and moxibustion of traditional Chinese medicine
- Peking opera

WEB SITE FOR MORE INFORMATION
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Over the past decade, high priority has been given by the Chinese Government to ethnic minority development. Numerous plans and policies have been developed to reduce disparities between the country's ethnic minorities – which represent 8.5% of the national population and account for nearly 106 million individuals – and the majority Han population, in terms of access to quality education and health services, sustainable employment opportunities and full participation in governance processes.

The JP was developed to assist the Government in lifting its minorities out of poverty without destroying their valuable cultural identity, through pilot interventions aiming to promote cultural diversity as a catalyst for sustainable economic development, rather than an obstacle to overcome.

The JP first of all sought to develop public policies that promote the right of ethnic minorities. In particular, the JP aimed to foster culturally-sensitive basic education for ethnic minority children, to promote linguistically and culturally appropriate Maternal and Child Health (MCH) care services for ethnic communities, to address discrimination in the work place based upon ethnicity, and to facilitate the inclusion of ethnic minorities in local governance processes. At the same time the JP sought to empower ethnic minorities to manage their cultural resources and to draw on them for economic gains, with particular focus on developing the cultural tourism and creative industries sectors.



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HIGHLIGHTS OF CONTRIBUTIONS TO THE MDGS

MDG 1:

- Enhanced ethnic minority employment in the crafts and cultural tourism sectors through business development support to **3** crafts and **7** tourism associations run by ethnic minorities conducting community based business activities: **52.3%** increase in the number of jobs in crafts enterprises supported by the JP
- Increased incomes for ethnic artisans through their membership in crafts associations
- New markets created for ethnic crafts products, as a result of support for product development, technical and business-oriented capacity building for ethnic artisans and entrepreneurs, and support for their involvement in national and international trade fairs

MDG 2:

- Enhanced capacities of policy-makers and practitioners to develop and implement culturally-sensitive education policies for ethnic minority children, through capacity building workshops, policy reviews and recommendations, and case studies on the implementation of current policies
- Improved access to quality basic education for ethnic minority school children through the development of local curricula and teaching materials addressing their cultural and linguistic needs, and through capacity building of teachers and principals to promote a culturally-sensitive approach to education

MDG 3:

- Crafts-producing women empowered through business training and financial support to bolster their socio-economic status
- New employment opportunities created for women in the crafts and tourism sectors, namely through support for the establishment of crafts businesses run by women: **63%** increase in women's employment in the crafts enterprises supported by the JP

In this context, the JP developed activities to:

- Create culture-based economic opportunities for ethnic minorities, especially women, with a particular focus on the cultural tourism and craft industries
- Enhance the capacity of ethnic minorities to manage their cultural resources
- Develop culturally-sensitive health care and education services
- Strengthen the inclusion of ethnic minorities in local government processes and development policies

MAJOR ACHIEVEMENTS

1 Culture-based economic opportunities created for ethnic minorities, especially women

- Improved access to employment opportunities** for ethnic minorities:
 - 2** research studies were conducted on cultural and linguistic barriers to ethnic minority employment in Yunnan and Guizhou provinces
 - 177** labor officials were trained in understanding international labor standards and national legislation; **182** stakeholders were trained on the concept of anti-discrimination in the workplace
- Income and employment opportunities** created in the crafts sector:
 - Baseline surveys, needs assessments and a value chain assessment of the crafts sector were conducted to develop the sector and locate employment opportunities
 - 3** county-level crafts associations were established and financially supported in Leishan and Longchuan counties
 - Over **60** local artisans and small business owners were trained in starting/improving their own business; **100** were trained in product development, leading to over **65** new craft designs
 - Market exposure was gained by artisans through participation in fairs, the 2010 Shanghai World Expo and the 2011 China-Eurasia Expo – **9** JP beneficiaries received UNESCO Awards for Excellence in 2010
- Community-based cultural tourism developed:**
 - 7** village tourist associations were established and farmers' hostels were set up to accommodate potential tourists
 - Extensive training in community-based tourism was given to **168** local government officials, community leaders and civil society representatives
 - Participatory community tourism planning models were designed and implemented in **7** villages

2 Enhanced capacity of ethnic minorities to manage their cultural resources

Increased awareness of cultural diversity:

