

**Government of the People's Republic of China**

**United Nations Development Programme**

**Programme Document**

**TIBET DEVELOPMENT AND POVERTY ALLEVIATION PROGRAMME**

The Programme aims to simultaneously further the goals of poverty alleviation and cultural preservation by drawing upon core cultural resources to develop livelihoods.

It will seek to strengthen tourism, trade and handicrafts by building capacity, improving planning and raising awareness as well as piloting concrete models for pro-poor development of the sectors. Activities will aim to enhance natural cross-sectoral linkages and integrate the principles of environmental sustainability and culturally based development into the overall strategies of the local government.

The Programme will consist of five interlinked Sub-Programmes, including: 1) Tourism Industry Strengthened for Sustainability and Poverty Alleviation; 2) Development of Trade and Investment into TAR; 3) Traditional Artisan Industry Development; 4) Old Lhasa City Protection and Development; 5) Tibet Development Forum as a platform for domestic and regional dialogue

**Key Partners:**

**China International Centre for Economic and Technical Exchanges/MOFCOM  
Government of Tibet Autonomous Region (TAR)  
United Nations Development Programme (UNDP)**

THE PEOPLE'S REPUBLIC OF CHINA

<b>UNDAF (2006-2010) Outcomes/Indicators</b>	<u>Outcome 1</u> Socio-economic policies are developed and improved to be more scientifically-based and human centred for sustainable and equitable growth. <u>Outcome 3</u> More efficient management of natural resources and development of environmentally friendly behaviour in order to ensure environmental sustainability
<b>MYFF (2004-2007) Outcomes/Indicators</b>	<u>Goal 1.</u> Achieving the MDGs and Reducing Human Poverty. Service Line 1.2: Pro-poor policy reform to achieve MDG targets; Service Line 1.5 Private Sector Development <u>Goal 3.</u> Energy and environment for sustainable development. Service Line 3.1: Frameworks and strategies for sustainable development
<b>UNDP CP Outputs/Indicators Defined in UNDAF</b>	<u>UNDP/UNESCO Outcome 1.2</u> Cultural diversity and culture based development with particular focus on ethnic minorities enhanced; <u>UNDP/UNEP Outcome 3.2</u> Improved environmental awareness and enabling environment created for greater public participation; <u>UNDP Outcome 5.1</u> Global/regional partnerships promoted for effective results
<b>Government Coordinating Agency and Implementing Partner</b>	China International Centre for Economic and Technical Exchange, Ministry of Commerce (CICETE)
<b>Other Partners</b>	TAR Department of Commerce TAR Tourism Bureau Township Enterprise Management Bureau of the TAR Department of Agriculture and Animal Husbandry Lhasa Municipal Government Lhasa Municipal Land Resources Management and Planning Bureau Lhasa Municipal Construction Bureau TAR Development and Reform Commission TAR Committee of Nationalities and Religions

Estimated start date: July 2006  
 Estimated end date: June 2010  
 Management Arrangement: National Execution (NEX)  
 Project site: Tibet Autonomous Region  
 Beneficiary country: China

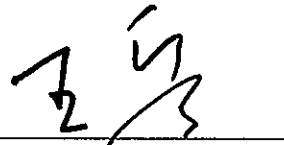
<b>Budget:</b>	<b>US\$ 6 million</b>
Allocated Resources:	
UNDP:	US\$ 2.0 million
Local Govt:	US\$ 1.0 million
Third-party cost-sharing: (To be mobilized)	US\$ 3.0 million

Agreed by:

Signature

Date

Government Coordinating Agency  
and Implementing Partner (CICETE):



21/6. 2006

Government Cooperating Agency  
(DOFCOM, TAR):



2006.6.21.

UNDP:



21 June 2006

## ABBREVIATIONS AND ACRONYMS

APR	<b>Annual Progress Report</b>
ASEs	<b>The Artisan Support Enterprises</b>
CICETE	<b>China International Centre for Economic and Technical Exchanges</b>
CNTA	<b>China National Tourism Administration</b>
CRB	<b>The Cultural Relics Bureau under the Department for Culture.</b>
CTA	<b>Chief Technical Advisor</b>
DOFCOM	<b>TAR Department of Commerce</b>
DRC	<b>TAR Development and Reform Commission</b>
FIC	<b>The Federation of Industry and Commerce</b>
GOC	<b>Government of China</b>
LMCB	<b>Lhasa Municipality Construction Bureau</b>
MDGs	<b>Millennium Development Goals</b>
MOFCOM	<b>Ministry of Commerce</b>
NPD	<b>National Programme Director</b>
NPM	<b>National Programme Manager</b>
PCISO	<b>Programme Coordination and Implementation Support Office</b>
PMO	<b>Project Management Office</b>
POD	<b>Project Office Director</b>
TABC	<b>Tibet Artisan Business Centre</b>
TABN	<b>Tibet Artisan Business Network</b>
TAR	<b>Tibet Autonomous Region</b>
TASS	<b>Tibet Academy of Social Sciences</b>
TCPDA	<b>Tibetan Culture Preservation and Development Association</b>
TEMB	<b>Township Enterprise Management Bureau of the TAR Department of Agriculture and Animal Husbandry</b>
TPAF	<b>The Tibet Poverty Alleviation Fund</b>
TTB	<b>TAR Tibet Tourism Bureau</b>
TU	<b>Tibet University</b>
TWF	<b>The Tibet Women's Federation</b>
UNDP	<b>United Nations Development Programme</b>
UNESCO	<b>United Nations Educational, Scientific and Cultural Organisation</b>
UNV	<b>United Nation Volunteers</b>
WTO	<b>World Tourism Organisation</b>

## **PART 1 SITUATION ANALYSIS**

The past decades have seen remarkable progress on the poverty and social development fronts in Tibet Autonomous Region (TAR). The Human Development Index (HDI) has risen impressively from 0.387 in 1990 to 0.586 in 2003, moving the region from the low development level to the threshold of medium development. The average annual GDP of 6,871 yuan is fairly high compared to other poor parts of China.

In spite of these significant improvements, however, TAR continues to be ranked last among the 31 provinces and regions of China according to most human development indicators. Education levels are particularly low and reduce the HDI considerably: more than 45% of the men and 62 % of the women of Tibet are illiterate or semi-illiterate. Life expectancy, at less than 66 years, is also the lowest rate observed in China.<sup>1</sup> Rural-urban disparities are large: urban GDP averages 19,891 yuan while in rural areas – where the vast majority of the Tibetan population lives – it reaches only 3,837. This emphasizes the need for balanced and human centred development in Tibet, in order to reduce disparities and improve capabilities across the population. Adjustments that are made with relative ease elsewhere seem to take longer in Tibet, and this demands the heightened attention of donors as well as government.

### **1.1 Tourism**

The government has called for a restructuring strategy that will make the service industry the economic mainstay of Tibet, and tourism is seen as a pillar industry for the region. In March 2005, China announced its 15-year Tibet Tourism Master Plan (2005-2020), which aims to promote Tibet as one of the world's leading tourist destinations and to boost the local economy. The Plan envisages that by 2010, Tibet will annually attract 2.45 million domestic and foreign visitors, generating four billion Yuan (483 million dollars) in revenue, or 10 percent of its local economy. By 2020, 10.17 million visitors are expected, with revenue soaring to 22.8 billion Yuan, accounting for 18 percent of the local domestic product.

Tapping into new fields in tourism will raise local and international awareness of the value of Tibet's natural diversity and cultural assets. The physical scope and character of the region's natural environment along with the rich cultural traditions ensure an appeal to a wide range of travellers with different interests and preferences.

Tourism in the area is currently growing at approximately 30 per cent per annum, with tourist arrivals hitting 928,650 in 2003, including 877,500 domestic visitors, and 51,100 foreign visitors.

With the opening of the new Qinghai-Lhasa railroad for passenger traffic in 2006 and several new airfields nearing completion, communications with TAR are rapidly improving. This will lead to an expansion of tourism to the region which simultaneously poses a formidable challenge and great opportunity for Tibet.

Yet tourism can also leave a large footprint on both the environment and cultural assets. The challenge, therefore, is finding a proper balance between protecting Tibet's unique heritage and leveraging the large potential of tourism for economic development and improving livelihoods in the region. Thus political and commercial incentives must through encouragement and education be aligned to induce greater care

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<sup>1</sup> National Human Development Report 2005

in the management of cultural and natural assets in order to ensure a watchful promotion that encourages simultaneous development and preservation of the industry.

## **1.2 Trade**

Located at the south-western part of China, and bounded by India, Nepal, Bhutan and Myanmar, as well as the provinces of Sichuan, Yunnan, Qinghai and Xinjiang, Tibet has a borderline with 3800 kilometres, 21 border counties and 104 border townships. Tibet, together with its neighbour countries and neighbouring provinces has abundant resources and close trade relationships with a strongly complementary economic structure.

In recent years, Tibet has actively made efforts to develop trade with neighbouring countries. Tibet imported and exported 110 million U.S. dollars worth of goods in its peak year of 2000, a 12-fold increase over the 1993 figure of 8.92 million U.S. dollars. While border trade volumes have decreased in recent years, border trade still makes up 83 percent of the total regional foreign trade. This indicates regional cooperation and increased cross-border trade are effective levers to create economic opportunities for TAR- especially for poor populations living in border areas and border provinces. Striving to find more Tibet-made commodities for the border trade, Tibet will need to encourage neighbouring provinces and autonomous regions to trade with it.

