

# **Namibia**

## **Improvement Plan**

**Thematic window: Culture & Development**

**Programme Title: Sustainable Cultural Tourism in Namibia**

## File for the Joint Programme Improvement Plan

After the interim evaluation is complete, the phase of incorporating its recommendations shall begin. This file is to be used as the basis for establishing an improvement plan for the joint programme, which will bring together all the recommendations, actions to be carried out by programme management.

<b>Evaluation Recommendation No. 1</b>						
Programme description: Urgent need by all stakeholders to clarify what the Culture programme is about.						
<b>Response from the Joint Programme Management#</b>						
The Programme “ <i>Enables communities to reduce poverty through the sustainable use of their heritage assets in the tourism sector</i> ”. This clarification of what the programme is about was agreed at the Annual Planning Workshop held in Otjiwarongo (Jan 31-Feb 02, 2011).						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
1.1. Develop a programme score card	March 2011	M&E Specialist		Ongoing		
1.2 Agree on a common clarification of what the programme is all about	February 2011	PMU	Clarified at the planning workshop (31 Jan-3 Feb 2011) and collectively agreed and adopted	Done		
<b>Evaluation Recommendation No. 2</b>						
2.1 Rapidly modify/simplify the programme document, reducing outcomes/outputs to manageable and attainable levels.						
2.2 Seek for one year programme extension.						
2.3 Make clear <b>what management is supposed to manage for</b> is defined with reasonable expectations of all stakeholders.						
<b>Response from the Joint Programme Management</b>						
- Simplifying the document could be an endless effort which will further eat into the already limited time-frame of the programme. The reduction of						

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<p>outputs and outcomes was implemented through the work planning sessions (see Annual Work Pla for Year 3 attached).</p> <ul style="list-style-type: none"> <li>- MTE Reference Group approved the submission of an extension request which was discussed and endorsed at the Annual Planning Workshop by all stakeholders including pilot sites and local authorities. The request, with supporting documentation, will be presented to the PMC and NSC for approval and endorsement, respectively.</li> <li>- Could a well capacitated PMU be a basis for a continued culture programme beyond 2012?</li> <li>- The M &amp; E Framework for the Culture Programme has been revised taking into account the recommendation 2.1 above (see attached M&amp;E Framework).</li> </ul>						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
2.1. Refocus the programme by redefining the purpose and priorities of the programme	February 2011	PMU, PMC, NSC		Done		
2.2. Request a no cost extension for a period of 1 year	15 February 2011	PMU and PMC		Ongoing		
<p><b>Evaluation Recommendation No. 3</b></p> <p><b>Administration and financial management</b></p> <p>1. Clarify or simply the current administrative requirements, financial management and reporting procedures of the several UN specialised agencies</p> <ul style="list-style-type: none"> <li>- Could a single pool of funds under NPC or RCO operate more efficiently in order to minimize delays on implementation?</li> </ul>						
<p><b>Response from the Joint Programme Management</b></p> <ul style="list-style-type: none"> <li>- The pooling of funds is being approached in multi faceted ways e.g. UNESCO moving funds to MYNSSC; UN Agencies disbursing funds to Regional Councils and other Implementing Partners under the auspices of the lead Ministry for implementation of pilot site activities.</li> </ul>						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	



			Comments	Status	Comments	Status
3.1. Pilot different possibilities of pooling of funds	2011	UNESCO, MYNSSC, PMU		Ongoing		
3.2. Open an account for PMU	November 2010	PMU, UNDP (PMU account is used for coordination and for implementation of direct activities; e.g. field visits)		Done		
<p><b>Evaluation Recommendation No. 4</b></p> <p><b>Programme sustainability and ownership</b></p> <p>For a self sustaining process of development of cultural tourism, <i>consider an alternative to the current practice of outright grants to communities. The Joint Programme could advance the resources needed to communities to start viable pilot projects, but once they are successful require the cost to be reimbursed into a central fund. Resources thus freed up could be used to help to sustain this programme or some worthy successor well beyond the three years initially foreseen without prolonged recourse to external donor resources.</i></p> <p>The programme and the UN Country team may wish to suggest to the National Planning Commission that they involve other external partners and civil society actors in a discussion of how best to achieve this.</p> <p>Culture and development activities by their nature may be better carried on by self supporting forces within a society, you may consider that a PMU would be a desirable long run source of technical capacity and leadership including a variety of national NGOs and Ministries concerned with Culture and Tourism. This is perhaps one of the topics on which a reformulated programme might instigate/contribute to a national debate.</p> <p><b>Response from the Joint Programme Management</b></p> <ul style="list-style-type: none"> <li>- When pilot sites are not legal entities, it would be unclear who takes responsibility for any such loan.</li> <li>- <u>Criteria of success (as basis for communities repaying loans)</u> would need to be negotiated and agreed with the concerned communities.</li> </ul>						



<ul style="list-style-type: none"> <li>- Pilot sites and local authorities, including implementing partners have strongly opposed the idea of loans as they feel it may negatively affect the <u>motivation</u> of the communities.</li> </ul>								
Key actions		Time frame	Person responsible		Follow-up		Secretariat	
N/A					Comments	Status	Comments	Status
<b>Evaluation Recommendation No. 5</b>  <b>Coordination and inter-agency collaboration</b> <p>The concept of “lead UN agency” needs to be better clarified and/or better operationalised, both for the 'leader' (UNESCO) and for the 'followers' (ILO, Habitat, UNEP). This includes being clear about the respective intellectual contributions the different agencies are making to defining the problem, the consequent solutions they propose and the knowledge and wisdom they bring to bear and guidance they offer on implementation of mutually agreed solutions. <i>That would also require a visibly proactive effort to work together (Inter-agency collaboration) in a way that advances a common Namibian agenda rather than that of the agency concerned.</i></p>								
<b>Response from the Joint Programme Management</b>  <ul style="list-style-type: none"> <li>- There is a need to clarify the role of the Lead UN agency and how the other agencies support the Lead agency.</li> <li>- Waiting for the TORs on the roles of different partners, including that of the Lead agency from the MDG-F Secretariat</li> </ul>								
Key actions		Time frame	Person responsible		Follow-up		Secretariat	
					Comments	Status	Comments	Status
Develop Terms of Reference on the role of Lead agency		April 2011	MDG-F Secretariat (RCO Coordination)			Ongoing		
<b>Evaluation Recommendation No. 6</b> <b>Monitoring and Evaluation</b> <p>As the programme is exploratory, it needs to be monitored in a way that reflects that nature, recording results as they emerge and helps all concerned to learn from them.</p>								