- Community-based cultural mapping was undertaken in **11** villages – a practical guide and a documentary film were produced to highlight the methodology and achievements of the exercise
- Agricultural research was undertaken in **3** sites, alongside cultural mapping, to study traditional agriculture and integrate cultural data into models for agricultural heritage preservation
- Support was provided to revive cultural traditions of ethnic minorities
- A community ICH 'living museum' was established in Xiaohuang
- Capacity building:** **60** local stakeholders were trained in cultural enterprises management; **80** were trained in cultural heritage protection

3 Culturally-sensitive health care and education services developed

- Improved Maternal/Child Health (MCH)** of ethnic minorities:
 - A study was conducted on traditional beliefs and practices on MCH in the **4** targeted provinces
 - UNFPA's 24 Tips for Culturally Sensitive Health Programming manual was translated into Chinese and leaflets on MCH in ethnic minority areas were handed out to encourage the adoption of culturally-sensitive policies in MCH programming
 - MCH workers, village doctors and family planning workers were trained in providing culturally-sensitive MCH services
 - Essential medical equipment was supplied to local hospitals and **12** maternity waiting rooms were established in Guizhou, Qinghai and Tibet provinces

HIGHLIGHTS OF CONTRIBUTIONS TO THE MDGs

MDG 4

and

MDG 5:

- Approximately **21%** overall increase in regular antenatal care coverage through training of Maternal/Child Health (MCH) providers and family planning workers in culturally-sensitive MCH provision and counseling
- Approximately **32%** overall increase in hospital delivery rates – namely by recruiting personnel in township hospitals to make up for staffing shortages, by supplying essential medical equipment to local hospitals, and by covering transportation costs for pregnant women in Congjiang county
- Improved quality of MCH provision in ethnic minority areas through enhanced knowledge on traditional MCH beliefs and practices, the production of disaggregated health data by ethnicity, the adaptation and translation of MCH guidelines to fit culturally-specific local contexts, and the involvement of religious leaders in health promotion activities

MDG 7:

Sustainable rural development fostered by promoting the interaction between biological and cultural diversity ('agro-culture') – namely by mapping traditional agricultural practices/knowledge, by organizing capacity building activities in conservation and development, and by disseminating information on agro-culture

MDG 8:

2 platforms created for the exchange of ideas among local government authorities, civil society actors (e.g. crafts associations and village tourist associations) and villagers to ensure community involvement in designing local development plans for the crafts and tourism sectors

- **Culturally-sensitive basic education** promoted for ethnic minority children:
 - Basic education policies for ethnic minority children in China were analyzed and policy recommendations were formulated
 - Case studies on the implementation of ethnic education policies were carried out in **12** schools in Yunnan, Guihou and Qinghai provinces
 - **110** local education officials and administrators were trained in formulating and implementing culturally-sensitive education policies for ethnic minority children
 - School principals and over 450 ethnic minority teachers were trained in culturally-sensitive approaches to education
 - Culturally-sensitive local curricula was developed for ethnic minority children

4 Favorable environment created for the inclusion of ethnic minorities in local government processes and development policies

- **865 community leaders**, civil society actors and government representatives participated in workshops on culturally-sensitive policy approaches towards ethnic minorities - UNESCO's Diversity Lens Toolkit was translated into Chinese and disseminated to workshop participants
- **A Cultural Impact Assessment Framework** was drafted in English and Chinese to assess the impact of local development projects on local cultural values, cultural heritage, cultural resources and cultural diversity. This was then submitted by the State Ethnic Affairs Commission to the March 2012 session of the Chinese Political People's Conference

NATIONAL OWNERSHIP AND SUSTAINABILITY

A highly participatory process was followed by the JP to secure national ownership of the activities carried out and to increase their sustainability. Conscious of the importance of local knowledge for activity implementation at the local level, the JP involved **82 different local actors** from the public and private sectors and civil society to carry out **anthropological and sociological research** on the communities in which the JP was to be implemented, which proved to be a remarkable strategy in ensuring sound knowledge of the local cultural environment prior to activity implementation. National ownership was further strengthened by actively involving **Public cultural institutions**