With the newly constructed Qinghai-Tibet railroad already in operation and a recent agreement with India on the opening of the border, developing trade will be an increasingly important means of expanding the economy and raising incomes. However, the inherent complexities of international trade coupled with a great need for capacity building currently make working with Tibetan regional trade difficult.

Tibet lacks a suitable trade and logistics environment, and this greatly hinders successful cross-border trade. In addition, the TAR has not successfully developed a mutually beneficial region-wide trade policy frameworks and relationships. Ties between government officials, trade promotion agencies and enterprises in the TAR as well as regionally need to be strengthened to exchange views on trade and harmonization issues. Participating players need to synchronize trade structures and regulations to maximize economic complementarities. Meanwhile, in the development context, it is of immense importance to address trade from questions of the quantity of trade to questions of the quality of trade in order to ensure the benefit of Tibetan Population in trade flows. Thus, pro-poor and pro-development trade policies should be given a great attention. In addition to the constraints of institutional capacity, productive capacity is overall another bottleneck to develop trade in Tibet. Creating an enabling environment for entrepreneurship and micro, small and medium enterprises is therefore essential.

## **1.3 Handicrafts**

Tibetan handicrafts have drawn global attention due to their unique cultural aspects, yet the number of Tibetan artisans is steadily decreasing as the number of imported goods from surrounding countries increases. An estimated 70 per cent of products sold in Tibet are brought in from Nepal, India, or other parts of China, while Tibetans manage a mere 13 per cent of local handicraft enterprises. Given that handicrafts not only represent traditional artistic expressions but also serve as a mechanism towards livelihoods development, they will play a key role in meeting the dual targets of cultural preservation and poverty reduction of this Programme.

The Tibet International Symposium on Trade and Development, held in Lhasa in September 2004 thus also concluded that craft development would be an important element in furthering human development in TAR.

However, previous experiences in supporting craft development in the TAR show that the development of Tibetan artisans faces several key challenges, including:

- A diminishing number of experienced and master artisans: as master artisans age and pass away, the extinction of their skills and knowledge is a major concern.
- A lack of regulatory framework and institutional arrangements. At present, there is no particular government body to regulate and facilitate the overall artisan development and no industry organisation or business network to link the artisans together and help them with information sharing, training, advocacy and promotional work.
- Many artisans face difficulty in gaining access to market networks and information as well as distribution channels, putting them at a serious disadvantage in the market relative to more skilled mass producers in mainland China and abroad.
- A shortage of business management and entrepreneurial skills is a distinct bottleneck slowing the development and growth of artisan groups and the artisan industry.
- Insufficient funding channels for artisans as well as weak support structures for design and development work.

## **1.4 Old Lhasa City**

During the International Symposium on Trade and Development between Tibet and Its Neighbouring Countries, held in Lhasa in September 2004, the pressing need was recognized to protect Tibet's cultural heritage while promoting tourism and improving living conditions.

Tibetan King Songtsen Gampo established Lhasa in the 7th Century. The city was re-established as capital of Tibet in the early 17th Century by the legendary 5th Dalai Lama. Since becoming the main regional city of the TAR in the mid-20th Century, Lhasa has experienced radical changes in most aspects of its existence, including a tremendous expansion of its population, fundamental changes to socio-economic and spatial structures and institutional organisations, employment base and public services and infrastructure.

The few available pre-20th century sources indicate that Lhasa's urban environment was never of high standards. For that reason, between the 1920s and 1940s, much of the urban population resettled outside the historic core of the city to escape the stench and increasingly unhygienic conditions of the old town.

Social policies in the years from 1960-1980 that made Old Lhasa a "free zone" in terms of allowing residency without the formal permits contributed to the unregulated densification beyond that ever seen before in the city, which had a significant impact on the socio-cultural profile of the old town population. A continuous wave of urban migrants into Old Lhasa meant that all categories of buildings in the area were used for housing, although many were not intended for this, and were indeed unsuitable for living. Informal housing sprang up with several hundred informal structures gradually added on to courtyards and rooftops.

Improving living conditions thus became essential to the TAR government in the 1980s. Between 1950 and 2000, gradually over the years many buildings have disappeared with the construction of new housing and now only 100-200 remain. Thus much of the traditional cultural resources that made Lhasa such a unique urban environment were also lost.

The symbolic and cultural importance of Old Lhasa to the Tibetan people has never been disputed, despite significant environmental degradation. Changes to functional and institutional roles do, however, raise questions regarding the long-term socio-cultural and economic future of the old town. The potential for increased tourism poses both an opportunity and danger to the future of Old Lhasa.

With market-led housing development from the early 1990s onward, and recent infrastructure renewal projects between 2000-2004 in Old Lhasa, public investment and interest in the historic environment have reached new levels. Positive environmental upgrading is resulting, but with an unfortunate "expulsion" of the poorer sector of the community to other areas.

Construction standards adopted in the 1980s and early 1990s have provided Old Lhasa with a large stock of new housing of low standards. A large proportion of the buildings shall soon require major adaptation and replacing. In the last five years, however, a noticeable improvement in the quality of construction has taken place.

The wonderful maze of historic streets and alleys in Old Lhasa still provide the "new" old town with significant character, and potential for rebuilding as and if relevant. Many of the traditional old buildings of Old Lhasa can be given a future transformed into decent modern housing.

China today has considerable and fast expanding knowledge and experience in dealing with the issues identified here, across the whole field from research to resource management. For an individual town, however, it may still prove difficult to gain access to such knowledge and learn fast enough to avoid the mistakes similar to those happening in so many fast urbanizing communities. Amidst the daily realities and pressing problems of trying to meet the basic needs of an underprovided urban population, it is not surprising that the authorities' attention is focused on the immediate needs, rather than scanning the world for possibly useful quick solutions.

The three UNESCO World Heritage sites located inside its extended historic core make Lhasa a cultural city of high importance to China and the international community, presenting the city administration and regional/national governments with extraordinary responsibilities and opportunities.

Overall, the current strategy of TAR to restructure the region's economy and to establish certain service/tertiary industries as the 'lead' or 'pillar' industries would contrast from past strategies that focused primarily on erratic attempts to establish a base of secondary industries. The conceivable pillar tertiary industries so far seem to be tourism and trade and related sectors. Yet these are industries that tend to be heavily concentrated in ownership, and thus still marginal to most rural and uneducated Tibetans.

## **1.5 Past cooperation and lessons learned**

UNDP has worked with the central and the local governments to provide assistance to TAR since the mid-1980s in such areas as energy, the environment, education, tourism, poverty alleviation, agriculture and animal husbandry, community development and handicrafts/artisan development.

To solve power shortage in Lhasa, UNDP from 1982 assisted the development of geothermal resources for power generation in Yangbajin. The plant had been a major power supplier in Lhasa since its

operation. In the second phase, UNDP assisted Nagqu in exploration and utilization of geothermal resources to meet the basic needs of population in Nagqu.

From 1995 to 2000 the UNDP project Promotion of Agenda 21, Sustainable Human Development in Qomolongma Nature Preserve (QNP) worked in four demonstration areas to promote sustainable human development and poverty alleviation through a balanced, community based economic and social development strategy also supporting environmental protection and conservation of natural resources.

To enhance the quality of compulsory education in Tibet, in 1998, UNDP started a project focusing on girl students in townships of Deqing and Maxiang. The project proved to be successful in improving compulsory education in the selected poor counties by extending access, increasing relevance and enhancing quality in both teaching and learning. The project also has helped to enhance the management capacity at county, provincial and central levels by developing methods for monitoring, supervision and coordination. More importantly, the project has conducted comprehensive research on girls' education, the results of which have the potential for providing the basis for designing teaching/learning materials suitable for girls and for raising the overall quality of girls' education.

UNDP early on recognised that culturally and ecologically sustainable tourism can be leveraged as a powerful mechanism for both conservation and poverty alleviation in Tibet. In 1996, the UNDP developed a Tourism Master Plan that sought to develop eco-tourism in Everest National Park. In addition, in 1998, the UNDP initiated a project co-funded by the Finnish government to increase handcraft production and develop tourism. The project strengthened management ability, increased marketing capacity, boosted handicraft production efficiency, and provided small loans to poor households that otherwise would not have had sufficient capital to start a micro-enterprise. In 2002, the project was further built on in the Integrated Artisan Development Programme which aimed at further improving marketing and business management skills while notably improving product design and quality. In 2001, two handicraft exhibitions and one fashion show of Tibetan clothes were held in Lhasa and Beijing. In 2002 UNDP, provided expertise through TOKTEN/STAR program to support the TAR government in the TAR eco-tourism tourism master plan mentioned above.

These projects showed the importance of working in broad partnerships with stakeholders from government, private sector, communities and NGOs to promote an overarching vision of sector development. Handicrafts should be linked to tourism and trade in order to strengthen commercial linkages, but while marketing skills and market knowledge are key for sustainability, traditional designs, techniques should not be abandoned for the sake of market-oriented "innovation". The projects also demonstrate clearly the importance of developing local ownership, commitment and capacity.