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<p>For monitoring and evaluation purposes, find the right balance between effort and product. Reflect on whether the current monitoring and work planning procedures are optimal and whether there may be some scope to rationalise them, shifting the focus away from an effort to assure perfect and transparent accountability and in the direction of how to get to outcomes desired.</p> <p>Constant monitoring on the participating agencies is needed to assure the coherent, collegial behaviour and synergy necessary to increase the likelihood of success of this programme. One mechanism to ensure such Agency coherence may be constant monitoring by the MDG-F Secretariat keeping attention on the various participating agencies and involving interested individuals within government and the society as well as local representatives of member states.</p> <p>A national <i>M&amp;E system</i> covering donor financed activities<sup>1</sup> is only nascent for externally financed technical co-operation. If this is indeed so it may be worth extending the remit of the national system to cover such activities as the culture and development programme.</p>						
<p><b>Response from the Joint Programme Management</b></p> <ul style="list-style-type: none"> <li>- Finalize revised M&amp;E framework.</li> <li>- NPC to consider inclusion of culture programmes in the national monitoring systems.</li> </ul>						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
6.1. Revise the current M&E framework (reducing where possible, the number of indicators.)	15 February 2011	M&E Specialist		Ongoing		
6.2. Incorporate culture programmes into the national monitoring system	2011-2012	NPC		Ongoing		

<sup>1</sup> The indication was that nationally financed activities were covered by such system

<b>Evaluation Recommendation No. 7</b>						
<b>Synergies</b>						
Seek synergy with other external actors in Culture and Development in Namibia to leverage the programme's policy effect and future monitoring and evaluation in the sector.						
<b>Response from the Joint Programme Management</b>						
- The JP will establish proactive links with other actors in the field of culture and development e.g. GTZ, MCA, Finnish Embassy, Development Partners Forum etc.						
<b>Key actions</b>	<b>Time frame</b>	<b>Person responsible</b>	<b>Follow-up</b>		<b>Secretariat</b>	
			<b>Comments</b>	<b>Status</b>	<b>Comments</b>	<b>Status</b>
7.1. Convene a stakeholders' partnership meeting	June 2011	PMU and UNESCO, NPC, RCO		Ongoing		
<b>Evaluation Recommendation No. 8</b>						
<b>RCO responsibilities</b>						
The RCO should maintain vigilance on all areas of the programme and convey the results of their vigilance to the MDG-F secretariat. The MDG-F secretariat may wish to consider whether any other of its development programmes show similar signs and if that warrants any action on their part.						
<b>Response from the Joint Programme Management</b>						
- Involve RCO in key programme activities in order to facilitate its oversight role and vigilance.						
<b>Key actions</b>	<b>Time frame</b>	<b>Person responsible</b>	<b>Follow-up</b>		<b>Secretariat</b>	
			<b>Comments</b>	<b>Status</b>	<b>Comments</b>	<b>Status</b>
8.1. Ensure RCO participation in all meetings, monitoring and evaluation activities	2011-2012	PMU, NPC, RCO, MYNSSC, UNESCO		Ongoing		
8.2. Allocate coordination funding to RCO to enable the Office to effectively carry	Yearly	UNESCO	Year 1 and 2 funding transferred to RCO	Ongoing		

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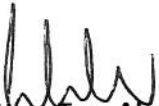


out its oversight function						
<b>Evaluation Recommendation No. 9</b> <b>Models for 'best practices'</b> Apply a successful model of community based management of natural resources to the area of culture heritage.						
<b>Response from the Joint Programme Management</b> <ul style="list-style-type: none"> <li>- The JP will establish close relations with organizations dealing with Community Based Natural Resource Management (CBNRM) programme.</li> <li>- NPC to ensure coherence between multilateral agreements which they oversee and sign up to, in order to avoid duplication of programmes.</li> <li>- The JP will more clearly articulate how it contributes to the overall MDG achievement process in Namibia.</li> </ul>						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
9.1. Convene a meeting with CBNRM programme	March 2011	PMU		Ongoing		
9.2. Carry out an assessment of how JP outcomes contribute to overall MDGs achievement in Namibia	October 2011	NPC, RCO, PMU, UNESCO, MYNSSC		Ongoing		
<b>Evaluation Recommendation No. 10</b> <b>In-country M&amp;E capacity</b> See evaluations as an opportunity rather than a curse. Involve national institutions (e.g. UNAM) more in process						
<b>Response from the Joint Programme Management</b> <ul style="list-style-type: none"> <li>- Agreed.</li> </ul>						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
Facilitate capacity building trainings	2011-2012	NPC, ORC		Ongoing		



(in line with UNDAF Roll-out)						
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**Signatures:**



**Hon. Tom Alweendo (Co-chair)**

NPC Director General

Date: 16/2/2011.....



**Ms. Kari Egge (Co-chair)**

UN Resident Coordinator

Date: 15/2/2011.....