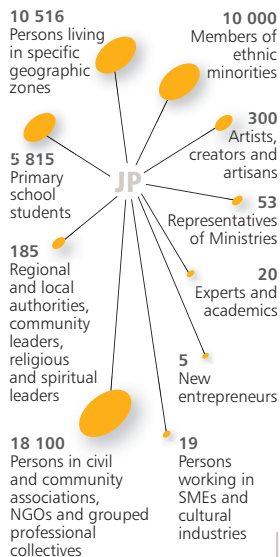
during the design and implementation phases, while **synergies were created with national development initiatives** to consolidate the sustainability of the interventions. Ethnic minority crafts groups namely participated in national trade fairs and exhibitions to expand their networks and increase their visibility, leading Guizhou and Yunnan Ethnic Affairs Commissions to guarantee three to five years of further technical and financial support for those community associations.

To ensure community ownership of the JP, particular efforts were made to promote citizen and **civil society** participation in the activities carried out. Villagers namely developed their own village-level tourism plans and were the driving force behind the cultural mapping exercises, with local volunteer groups trained to ensure continued support for cultural heritage protection in pilot communities.

Civil society actors participated in baseline surveys, needs assessments and workshops to establish and strengthen local crafts and tourism associations, before training local volunteer groups to support follow-up activities. The strong involvement of associations is an interesting point for local sustainability through a bottom-up approach, as civil associations operating at the local level have both the tools and the local knowledge to spread the benefits of the interventions across the community. Moreover, these representatives may become future strategic partners of national and local governments for designing and implementing policies, programmes and projects. For this reason, the JP established **2 platforms for the exchange of ideas among community associations, villagers and local government authorities.**

The JP also made efforts to engage the **private sector** in its activities, by involving three local arts and crafts associations, companies operating in the crafts sector, and family inn owners in participatory training workshops, artisan surveys and tourism capacity building activities. Focusing on the private sector can have a huge impact on the sustainability of project activities. Indeed, while other actors need external incentives to continue their activities and roles, the private sector feeds on market incentives. After an initial and effective push, the private sector can therefore contribute to economic sustainability in terms of employment, production and income creation.

Network analysis during the design, inception and implementation phases



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

Finally, interesting observations can be made from the **network analysis** undertaken. First of all, a notable number of international partners were involved in the JP: international institutions, including the World Bank, WTO and the European Commission, and various international NGOs, such as Oxfam and Action Aid, were involved in sharing information and knowledge and assisted in carrying out capacity building activities for local and national stakeholders. Furthermore, joint training

workshops were organized by UN agencies as a form of interagency collaboration. Bringing together various actors at different stages of project design and implementation encourages the **creation of new networks of local actors** and prepares fertile ground for future collaboration and activities which may lead to further sustainable results. This is particularly important in light of developing a global partnership for development (**MDG 8**).

BENEFICIARIES

Over **64,900** persons directly benefited from the JP, including **10,000** people from ethnic minorities. The JP's main groups of beneficiaries include ethnic minorities, community leaders, religious and spiritual leaders, grouped professional collectives, and civil and community associations. They especially benefited from the JP's economic impact, as culture-related employment opportunities and incomes were generated in the crafts and tourism sectors. The JP also had a strong impact at the institutional level, with participating Ministries – including the Ministries of Education, Commerce, Health and Labor – and **158** representatives of local and regional authorities benefitting from increased capacities to develop culturally-sensitive policies and strategies, as a result of policy reviews and recommendations, case studies and workshops. **53%** of beneficiaries were women, revealing the efforts made to equally distribute advantages across both genders. Women especially benefited from the education, health and cultural employment components of the JP.

Moreover, over **2,000,000** persons indirectly benefitted from the JP, especially local communities living in the targeted geographic areas of intervention along with students, through the incorporation of cultural elements into primary and secondary education.

OPERATIONAL CHALLENGES

The MDG-F experience in China has generated a great deal of knowledge on culture and development in the Chinese context, including valuable lessons both in the field of culture and development and in the context of the UN Reform. These lessons, which were identified by the JP team in China, are both process and programme-oriented, thereby providing key insights into the ways in which similar programmes can be better conceptualized and implemented in the future:

- **Developing communication capacities:** Dynamic and intensive communication efforts at the national and local level are necessary to strengthen upstream and downstream results. The innovative nature of a culture and development project requires vision and insight from the whole team, which is why training in internal and external communication should be given before the implementation phase.
- **Ensuring technical coherence:** In the framework of complex large-scale programmes, it might be worth appointing a chief technical advisor for each output in view of ensuring technical coherence and approach at output level.