Human resources development is a vital element in for economic and social progress in Tibet. Since 2000, UNDP has also worked with CICETE under the TOKTEN/STAR programme to assist and make contributions in areas of agriculture, animal husbandry, fur processing, power generating, tourism and hotel management, clothes manufacturing, non state-owned enterprises and their development.

In September 2004, UNDP sponsored together with the Tibet Autonomous Region (TAR) and The Ministry of Commerce, a first International Symposium in Lhasa on Trade and Development of Tibet Autonomous Region and its Neighbouring Countries. The symposium provided a platform for government leaders, decision-makers and policy developers, business leaders and entrepreneurs, and experts from China, mainly from TAR, its neighbouring countries, donor countries including Finland, Japan, the Netherlands, and EU, as well as other UN agencies, UNCTAD, ITC, WTO and UNESCO to exchange visions, policies and strategies, practices and experiences in order to stimulate a more balanced development through trade promotion, cultural preservation and eco-tourism in the region. More importantly, it encourages the promotion of inter-country, regional and international collaboration,



particularly South-South cooperation, to effectively bridge the gap in development. The opportunity for the UN to scale up its involvement in Tibet was consulted to support the following areas.

## **PART II STRATEGY**

### **3.1 Overall strategy**

The Programme will consist of five sub-programmes, drawing upon experiences from previous programmes as well as the 2004 International Symposium on Trade and Development:

- Sub-Programme One: Tourism Industry Strengthened for Sustainability and Poverty Alleviation
- Sub-Programme Two: Development of International Trade and Investment into TAR
- Sub-Programme Three: Traditional Artisan Industry Development and Modernization
- Sub-Programme Four: Old Lhasa City Protection and Development
- Sub-Programme Five: Tibet Development Forum Platform and Synergy Building

The programme will make a strong link between cultural preservation and economic development, principally through the vehicles of handicrafts, sustainable tourism and trade. Relative to previous programmes, it will take a more ambitious and comprehensive approach by combining cultural and tourism industry related initiatives and aiming to impact the overall development of these sectors from both public and private angles at various levels.

It will aim to enhance capacity and planning for culturally based development as well as test community level initiatives to demonstrate policy options for the pro-poor, sustainable development of TAR. In doing so, it will emphasize the need for an integrated approach to development in the spirit of Xiaokang (well-off society) and MDGs, balancing man and nature and balancing growth and social development in TAR.

The programme thus aims to promote the further opening up and integration of TAR into the regional and international economy in a manner conducive to pro-poor growth and supportive of cultural sustainability. Developing domestic as well as cross-border trade will play an important role in strengthening the handicrafts as well as tourism industries, and the components will be strategically designed to make the most of such linkages and contribute maximally to the overarching goal of improving the human development status of the region.

Though the sub-programmes will be implemented independently and have different lead agencies as required, inter-linkages between the sub-programmes will be continuously explored and exploited through the coordination of the joint Programme Management Office and through the overall guidance of the senior level Advisory Committee.

All components of the programme will actively work to ensure gender sensitivity. This will entail gender analysis of planned activities and their impacts; awareness raising and capacity building for government or other staff employed by or connected to the programme; integrating gender components in training packages designed and delivered through the programme; designing specific activities and strategies targeted towards women or men where relevant; and other interventions as needed.

Each sub-programme will consist of a number of core activities to be implemented in order to meet the intended outcomes. In addition, optional components are outlined which will be implemented subject to the availability of funding. These optional components are of a non-essential in terms of the immediate Programme objectives but are activities that could still be of considerable value. It is therefore envisaged

that targeted funding could be provided by donors with a particular interest in a certain area, specifically in order to realise more in-depth activities of any given sub-programme.

## **3.2 Sub-programmes**

### *3.2.1 Sub-Programme One: Tourism Industry Strengthened for Sustainability and Poverty Alleviation*

**Outcome 1:** *Public and private spheres of the tourism sector strengthened to further economic and human development on the basis of sustainability and cultural vitality*

**Output 1:** *Improved capacity for training of tourism professionals to provide services of an international standard with a deep level of cultural and ecological knowledge as well as a strong understanding of responsible tourism concepts and practices*

Given the currently very weak capacity of the local tourism industry as well as available training institutions, improving capacity at all levels will be a crucial objective of the sub-programme. The aim will be to establish a solid institutional framework for tourism training which can draw upon a pool of well qualified individuals and be supported by key institutions, notably the TAR Tourism Bureau and the Tibet University School for Tourism and Foreign Languages.

The approach will be to train the trainers at TTB and Tibet University so they use the best of national and international training regimes, but also involve far more relevant materials on local culture and environment. This will also involve facilitating best practice exchanges with other cities and regions, both nationally and internationally, with successful records in preserving and promoting natural assets.

The design and delivery of trainings will appropriately reflect and adjust for gender aspects of Tibetans society as it relates to tourists, tourism professionals and communities in tourism destinations. The gender balance of trainers and trainees will be taken into account in implementation.

#### *Activity 1.1 Strengthening vocational training capacity*

Tibet Tourism Bureau and Tibet University will work together to develop new and more robust training programmes as well as curricular materials that include the best of national and international materials, but also integrate local materials designed and adapted to the places, ecology and cultural traditions of the TAR. Such training must develop human capacity for all levels of the tourist sector from high end managerial activity of tourist institutions such as hotels, restaurants and agencies to the individual tourist guides. In addition, they should address degree programmes at Tibet University, as well as regular short term workshops and continuing education classes on a non-degree basis. Training under this component will also incorporate skills development for small-scale tourism related business among the local communities in Old Lhasa City.

National and international experts in tourism will be brought in to train the trainers at TTB and TU. The private sector should also be involved so that late fall to early spring training can be offered by tourism professionals drawn from local hotels and agencies, while in the spring to fall the trainees can then work with those same professionals to gain practical experience. In addition, study tours will be arranged for TTB staff, TU staff, and decision makers in the government overall to visit relevant sites in China, other countries in Asia, and/or other sites around the world to learn about new models of tourism. This training will be particularly important as tourism is expected to significantly expand in the coming years, and if

permit requirements are eliminated, then it will be particularly vital that local tourist agencies are able to offer added value.

***Output 2: Understanding of cultural and ecological sustainability principles in tourism enhanced and capacity built for creating and delivering high quality tourism materials***

In order to raise the understanding and capacity of government cadres, the sub-programme will expose them to best practices and discouraging examples. Apart from relevant experiences in other countries (Nepal, Bhutan and Thailand are expected to be important), a key role will be played by local government officials in neighbouring Chinese provinces that have experience with similar development priorities and strategies – particularly (but not exclusively) areas with a sizeable Tibetan cultural presence.

The aim will be to help policymakers and key implementers strengthen their understanding of how best to turn protection of the cultural and ecological character of Tibet into a core long-term development strategy by leveraging responsible and sustainable tourism.

In parallel with this, the compilation and provision of cultural tourism information and marketing capacity also need to be greatly enhanced and the image of Tibet as a prime domestic and international tourist site given a clearer profile. This component should encourage broad partnerships, for instance in assisting local craft and tourism industries to do joint marketing towards local and international travellers.

This will involve the development of a systematic framework for the compilation of cultural, natural and other tourism resource inventories; assessment of existing information sources; and the collection of newly acquired data to fill in the blanks. The inventories will then need to be leveraged in a variety of ways for the purpose of maximising exposure towards a wide range of end users in tourism as well as academic, commercial and other fields. This exposure initiative will include traditional promotional and educational materials as well as using modern ICT solutions for various forms of digital delivery.

***Activity 1.2 Tourism resource inventories, marketing and promotion***

One part of the problem in promoting tourism in Tibet is the low level of systematic knowledge of what cultural resources are available to be promoted. An important part of the sub-programme will therefore be to (i) draw upon technical assistance from WTO to design an appropriate framework for a comprehensive resource inventory (ii) gather and consolidate available information from various sources and (iii) fill identified gaps through detailed field survey work supported by TASS and Tibet University for manpower as well as the substantive knowledge required. This framework will be gender disaggregated and aim to capture relevant gender differences to the largest possible extent.

This information will be key for several other parts of the sub-programme. Apart from informing parts of the tourism planning and product development process, it will also form the basis for promotional efforts and the various forms of materials and delivery mechanisms produced for that purpose. Emphasis will be put on developing a number of methods to systematically use the same information to compose several types of products, including cursory pamphlets, substantive cultural maps, in-depth educational materials in print or multimedia form, newsletters, website initiatives and regular campaigns targeted to different geographic or cultural areas, etc. Materials produced will consciously strive to provide equal space to women and men where relevant.

ICT will be heavily leveraged to use the flexibility it offers to its fullest potential in order to provide a delivery platform that is inherently customisable to varying needs of different users. Once the inventory has been created, several interfaces and entry points can easily be created to the same core wealth of information. The cultural information will be integrated and cross-correlated with detailed geographical

and site maps, sociological and demographic data, practical information on climate, tourism services available and contacts to service providers. Using a mechanism of inter-linkages and opportunities to go deeper into any particular aspect, this will create a powerful platform which is at once useful, educational and inspiring to a wide range of users inside and outside TAR, with a particular emphasis on current and prospective tourists.

This can ultimately be integrated in a sophisticated trilingual Web site called the Tibet Tourism Portal supported technically by Tibet University. This Portal will provide resources for tourists, tourist agencies, and educational institutions.

#### *Activity 1.3 Establishment of Tourism Resource Centre*

UNDP will aid in the establishment of a Lhasa-based Tourism Resource Centre (TRC) that will be integrated with the proposed Tibetan Artisan Emporium, to act as a central site within the province for the promotion of tourism and interaction with tourists. The TRC will draw upon the materials developed under Activity 1.4 to provide high quality cultural, environmental and service information for tourists in the form of pamphlets, maps, DVDs/VCDs, and sophisticated Web-based information in the form of images, maps, audio-video recordings and much else, as well as bulletin board facilities to help tourists network with each other and various tourist institutions. ICT facilities will be made available to enable access to the various digital interfaces described under Activity 1.4.

#### *Activity 1.4 Government capacity building, planning and regulatory framework development*

One important part of the sub-programme will be to assist the government to raise its capacity and enhance its tourism planning and regulatory frameworks. WTO will provide technical assistance to the Tibet Tourism Bureau and Tibet University on a needs assessment, which will inform the rest of the process. The assessment will encompass market conditions in the industry, current plans and planning capacity and regulatory development. It should involve on the ground experiences of actual tours, hotels and other facets of the tourism industry in order to gain first hand experience of the limits and challenges of tourism in the contemporary TAR.

Capacity limitations will be addressed with study tours, fellowships, interactive workshops and other exchange opportunities for local cadres and decision makers with other cities and regions, both nationally and internationally, with successful records in preserving and promoting natural assets. This will aim to raise their understanding of modern concepts in tourism planning, notably principles of ecological and cultural sustainability.

WTO expertise will be brought in to review and offer comments on existing plans. The opportunity will be used to discuss and improve the planning process in itself to ensure improvement of future plans.

Finally, WTO and other experts will be asked to assess the local tourism services sector as a whole and offer concrete recommendations for strengthening it. This will be essential in ensuring that domestic providers have the capacity and skills to handle rapidly increasing tourism in competition with highly experienced Chinese and Nepalese operators. One key aspect in this context will be to put in place an adequate system of licensing and ranking of service providers according to international standards. WTO will be instrumental in designing such a system of standards as well as the institutional framework required to implement it.

***Output 3: Modern tourism products developed to integrate principles of cultural and environmental sensitivity, community participation and local income generation***

From the start of the sub-programme, the planning and implementation of recently initiated TTB initiatives will be supported to better integrate cultural and environmental sustainability and clearly include livelihoods and poverty reduction mechanisms.

In order to provide further inspiration and reference materials for the practical implementation of the principles of cultural and environmental sustainability, the sub-programme will also pilot comprehensive tourism planning and delivery at the village level. Emphasis will be put on the livelihoods aspect of such initiatives, ensuring that the proceeds of tourism activities to the largest extent possible stay with the local communities. The pilots will also pay attention to exploring opportunities to integrate handicrafts and other cultural products in broader tourism products.

Gender aspects of the tourism initiatives piloted will be thoroughly analysed and adjusted for in design and implementation, to ensure that the pilots do not worsen but alleviate any existing gender imbalances.

***Activity 1.5 Demonstration of Community Based Responsible Tourism Pilots***

It is essential that expanded tourism be channelled into communally responsible forms of tourism known as "ecotourism" or "geotourism" which take into account respect and support of the local environment and culture, as well as include local communities in planning and revenue sharing. UNDP will help with accessing documentation of such models of tourism along with case studies, and bringing in national and international experts to aid in planning and strategic development of communally responsible forms of tourism in training and actual implementation in the TAR. One of the core pilots will be working with TTB to prototype a model Family Inn, which will include local community management, handicraft workshops, cultural education and promotion, and environmentally progressive and sustainable energy resources, where they can watch handicrafts being produced first hand and learn about the background and context of the products before buying them straight from the hands of their hosts. This will ensure not only significantly higher proceeds to the artisans by eliminating costly middlemen, but also a considerably richer experience for tourists, strengthening the local culture as well as the tourism sector in the process. Likewise, the UNDP will help TTB plan for progressive Cultural Folklore Villages which combine recreational activity and cultural education which ties together local residents and tourists.

Technical assistance from WTO, study tours and exchange opportunities to learn from best practices in China as well as internationally will play important roles.

***Optional Activities***

An additional component could be set up to invigorate the local economy and provide members of the community living in the Old City with better opportunities to start and run businesses there. If local funds are available, the sub-programme may provide Tibetans vocational training in traditional construction techniques and engage those trained to work with local public and private subcontractors to work on refurbishment of sites within Old Lhasa City identified by the local government with the participation of the local population. The sub-programme may expect to generate a number of temporary and permanent jobs, in addition to making Old Lhasa more attractive and generating hope for a better future among the population.

Given sufficient resources the sub-programme in addition to the activities outlined above could also effectuate implementation of the plans for environmental clean-up of important cultural and natural resource sites.

Another possibility is to commit to a more systematic and wide ranging development of new products and services based upon various new forms of tourism.

### *3.2.2 Sub-Programme Two: Development of Trade and Investment into TAR*

The new Qinghai-Tibet Rail Road and the opening of the India-China border for expanded trading will introduce considerable new possibilities in the economic realm. Thus it is an ideal time for UNDP to provide support with a focus on human capacity development in the realm of management, investment and industrialization.

***Outcome 2:*** Trade environment and capacity enhanced to facilitate pro-poor growth and expanded inter-country and international exchanges

***Output 4:*** Development plans for trade and investment enhanced, regional trade policy dialogue and private sector linkages increased and government capacity for attracting and managing domestic, border and international trade and investment strengthened

The sub-programme will support the TAR government in strengthening the administrative capability necessary for regional trade analysis and regulation to further develop trading, investment and industrialization within China and with regional partners in Asia as well as internationally. This training support will be assisted by UNCTAD and be based on assessment of current and future needs.

The agencies will also provide more specific support by assisting the TAR government in elaborating its trade development strategy, particularly by drafting a strategy on border trade. The sub-programme will also help to improve local productivity capacity through supporting the development of entrepreneurship and SMEs. The strategies will incorporate thorough analysis of how gender differences affect and be affected by the development of trade in the sectors concerned.

The sub-programme will further work to enhance the local trade and investment promotion capacity by producing promotional materials. Platforms and channels for the delivery of these materials will also be developed. There will also be targeted training of key personnel on the public as well as the private side, based on needs analysis performed with technical assistance from UNCTAD. The sub-programme will also aim to build capacity for training of local enterprises in trade promotion and marketing. This will build on existing institutions that provide services to the private sector, preferably services that are given free or on a cost-recovery basis.

#### *Activity 2.1 Advocacy, networking and information sharing*

An important activity of the sub-programme will be advocacy, networking and information sharing towards potential trade partners and investors. This includes compiling various forms of advocacy materials, creating a website devoted to trade and development in TAR and hosting trade and investment fair Carrying out the Introducing Foreign Investment and Trade Fair. All of these will aim at providing information and policy support for trade and development, and strengthening understanding between Tibet and neighbouring countries and other domestic areas. Advocacy materials and website building will

complement each other in reflecting the basic situation of Tibet comprehensively, especially in providing formal and complete materials for managers and operators.

#### *Activity 2.2 Capacity building*

Another key activity will be theoretical and practical training, which will be the very core part of capacity increasing in trade development. It will target on diverse people involving trade, on the purpose of increasing knowledge and abilities of related department and personnel, improving the abilities of related departments and personnel in participating in foreign trade, improving the quality of foreign trade management and operation; and strengthening communication and exchanges among related government departments, enterprises and individuals.

To build TAR's local productive capacity, the following is important to provide enabling environment: (i) effective policies from the government; financing mechanisms established by government, financial institutions and the private sector (ii) education/training systems provided and supported by government, the private sector, support institutions such as academia (iii) technology development/transfer supported by government, the private sector, research institutes and universities (iv) infrastructure and industrial promotion by government and the private sector.

#### *Activity 2.3 Trade and investment planning*

Finally, the sub-programme will assist the government in formulating a "Plan of Border Trade Development of Tibet". This will entail research on the current status, challenges and prospects of border trade in Tibet; mapping out directions and concrete tasks for further development; and suggestions for formulating relevant government policy in the area.

Particular attention will be paid to studying the investment needs of the areas covered by the Programme and designing strategies to meet those needs by investment promotion internationally as well as in the rest of China.

The sub-programme will also provide opportunities for DOFCOM officials and key enterprise managers to make visits to neighbouring countries for comparison of trade and investment policies as well as to explore opportunities of cooperation.

### *3.2.3 Sub-Programme Three: Traditional Artisan Industry Developed and Modernized*

#### ***Outcome 3: Handicrafts sector vitalized as a strategy for simultaneous income generation and cultural preservation***

The handicrafts development sub-programme will attempt to simultaneously preserve Tibetan culture, heritage and traditions and build a robust industry to create livelihoods, alleviate poverty and promote wider economic development in the TAR.