SUCCESS STORIES

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

- ▶ **Culture and Social Cohesion:** A Systematic Communication Approach to Strengthen Results
- ▶ **Culture and Entrepreneurship:** Culture Based Economic Development: joint UN efforts to support entrepreneurship and business development



The teams working on the MDG-F Joint Programmes on Culture and Development in Cambodia and China have identified success stories clearly illustrating the programmes' contribution to specific national needs and priorities. Often highlighting their multifaceted contribution to the Millennium Development Goals (MDGs), these success stories illustrate the capacity of the JPs to **trigger results** and to give rise to **perspectives** reaching far beyond local borders. By identifying and documenting the many intangible cultural heritage elements that have existed for generations with a view to fostering social dialogue, by including marginalized or vulnerable groups, in particular women and ethnic minority groups, by building the capacities of cultural institutions, by promoting culturally-sensitive actions to support more inclusive policies, and by consolidating 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 for 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. A success story not only aims to communicate and showcase specific components of the JP, it also serves as a tool to crystallize memory and transfer knowledge in order to better inform and 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 Asia

Cambodia
China

Cambodia

CULTURE AND SOCIAL DIALOGUE Adoption of a National Living Human Treasures (LHT) System in Cambodia

CULTURE AND ENTREPRENEURSHIP Women's empowerment through the promotion of cultural entrepreneurship

China

CULTURE AND SOCIAL COHESION A Systematic Communication Approach to Strengthen Results

CULTURE AND ENTREPRENEURSHIP Culture Based Economic Development: joint UN efforts to support entrepreneurship and business development

Adoption of a National Living Human Treasures (LHT) System in Cambodia

The National Living Human Treasures system is a significant step towards promoting cultural creativity and safeguarding Cambodia's identity.

BACKGROUND

In the time of the Khmer Rouge, artists, performers, musicians, dancers, intellectuals, writers and scientists were targeted, along with political opposition, and from 1975 to 1979, there was a systematic deletion of centuries of Cambodian culture that has yet to be fully restored. Even prior to the JP, UNESCO was closely collaborating with the Ministry of Culture and Fine Arts (MoCFA) on a concept called 'Living Human Treasures', to promote the identification and documentation of the many intangible cultural heritage elements that have existed for generations throughout Cambodia's rich cultural life. The title of Living Human Treasure is awarded to individuals or groups who possess a high degree of knowledge and skills linked to specific elements of intangible cultural heritage, that they can transmit to younger generations. Therefore, when the JP was envisaged, all parties agreed that one of its goals should be to push the LHT agenda forward.

PROCESS

In order to secure maximum support from all stakeholders, the JP and the MoCFA agreed to collaboratively organize, along with all relevant government entities and many non-government actors, a National Consultation for the elaboration of a decree on LHT. This inclusionary process would not only give legitimacy to the decree but was also designed to ensure internal support within the government.

All documents were translated into Khmer, including the LHT Guidelines. The MoCFA upgraded the text to a draft-royal decree, which implies stronger legal value, as it is signed by the King. The Royal Decree was signed by His Majesty the King in February 2010, and was disseminated to provinces after its approval.



Neay Kong, the famous guitarist player © MDG-F&D, Cambodia

Outcomes

Social dialogue and sustainable development in Cambodia have been fostered by the adoption of a Royal Decree on LHT in February 2010, in the framework of the 2003 UNESCO Convention. The Decree was elaborated following a highly inclusive national consultation, resulting in increased social dialogue amongst government and non government actors, to the point where the MoCFA is now willing to replicate the process for the drafting of other legal texts, such as a national cultural policy.

The Government's legal commitment to establish a national LHT system is therefore a significant step towards promoting cultural creativity and safeguarding the country's identity in order to guarantee sustainable development.

CULTURE AND ENTREPRENEURSHIP CAMBODIA

Women's empowerment through the promotion of cultural entrepreneurship



Woman selling her products © MDG-F C&D Cambodia

Women saw an average overall increase in sales of 33%, or USD 50, which allows for the purchase of school supplies, medicine, salt, clothes, for their families.