A multitude of approaches will be employed to this end – including documenting products and techniques, providing apprenticeship opportunities with ageing master artisans, enhancing capacity in business skills training, increasing networking, improving market access and encouraging an enabling policy and institutional environment. Another important approach will be the piloting of business models that are large and modern enough to be economically profitable while also strengthening living artisan traditions and provide channels and resources to individual rural artisans.

**Output 5:** Enhanced understanding of the status of TAR traditional artisan industry as well as the needs and characteristics of such cultural industries leading to more informed and comprehensive plans for its modernization, preservation and development

The sub-programme will establish a comprehensive information repository of (i) existing types of handicrafts, including production techniques, raw materials and historic background (ii) remaining artisans and their production conditions. The repository will draw upon existing information, including assessments made in the precious UNDP handicrafts project, but much complementary surveying is expected.

Another focus will be handicrafts development planning support provided to the government. Existing policies and infrastructure related to artisan development will be updated through needs assessment for the handicrafts sector by way of complementary survey work. This work will be performed in connection with surveys under Output One. The surveys will include such topics as services available, regional socio-economic conditions, and the needs of artisans, businesses and communities. Planning will then be done on the basis of these comprehensive surveys, and will aim to integrate handicrafts into economic plans in general and tourism plans in particular.

#### *Activity 3.1 Planning and surveys*

All activities detailed herein must be based upon a detailed survey of artisan traditions and economic activities in the TAR. The survey's purpose will be to enable a better understanding of extant traditions, their raw material needs, what training they require, their economic viability, how designs might be adapted, and general marketing needs. This information will be the necessary basis for a coherent strategy to improve the economic viability of these traditions while still maintaining their traditional character.

UNDP, with technical assistance from WTO, will help Tibet University researchers build a classification map of different types of handicrafts in consultation with a wide variety of academic and artisan experts. The mapping will classify individual products into multiple schemes (raw materials, production techniques, geographical distribution, end use etc.) in order to build an analytical template of survey information to be gathered both for cultural documentation and commercial purposes. Comprehensive guidelines must also be established for the survey teams on the purpose and use of these templates. The data collected will be disaggregated by gender and data categories selected to reflect potential differences between female and male artisans.

After methodological input from UNDP and WTO, the Township Enterprise Management Bureau should then take the lead in using these materials and guidelines to actually survey the townships. The project will seek manpower support from Tibet Academy of Social Sciences (TASS) and the Confederation of Trade and Commerce as well as allocation of resources by the Development and Reform Commission since such a comprehensive survey requires considerable manpower.

The scope of the survey will depend on the extent of allocated resources. It will focus on (i) actual artisan traditions and their products – mainly cultural documentation, but with business elements (ii) the artisans themselves and entrepreneurs who market their goods – purely business side.

Projects based at Tibet University and TASS will complement the surveys materials by contributing cultural documentation for specific areas in the form of photography, interviews, videography, and scholarly analysis. These materials will be useful for promotion, awareness raising, and the creation of vocational training materials. With the support of Tibet University Engineering School (Computing Science Department), the resources will be posted on the Web as a trilingual portal for accurate and reliable information on Tibetan handicrafts and used by both the TABN and the Emporium for a variety



of purposes and directed at a variety of clients: tourists, business people, artisans, vocational trainers, and government departments.

The system of classification will also form the basis for authentication and branding of artisan products as genuinely Tibetan traditional handicrafts. The project will seek technical assistance from UNESCO to develop a functional Made in Tibet branding system for handicrafts, which will be one important part of the strategy to give traditional artisans market leverage and ensure that the proceeds of sales benefit local producers. This brand may be entrusted to the TABN for licensing based upon the classification of traditional products, and the Emporium will be an important outlet for branded products as well as an information resource on the brand and the classification system (with immediate access to expanded historical, cultural and technical information on the various products for those who seek it).

***Output 6: Improved skills and enhanced support systems for networking, design, marketing, distribution for traditional Tibetan artisans and new artisan business models piloted***

The distributed nature of Tibetan population across vast geographical areas makes it economically difficult to sustain large scale production initiatives based on local household enterprises. Meanwhile any TAR project with a poverty alleviation objective needs to take into account the vast majority of Tibetan communities living in rural villages and nomadic settlements. The project will therefore establish production pilots by supporting the development of prefecture-level regional enterprises and their transformation into local enterprise networking and support centres for locally managed township or village level production. This will allow the project to be resource efficient while also reaching out to poor artisans in rural areas.

The sub-programme will also assist the TAR government in creating a Tibet Artisan Business Network (TABN) to link artisans together and provide training and market information as well as communication, negotiation and advocacy towards policy makers and commercial actors. The TABN will be closely linked to relevant government entities with cultural, economic, tourism and poverty mandates in order to provide a solid framework for artisan development as a broad mechanism for human development and cultural protection. Part of this framework will be the creation, promotion and support of a *Made in Tibet* branding certificate.

Finally, a Handicrafts Emporium will be established in Lhasa to function as an outlet for guaranteed authentic Tibetan handicrafts (not limited to the production engendered by this Programme) as well as a workshop, exhibition and information space for a living Tibetan handicrafts culture. The Emporium will also house the Tibet Tourism Resource Centre (TRC) created under Sub-Programme One.

All activities of the sub-programme will be gender sensitive, taking into account and adjusting for differences between female and male artisans, providing equal support to both and working consciously to reduce potential inequalities at the artistic, commercial or social level.

#### *Activity 3.2 Production Pilots through Artisan Support Enterprises (ASEs)*

The sub-programme will work to strengthen the supportive framework for artisans and artisan enterprises by developing model Artisan Support Enterprises (ASEs) that will perform several functions simultaneously. They will serve as a bridge between artisan producers at the local level and their markets for raw materials as well as finished output. Meanwhile, they will also provide training in both traditional techniques and modern business skills for prospective as well as accomplished artisans. Production methods will be developed that make use of modern tools while remaining true to the traditional heritage. Thus the ASEs will be used to develop sustainable methods to enlarge the artisan market and reducing poverty while stressing productivity and preservation of the traditional culture.

The ASEs will provide scalable centres for artisans from across the given prefecture to gain long term employment and access to high quality training. Their scale will make possible efficient procurement of raw materials, distribution of finished products, transfer of marketing knowledge for both product design and end distribution, and training by local master artisans as well as by way of new technologies involving audio-video taped vocational materials.

In conjunction with local partners, several extant enterprises located in prefectural capitals will be identified on the basis of their track record of achievement, efficient and capacity. The project will provide training, planning and general support for them to both scale up and expand in function, with the aim of piloting a new business model while also servicing other parts of the wider programme.

The ASEs will perform several functions of importance to individual households, local economic development and cultural documentation and preservation needs as well as several aspects of the wider programme, acting as

- Incubators providing training, experience and networking for individual artisans
- Documentation units by inviting master artisans to guide and oversee production while extensively recording the classes they give for use as training materials intended for the public domain. The materials will be used by the TABN and published online for use by a variety of interested parties within and outside the TAR, including scholars, tourists, and most importantly active and prospective artisans.
- Gateways for the bulk procurement of and access to raw materials for local household based artisans as well as transfer of their products to the wider market through established channels.

Thus the regional enterprises will be also function to help provide support and training for these local enterprise and family workshop activities so that they will function to establish networks providing them access to materials, distribution and information sharing for them as "township or village production units". The regional enterprises will provide a conduit for local centres to gain access to necessary raw materials, a distribution outlet for centralized gathering of their end products to be provided to the broader market, an information resource centre providing ideas on new designs, techniques and other issues, and finally a training centre for periodic training.

The ASEs will also function as incubators in selected fields by inviting experienced artisan masters to transfer their skills to young apprentices who will also be provided with a broad set of business related skills and experience. Unique techniques such as carpet making, Thangka painting, plate-scripture printing and paper making will be methodically documented as they are being passed on. An incubator will act as a business unit of micro artisan enterprises by providing office utilities, Internet access; studio space, gallery, supplies, and training classes that feature topics such as business and marketing skills to small- and medium level artisan businesses. The incubator will also assist the artisans in developing a strategic marketing plan as well as direct access to markets and investors through information and networking through the TABN. The normal incubation period for an individual will be one year, including 2 to 3 graduations during the project phase.

Aside from providing trainings in the ASEs, the master artisans recruited by the project can be drawn upon as resource persons by the TABN as well as the Emporium, to give trainings and participate in workshops and events as well as the production of information materials.

Given that broader incubator functions are added to the ASEs, they can also be used as showcase resources to demonstrate a living, modern culture of traditional handicrafts to interested tourists. They should therefore be linked strategically into Sub-Programme One on tourism in a conscious manner.

The sites of the ASEs will be determined based on scrutiny of the survey materials collected under Activity 3.1. One site is suggested to be located in Nimu, a county famed for three types of Tibetan craftsmanship: Tibetan incense, plate-scripture printing and paper making. Other suggested sites are Xigaze and Lhasa, which are the locations for Thangka painting, Tibetan carpet making and other craft produces.

### *Activity 3.3 Establishment of self-sustained Tibetan Artisan Business Network (TABN)*

The project will also aim to establish a province-wide Tibetan Artisan Business Network – a non-profit entrepreneurship-oriented organization aimed at building long-term sustainability for artisans' business operations. The network will coordinate with cultural enterprises, the private sector, donors, national/international counterparts, and markets within and outside Tibet to establish a business network among its branches. Professionals such as entrepreneurs and art specialists will staff the association.

The network will contribute to capacity building, improved access and empowerment of artisans by connecting them to each other and to relevant resources within and outside the programme, which in turn will benefit by inviting them to participate in planning, implementation and evaluation processes. The role of the network is to a) develop sound plans and business strategies for the growth and development of the organization and its clients (artisans); b) assess the needs of artisans in order to provide necessary interventions such as providing technology, skills or financial assistance; c) give artisans access to markets and help them maintain partnerships, especially in terms of corporate and civil partnerships; d) identify human resources, such as technical experts/volunteers, and financial resources; e) develop proposals according to investor requirements; f) provide advocacy and evaluation services and at both partnership and policy-level.

The network will be connected to the Emporium created under Activity 3.4, which will not only allow the artisans to retail their products through partnered enterprises, but also give them a chance to encounter potential clientele contacts, such as starred hotels and cultural enterprises in China. Subsequently, the network may further expand its clientele to new locations such as Hong Kong.

An advisory board is required to provide advisory support to the network. The objectives of the advisory board are to a) support the network in defining and adjust development strategy; b) guide and provide management and technical advice; c) promote artisan activities and assist in resources mobilization; d) afford objectivity, credibility and transparency to the network; e) participate in yearly reviews.

The network may eventually grow to encompass a wide range of activities. While in its early phase, the programmes will particularly focus on: 1) Offering Tibetan craft businesses an interactive network and online marketing venue; 2) A central site/knowledge and resource clearinghouse. A comprehensive marketing and communication programme will make artisan products known through advertisements in appropriate media and distribution to potential market sectors.

By utilizing all the above components and providing better facilities, a sustainable Incubation environment will be created and Tibetan artisans will be better equipped to acclimatize themselves to the market. The network should be hosted at a competent institution such as an art school of Lhasa University.

### *Activity 3.4 Creation of an Emporium as living cultural space*

This component will support the government in designing and establishing a Handicrafts Emporium with commercial, educational, information-sharing and networking functions in the Old Lhasa City area. The Emporium will provide a centralized government sponsored outlet for traditional Tibetan artisan products, as is common throughout Asia, but should also be used to leverage other parts of the programme to become something more comprehensive and considerably richer. The Emporium should be used as a living space for a multitude of aspects of Tibetan culture, providing visitors with (i) rich personal impressions of the culture through interactive workshops, exhibitions and events (ii) a wealth of cultural, historical, social, geographical and tourism information allowing users to access deep or general knowledge according to needs and interests (iii) a credible one-stop shop for quality handicrafts goods and tourism services as well as documentary and educational materials.

Thus in addition to providing an outlet with fixed prices for traditional Tibetan artisan products that are reasonably priced and of high quality, the Emporium will also have a strong educational focus with computer aided as well as regular displays of information and documentation on the creation, variety, and significance of these products, and in general extensive information sharing and access. The Emporium will thus play a central role in helping educate consumers and enterprises alike so that a viable end market exists in Lhasa for these products.

The Emporium should draw upon the other components of the sub-programme, for instance in inviting Master Artisans from the ASEs established under Activity 3.2 to hold training workshops where visitors can observe apprentices learning or even partake themselves. Professors from Tibet University could be invited to give lectures on handicrafts, art history or other culture-related topics in the Emporium. Their students could be invited to give educational walks through Lhasa for tourists, using the Emporium as a base point.

This mix of high quality information and services will add considerable value to consumers while also serving to revitalize the cultural content of the products on offer in the Emporium and elsewhere. It will also help establish a dynamic connection between the tourism and the handicrafts industry. An important point in this respect will be to develop varied and flexible forms of delivery of information that will allow people to access different depths of information according to their individual needs and interests. ICT solutions can play a key role in this, with the same materials servicing tourists in Lhasa as well as prospective visitors abroad.

The Emporium will, along with a Made in Tibet branding, be an important way to ensure consumers of authenticity and quality of the products. The seal will provide customers assurance that the products in question legitimately come from the TAR (and not other provinces in China or Nepal), and reflect authentic cultural traditions of artisan production with integrity.

The Emporium will also be combined with the previously mentioned Tourism Resource Centre into one coherent whole, which will serve to strengthen both the individual components as well as promote an environment conducive to cultural vitality.

A Tibet Artisan Business Centre (TABC) can also be established in the Emporium, as one physical platform of the TABN for the purpose of marketing, knowledge sharing and partnership building. The Centre will also act as a central knowledge and resource clearinghouse equipped with the following functions: (i) Tibetan Artisans Community Website, allowing artisan communities to exchange information between regions, craft councils and organizations (ii) ICT facilities providing artisans with Computer Aided Design capabilities and training, printers and scanners (iii) Artisan Resource Archives housing rosters of existing traditional Tibetan crafts, e-literature, books and magazines related to art,

design, crafts and production methods. Outstanding contemporary Tibetan artisan work and craft-related sources from other regions will also be archived and exhibited in the TABC.

The Emporium should be centrally located near the Jokhang monastery, in a traditional style building with sufficient space to host a variety of different functions as outlined. Employees should speak Tibetan, Chinese and English while there should also be resources in other languages, notably Japanese.

#### *Optional Activities*

An optional component would be the provision of microcredit to support artisan entrepreneurship through either the ASEs or the TABN.

Another optional component would be the systematic and comprehensive recording and collection of audio-video documentary materials which would prevent the extinction of local skills and traditions while also providing a valuable basis for vocational training materials. It could also be used for academic and promotional purposes.

Adding Emporiums in several locations, including Beijing, Shanghai, Hong Kong, New York and London, as well as airports, which could also be explored as potential venues.

#### *3.2.4 Sub-Programme Four: Old Lhasa City Protection and Development*

***Outcome 4:*** *Old urban centres revitalized culturally and economically and their importance to contemporary Tibetan development enhanced*

By working with the local government to protect and revive Old Lhasa City, UNDP will exemplify the economic value of cultural preservation and demonstrate how socioeconomic needs and cultural concerns can be mutually supportive in the context of tourism. The sub-programme will work to develop the long-term capacity of Old Lhasa City to generate tourism and associated incomes by a combination of restoration and modernization, while putting great emphasis on keeping it a living environment and upholding the central role it plays in Tibetan religious and cultural life. The project will to this end use strategies that combine aspects of restoration and repair, community participation, entrepreneurial initiatives, and urban development.

***Output 7:*** Understanding of traditional architectural practices and their value in the context of tourism improved and coupled with enhanced development planning, raised traditional restoration skills and improved coordination between government agencies

The sub-programme will work to raise awareness of value of cultural resources and the importance of these for the future among the leadership as well as the local communities themselves. For this purpose as well as to develop proper monitoring of the structures that remain, the sub-programme will establish a comprehensive inventory of existing resources based on existing materials as well as additional survey work reviewing the current situation and conditions in Old Lhasa.

Assisting the local government in city planning as well as economic, cultural and other related planning will be an important focus of the sub-programme. The aim will be to create an integrated planning process for Old Lhasa City based upon experiences from the national as well as the international arena, incorporating cultural, economic, social and architectural concerns into one coherent strategy for the area.

The sub-programme will also assist the government in establishing a long-term management structure that ensures appropriate levels of public sector management of resources and landscape in Old Lhasa and its environs. Both public administrative bodies and local communities will have key roles to play in this management as well as the overall planning process, to ensure that Lhasa doesn't develop into a place for tourism that excludes, or radically shifts, its all-important character and existence as a holy city for a large Tibetan population. At the same time, the immense potential of Lhasa not only for itself but also as an attraction and gateway for tourism to other parts of Tibet should be leveraged and harnessed to generate incomes and improve development outcomes across the plateau.

The sub-programme will clearly take into account the impact of all activities on the local community in order to minimize demographic change and ensure that the Old Lhasa City remains a living Tibetan neighbourhood. It will bring together policy makers and local communities in the planning process and strive to develop plans and agendas based on broad consensus and agreement. Change needs to be accepted and managed in manners that are compatible with the past, and still meet the direct needs of the present, without jeopardizing realistic expectations for the future.

One key challenge is to strike a balance between traditional habitats and modern facilities for hygiene and access to things like water and electricity. Another sensitive challenge foreseen is to deal with the current overcrowding, which is a consistent source of degradation and a major strain on the living environment. The differing needs of women and men will be analysed and explicitly integrated into overall planning.

The sub-programme will be linked to other parts of the overall programme as they relate to tourism and economic activity in the Old Lhasa City. In particular, close integration with certain parts of the sub-programme on tourism will be of key importance.

#### *Activity 4.1 Assessment and resource inventory*

One of the first activities of the sub-programme will be to establish a comprehensive inventory of existing resources based on existing materials as well as additional survey work reviewing the current situation and conditions in Old Lhasa.

This information will be used to inform the planning process and to develop proper monitoring of the structures that remain. It will also be a key part of the initiative to raise awareness of value of cultural resources and the importance of these for the future among the leadership as well as the local communities themselves.