BACKGROUND

Rural households in Cambodia are poor and rely heavily on agriculture, which is often not enough to feed a household all year round. Knowledge of entrepreneurial skills is limited in rural areas. Most handicraft producers are women, however women tend to be relatively shy when dealing with buyers and middlemen at the marketplace. The JP sought to build the capacity of women to generate income through traditional handicraft production.

PROCESS

The target population was selected based on a set of predefined criteria including handicraft tradition, willingness to learn, presence of local organizations, and special attention to local livelihood activities (such as avoiding disturbing harvesting periods). Capacity building through handicraft mentorship programmes, development of entrepreneurship skills, financial literacy, business planning, and rural marketing were designed following consultations with beneficiaries in order to evaluate their specific needs.

Outcomes

Capacity building programmes were developed to enable 547 local female producers to generate supplementary income by selling their handicrafts. As a result, sales are up on average by 33% (around USD 50), and women, as producers, own the revenue entirely. Job creation, income generation and women's empowerment have been targeted by training handicraft producers (mostly women) in handicraft production, entrepreneurship, financial literacy and rural marketing, thereby enabling them to produce, cost, market and sell their products from home, and lead community producer groups, instead of selling their labour force on large plantations owned by landlords. Beneficiaries have indicated that they would prefer to earn less and do their own handicraft activity at home, rather than work in other people's plantations, which often means leaving their household for two weeks at a time.

The training has strengthened the capacities of local communities, as women are now not only able to produce handicrafts but also to do their own pricing, marketing and sales. Women are now generating supplementary income, in turn strengthening their position in the family and earning them greater respect from their husbands. This has also brought about a reduction in domestic violence.

Women are now more prominent in their communities. They are leading producing groups, some of which have been officially registered within the Handicraft Association.

Furthermore, this success story demonstrates that development interventions can naturally strengthen the gender agenda, in that a gender-focused approach to a socio-economic goal proved to be efficient and successful.

A Systematic Communication Approach to Strengthen Results

BACKGROUND

Rural governance and self-organizing capacity in China is very weak, especially in remote, mountainous, ethnic-minority areas. In all target communities, women's education level is generally lower than men's, as is their confidence to participate in public affairs. The JP strove to improve best communication practices to strengthen local capacities in cultural heritage conservation, with a particular focus on women. Communication channels and strategies were improved in order to achieve concrete results in three areas:

Community cultural mapping: Cultural mapping is an effective tool to engage communities and provide capacity building opportunities for community inventory and preservation efforts;

Community-based museum: The methodology introduces a sustainable and holistic approach to cultural heritage protection, while maximizing local ownership;

Agricultural-heritage protection: FAO's Globally Important Agricultural Heritage System (GIAHS) requires intensive participation of communities for implementation of project activities.

PROCESS

The JP focused on collaborating with national TV stations Shanghai TV and Hong Kong TV to produce high-quality documentary films targeting different audiences in different languages. A project newsletter was produced in Chinese to timely inform beneficiaries of results, strengthen local ownership and maintain momentum.

The public was informed of project results and methodologies through films, newspaper and magazine coverage, academic papers and various events. These advocacy campaigns resulted in unsolicited volunteers and constant requests for interviews and feature reports.

Almost all communication efforts were initiated by implementation partners. From the first edition of the joint newsletter, partners actively made contributions, including local-led dissemination of newsletters and other printed materials, and local volunteer groups contributing high-quality photos to all publications.

The project introduced a gentle and careful way to engage more women in project implementation and communication activities.

Miao ladies working in the new office of Lushan Miao Embroidery Association supported by CDFP. By The Miler