Finally, a comprehensive inventory of cultural resources in Old Lhasa City will provide important input for the production of tourism materials under Sub-Programme One.

#### *Activity 4.2 Establishment of resource management structure*

The sub-programme will also assist the government in establishing a long-term management structure that ensures appropriate levels of public sector management of resources and landscape in Old Lhasa and its environs.

Both public administrative bodies, local inhabitants and religious communities will have key roles to play in this management as well as the overall planning process, to ensure that Lhasa doesn't develop into a place for tourism that excludes, or radically shifts, its all-important character and existence as a holy city for a large Tibetan population. At the same time, the immense potential of Lhasa not only for itself but

also as an attraction and gateway for tourism to other parts of Tibet should be leveraged and harnessed to generate incomes and improve development outcomes across the plateau.

#### *Activity 4.3 Review of development plans and capacity building for local government*

Assisting the local government in city planning as well as economic, cultural and other related planning will be an important focus of the sub-programme. As a first step, international and national experts will be mobilized to assist the government in reviewing existing development plans that concern Old Lhasa City in the wider sense. A broad consultative process including workshops involving all key stakeholders at the Lhasa, TAR and national levels will be of great importance in ensuring that newly developed draft plans take into account domestic priorities as well as international best practices and lessons learned in other countries on how to develop old city centres while preserving them as a living cultural environment.

Opportunities provided by this process will be used to raise the awareness and planning capacity of the government and encourage the creation of an integrated planning process for Old Lhasa City, incorporating cultural, economic, social and architectural concerns into one coherent strategy for the area.

This will be part of a wider capacity building exercise aiming to enhance the understanding of policy makers for the value of the cultural resources in Old Lhasa City and how to leverage them in a wise and sustainable manner. Examples from the national as well as the international arena will be provided through study tours and interactive workshops aiming to give decision makers and implementing cadres a first hand understanding of the issues and potential solutions. These study tours will be implemented early in the programme and give priority to the successful experiences of UN programmes in this regard. Concrete trainings on urban development will pay particular attention to any differing needs of women and men in terms of hygiene, water and other facilities as relevant in the Tibetan context.

#### *Optional Activities*

An optional component would be to build a systematic and comprehensive body of documentation on traditional Tibetan architectural practices, including their history and cultural significance as well as the more technical aspects. This could be used for vocational training courses as well as for academic and promotional purposes.

### *3.2.5 Sub-Programme Five: Tibet Development Forum Platform and Synergy Building*

***Outcome 5:*** *Regional exchange and cooperation strengthened through Forum mechanism and programme coordination enhanced to leverage synergies*

***Output 8:*** Improved networking of TAR within China and with other nations on key development areas such as trade and tourism and enhanced understanding of models and training systems already extant in to support those areas, as well as increased coordination and synergy building within the programme itself

This sub-programme aims to strengthen dialogue between key partners in promoting development of TAR both domestically and regionally. The former will be addressed by establishing local consultation and coordination mechanisms or channels between the many actors involved in and approached by the various components of the wider programme. Establishing partnerships with key institutions in bordering provinces and countries will also be important to create a relevant and credible mechanism for dialogue and exchange. This is expected to considerably improve the outcome of the programme, given the many

interconnections between them in terms of topics as well as activities. It will therefore be an important function for the success of the overarching goals of the programme.

The main such mechanism will be an Advisory Committee, chaired by the TAR government and co-chaired by UNDP and MOFCOM, with participants including the implementing agencies of the sub-programmes, other relevant government bodies and the donors contributing to the programme. The Advisory Committee will ensure that the programme works efficiently towards its goals and uses potential synergies well. It will rely on broad consultation to make significant decisions on the programme, including the theme and topics of the Tibet Development Forums.

The latter will be modelled on the "The International Symposium on Trade and Development of the Tibet Autonomous Region and its Neighbouring Countries" jointly arranged by UNDP, MOFCOM and Tibet Autonomous Region in September 2004. Its objective was to provide a forum for participants from international, regional, national and local organizations and communities, including the public, non-governmental and private sectors, to discuss and better understand issues and challenges in promoting trade between the TAR and neighbouring countries, which will stimulate sustained economic growth with equity benefiting the rural poor, women, ethnic minorities and other marginalized peoples in the region without jeopardizing natural resources. In particular, the focus was on the synchronization of direction and framework of trade policy between the TAR and its neighbours; the building of an institutional platform of exchange between governments, trade promotion institutions and scholars; and exchanges of information and experiences on cultural preservation and eco-tourism.

Given the success of the Symposium, it was suggested that a similar Tibet Development Forum be periodically held to serve as a platform for addressing various topics of importance to the development of the TAR and its neighbours. Such Forums would provide a platform for policy makers, private business, academic experts and representatives of civil society from the national, regional and international levels to engage in constructive dialogue and information exchange, deepen relationships and partnerships and assess ongoing progress towards shared goals.

#### *Activity 5.1 Establishment of the Forum mechanism*

While it is hoped that the mechanism will be sustained beyond the length of the Programme, the first installments of the Forum can be leveraged to provide input and momentum for the various sub-programmes. In that spirit, the first Forum tentatively will be devoted to Sustainable Tourism, which is a not only a topic of crucial importance to the development of Tibet but also an area where increased cooperation and coordination throughout the region would be highly desirable for all.

The Forums shall to the largest extent possible be given concrete goals based on the needs of the TAR and its neighbours. It is hoped that the Forums will stimulate joint development plans, agreements and partnerships between public as well as private actors. The Forums will consciously provide space for women in terms of the selection of topics as well as presenters and invitees.

While the Forums will involve a wide range of actors from various sectors, it will be necessary to establish an implementation mechanism that will be unchanging over time. DOFCOM will be the implementing secretariat of the Forum, with different agencies involved in each installment depending on the topic at hand. An appropriate long-term implementation framework will be created in consultations with key partners to ensure the smooth implementation of a sequence of Forums, including beyond the end of the UNDP programme.



### *Activity 5.2 Planning and implementation for the Forums*

Based on the implementation arrangements developed under Activity 5.1, Forums will be periodically held throughout the length of the Programme. Work on planning and arranging the events will therefore be continually ongoing. One important part of these efforts will be to link the Forums to each other and to the wider Programme and to give them concrete objectives and desired outputs. This will allow the platform to not only become more useful and relevant as a policy tool, but also greatly benefit the Programme and thus the TAR as a whole.

## **PART IV PROGRAMME MANAGEMENT, MONITORING AND EVALUATION**

### **4.1 Management arrangements**

The China International Centre for Economic and Technical Exchanges (CICETE) is nominated by the Ministry of Commerce of China (MOFCOM) as the Government Coordinating Agency and Implementing Partner directly responsible for the Government's participation in each annual work plan (AWP) of this project. The AWP's describe the specific results to be achieved and will form the basic agreement between UNDP and the Implementing Partner on the use of resources. CICETE as the Implementing Partner is responsible and accountable for managing the project, achieving the project outputs, and for the effective use of UNDP resources. The reference to "Implementing Partner(s)" shall mean "Executing Agency (ies)" as used in the SBAA.

The Government Cooperating Agency of the project is the Department of Commerce (DOFCOM) of Tibet Autonomous Region, which will be responsible for coordinating the various agencies involved in the implementation of the various sub-programmes.

As the main development partner to the project, the United Nations Development Programme (UNDP) will make funds available under approved budget items, ensure compliance of the umbrella programme with UNDP policies on the use of project funds, recruit and supervise the activities of international and national experts; introduce appropriate international practices to sub-programmes, share the experience of its related projects in China, and help in monitoring the project's intended results through an appropriate review and evaluation mechanism.

The Programme is signed with the government of the Tibet Autonomous Region, which will be the ultimate counterpart for the implementation of its activities. Thus, the TAR governor or a designated vice governor shall take lead of the critical coordination function.

The various sub-programmes will be practically implemented by different lead agencies, with DOFCOM playing a key role in coordinating the overall Programme. Each counterpart will be responsible for: overall coordination and administration; the provision of administrative staff; providing necessary logistical support infrastructure (offices and local transportation) for undertaking the sub-programmes at national, provincial/regional, prefecture, county, town and village levels; assigning counterpart professional staff to work with the project team experts; and ensuring the cooperation of related agencies in connection with provision of data and other inputs.

### **Advisory Committee**

The programme will establish an Advisory Committee under Sub-Programme Five, which will include representatives from UNDP, MOFCOM, TAR Government, DOFCOM, TAR Tourism Administration, TAR Department of Culture, Lhasa Municipal Government, TAR Development and Reform Commission, TAR Department of Agriculture and Animal Husbandry (Township Enterprise Management Bureau), and donors contributing to the programme. The Committee should be chaired by the TAR Vice Governor or designated Vice Secretary and co-chaired by UNDP and CICETE.

The main function of the Advisory Committee will be to ensure smooth coordination of partners and activities to ensure that synergies are leveraged and that the programme remains a coherent effort to efficiently reach its stated goals and objectives. Based on consultations as relevant with stakeholders in the government, private or civil sector as well as other development actors, it will make strategic decisions for the programme, including suggesting the topics of the Forums.

### **Programme Management Office and Staff**

The programme will establish a programme coordination and implementation support office (PCISO) within DOFCOM, with the task of providing overall facilitation to the smooth coordination of the many partners involved in implementing the programme. The office will also function as a secretariat for the Advisory Committee. The office will be headed by a National Programme Director (NPD) at DG level, who will be responsible for endorsing and overseeing all activities, including development of capacity and planning, implementation of demonstration sub-projects and dissemination activities. A particularly important role will be in coordinating sub-programme activities to ensure efficient and effective use of project resources. The PCISO will open independent bank account to ensure separate booking of project fund utilization.

Each sub-programme will establish a project management office (PMO) in the relevant lead agency, which will assign an official at the DG or vice DG level as project office director (POD) to lead the PMO. The POD will be supported by appointed National Programme Managers (NPMs) responsible for coordinating the implementation of sub-programmes; organizing and holding sub-programme review meetings; integrating the reports from the different areas into a single document; reviewing sub-programme work plans; providing administrative support to the programme implementing agencies; and advocacy for the programme at national level. The NPMs will be either in-kind contributions of agency staff or dedicated staff recruited locally to fulltime positions.

The NPMs will be supported by national or international Chief Technical Advisors (CTAs), including United Nations Volunteers recruited through the UNV system. The NPMs will be responsible for the day-to-day management of each of the sub-programmes, with the CTAs providing technical support and ensuring that technical aspects of the project are undertaken at the required standard within time and budget.

Through the joint efforts of the NPD, PODs, NPMs and CTAs, there will be opportunities for the sharing of resources between the five sub-programmes such as office space and equipment, administrative staff, and ground transportation as well as coordination of detailed activities to generate the synergy necessary for an efficient and effective attainment of all programme goals.

The Programme will utilise national and international experts and consultants to support and consolidate the implementation of programme activities. Capacity strengthening will be provided through the assignment of counterpart professional staff working with the international and national experts. Detailed management arrangements for individual components will be worked out by partners at the outset of programme activities. PODs and NPMs, will, in consultation with the NPD, CICETE and UNDP, draw up detailed arrangements vis-à-vis each component for approval by the Advisory Committee. This will

include a detailed work plan, key partners, the input of national and international experts, concrete options for synergy between programme partners and activities, monitoring and evaluation arrangements etc.

## **4.2 Strategic Partnerships**

The successful implementation of the programme will depend on the development of effective partnerships between numerous different agencies at multiple levels. Partnerships will be pursued with national and local agencies, as well as international partners and the private sector to enrich and further programme aims. The Tibet Programme Advisory Committee will be the vehicle through which strong partnerships and sub-programme synergies can be achieved. Key partners will be:

### **Local Implementing agencies**

- a. The TAR Government will be directly invited to be the overarching custodian of the Programme and of the Forum in order to provide the legitimacy and coordinating authority necessary to implement such a complex programme across the various partners involved.
- b. The Department of Commerce will play an important role as coordinator of the programme as well as lead agency on the Trade sub-programme and core implementer of the Forum over the longer term.
- c. The Tibet Tourism Bureau (TTB) will be lead agency on the Tourism sub-programme and also play a key role in integrating handicrafts in overall tourism planning and making it an integral part of the tourism sector. Promoting partnerships between the Tibetan craft and tourism industries for joint marketing and branding efforts towards local, domestic and international travellers through craft events and promotion, to the benefit of both industries.
- d. The Township Enterprise Management Bureau (TEMB) of the Department of Agriculture and Animal Husbandry will be the lead agency on the handicrafts sub-programme. Even if they are not, this partnership will be important in gathering and consolidating information on the current status of the handicrafts industry and actors as well as implementation of various field related aspects of the sub-programme.
- e. The Lhasa Municipal Land Resources Planning Bureau will be lead agency on the Old Lhasa City sub-programme, with the Lhasa Municipal Construction Bureau also playing a very vital role and contributing staff to the PMO. The Municipal Government of Lhasa will provide overall guidance for the sub-programme.

### **Other key partners**

- a. The World Tourism Organization (WTO) will be a key catalyst to the programme, providing technical assistance and capacity building for the development of responsible and sustainable tourism in Tibet.
- b. UNCTAD will be instrumental in many of the trade-related activities, including trade policy and planning activities, supporting dialogue and exchange of experiences between the TAR and its neighbours and designing information and promotional resources and activities.

- c. The Tibetan Culture Preservation and Development Association (TCPDA) will be a valuable partner to widen the prospect of involvement by a variety of government, business and social organizations.
- d. The Development and Reform Commission (DRC) will play an important role in securing support and cost-sharing from the many other government actors that will need to be involved. It will also fill a crucial function for the component on artisan development planning and the integration of these plans with other key planning and policy initiatives.
- e. The Ministry of Construction will be important partners for discussions pertaining to the development planning of Lhasa City.
- f. The Cultural Relics Bureau under the TAR Department for Culture will also be an important partner. for the Old Lhasa City sub-programme
- g. The Tibet University Tourism and Foreign Language School will be critical for strengthening the training programmes for tourism managers and tourism guides with a focus on responsible tourism (ecotourism or geotourism) and local culture and environmental knowledge.
- h. Tibet University Arts School will be crucial to provide expertise for assessments and planning, as well as providing support for authentic training. It will also be important in building documentation that can be used for vocational training and customer promotion. Finally, developing techniques to use modern tools to raise efficiency in handicrafts production while remaining faithful to traditional practices will be crucial input for the ASEs in Activity 3.2.
- i. The Tibet Academy of Social Sciences (TASS) will be valuable in providing practical support for surveys and documentation of artisan traditions as well as tourism related cultural resources across TAR, to be used for planning as well as vocational training and promotion activities.
- j. The Federation of Industry and Commerce will be an important partnership by providing access to its networks of members and local offices and helping to strengthen links to the regular commercial sector at all levels. Both the policy development under Activity 3.1 and business planning for the ASEs under Activity 3.2 will benefit greatly from drawing upon the expertise of the Federation and its members regarding constraints and obstacles to SME business in Tibet. Likewise, it will be important for the TABN under Activity 3.3 to link up with the Federation.
- k. The Tibet Women's Federation (TWF) could help address specific gender issues related to artisan development as well as provide general support for the project, including materials and experiences from the previous UNDP project on artisan development.
- l. The Tibet Poverty Alleviation Fund (TPAF) should be partnered with given the similarities of their Drogenling project to parts of the UNDP sub-programme. Joint advocacy and promotion efforts and information sharing would be beneficial to both parties. Their input would be valuable in creating the standards and authenticity seal. Given space and interest, Drogenling could be offered an outlet for their products in the Emporium to be established in Activity 3.4.
- m. UNESCO could provide technical assistance in the work to establish handicraft quality standards and creating a Made in Tibet seal of authenticity as well as best practices on planning old city centres.

- n. UN-HABITAT may be able to provide best practices on how best to ensure that restored traditional structures with great cultural value are also functional dwellings for their residents.
- o. Partnership with the local community will be crucial to take their needs into account, raise awareness, stimulate ownership and create a sustainable environment for further development.
- p. Local craftsmen will be invited to play an important role in training initiatives.
- q. Local governments, donors and NGOs involved in similar efforts in other parts of China, particularly areas that are predominantly Tibetan will be instrumental in transferring their experiences and insights.

### **4.3 Monitoring and Evaluation**

The extent to which the desired outcome of each of the sub-programmes has been achieved will be monitored through a system of M+E sub-programme activities, annual work plans and budgets, and peer group review and evaluation. A detailed system and diary of monitoring and evaluation of sub-programme activities will be drawn up at the outset of activities to measure progress and apply corrective measures where problems occur. Detailed evaluations of capacity building components will be carried out through surveys, questionnaires and interviews to establish effectiveness and guide amendments. Activities associated with institutional strengthening will be monitored and evaluated by measuring the extent to which the completion of the activities are done on time and to previously set standards. The required timing and standards to be achieved will be based on detailed work plans to be developed and agreed in the inception phase of each of the sub-programmes. The overall quality of work delivered will be based on a peer review and evaluation of the final output and its components.

Annual work plans and related budget plans will be prepared based on UNDP standard requirements with additional details provided as necessary. Monitoring of the work plan and budget will be consistent with monthly reports provided by the CTAs covering progress on activities. Reports will indicate expected progress, actual progress, an analysis of any discrepancies and recommendations. The budget will be monitored in the same way. All activity and related budgetary amendments will require the prior approval of UNDP and programme partners before implementation. In addition to monthly progress reporting, each CTA shall submit an annual sub-programme progress report (ASPR). The ASPR will review and evaluate progress towards the outcome, the outputs and relevant efforts on partnerships, soft assistance and lessons learned. A sub-programme terminal report will be prepared for consideration at a final meeting.

Monitoring progress towards achievement of programme outcomes and outputs will be undertaken at both the level of the overall umbrella programme, and at the individual sub-programme level. Programme management will invite the direct involvement and support of provincial and local level government on an ongoing basis to enhance monitoring and evaluation activities.

### **4.4 Legal Context**

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Agreement between the Government of the People's Republic of China and the United Nations Development Programme, signed by the parties on June 29, 1979. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government cooperating agency described in that agreement.