Outcomes

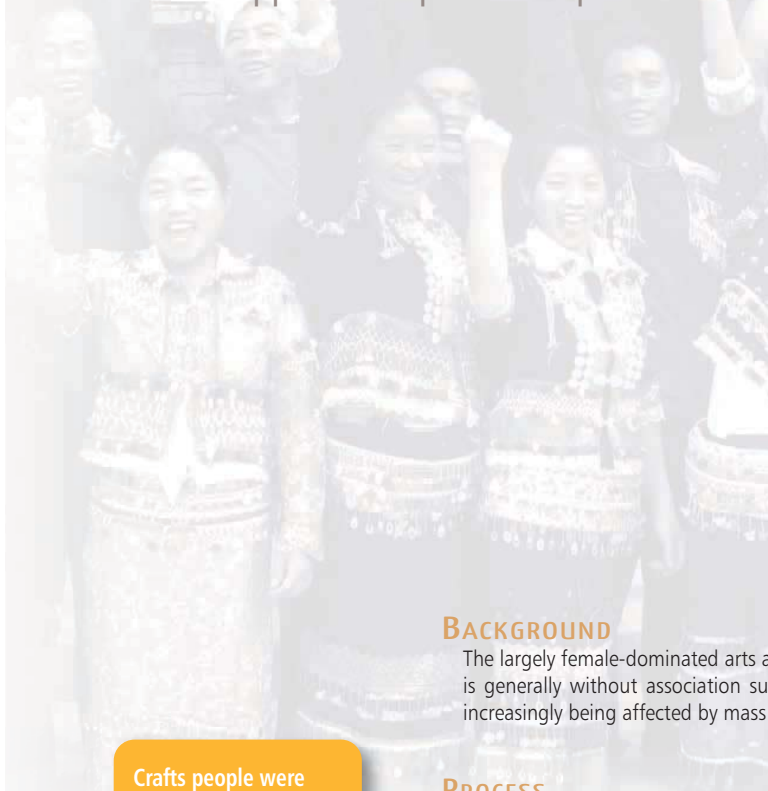
The intensive communication activities induced a spirit of dialogue and information sharing between local government departments in charge of culture, ethnic minorities and agriculture. Community-level beneficiaries were able to voice their opinions through publicity materials. By training community focal points, the project introduced a gentle and careful way to engage women in project implementation and communication activities.

Community cultural mapping: Four pilot communities successfully revived traditional cultural celebrations, with women actively participating in their organization and preparation. A volunteer support mechanism was established to provide long-term backstopping after project completion. A Practical Guide on community-based cultural mapping is being compiled to share knowledge in the China context, in particular in ethnic-minority rural areas.

Community-based museum: A community museum is planned for a pilot community listed as a GIAHS site and also containing an intangible cultural heritage entry. Community members will curate the exhibition and are being trained in museum management to enable them to manage the museum on the long term.

Agricultural-heritage protection: By 2011, three new sites in China were added to the GIAHS, and another three candidate sites were preparing applications. A local agricultural heritage conservation master plan is being drafted to support conservation and development of local agricultural heritage.

Culture Based Economic Development: joint UN efforts to support entrepreneurship and business development



Celebrating the establishment of Chudonggua Village (De'Ang ethnic group) Tourism Association supported by CDPF. By Yu Shuo

Crafts people were empowered through training, exposure to national Expositions (Shanghai Expo), participation in trade fairs, and coverage in international fashion magazines.

BACKGROUND

The largely female-dominated arts and crafts sector in China is generally without association support. Craft designs are increasingly being affected by mass tourism development.

PROCESS

UNESCO, ILO, UNDP, and UNIDO ventured to deliver training on various aspects of entrepreneurship and business development for the arts and crafts sector. In cooperation with national actors including the State Ethnic Affairs Commission, the Ministry of Human Resources and Social Security, the China International Centre for Economic and Technical Exchanges, and the China Association for Arts and Crafts, crafts people were empowered through training, exposure to national Expositions like the 2010 Shanghai Expo, participation in trade fairs, and coverage in international fashion magazines.

In addition, participants' outreach possibilities were strengthened through the creation of associations and small/medium enterprises.

Outcomes

The success of the initiative can be illustrated by a human interest story, that of Ms. Yang A'ni. Ms Yang A'ni is an entrepreneur of the Miao ethnic minority who began selling embroidery in 2005 and formally established her business in 2008. She attended UN training on craft development in July 2009, and since then, has been engaging with UN experts in various ways, including by undertaking additional trainings. She applied her newly learned skills to improve her business (she now has an annual income of approximately 140,000 yuan), and, with project support, founded an Embroidery Association in 2009 consisting of 103 women from a few small villages. Products from this association were selected as showcase pieces at the 2010 Shanghai Expo, and around 20 women from this association produced costumes for the 2010 Miao New Year.

“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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