

# **Palestinian Territories**

## **Improvement Plan**

**Thematic window: Culture & Development**

**Programme Title: Culture and Development in the Occupied  
Palestinian Territory**



**Joint Programme  
Culture and development in the Occupied Palestinian Territory**

**Improvement Plan – March 2011**

After the interim evaluation is complete, the phase of incorporating its recommendations began. This file is the base for establishing an improvement plan for the joint programme, bringing together all the recommendations, actions to be carried out by programme partners and secretariat.

<b>Evaluation Recommendation No. 1</b>						
Consider including Palestinian target groups outside of the West Bank and Gaza areas in the programme outreach, and to include the Palestinian youth as a distinct sub-target group.						
<b>Response from the JP Management</b>						
The JP is targeting professionals from the Diaspora, to participate and implement JP activities when logistically possible (e.g. handcrafts consultant, experts participating in drafting NPPC). Special attention is given to young Palestinian artists either to come and participate in JP activities taking place in oPt (e.g. young musicians participating in the national orchestra), or through regional initiatives aiming at promoting and marketing the arts works of Arab designers including Palestinian arts and crafts (e.g. al Housh initiative).						
Key actions	Time frame	Responsibility	Follow-up		Secretariat	
			Comments	Status	Comments	Status
1.1. Contract with al Housh regional initiative to be developed. 1.2. Implementation of al Housh activities.	March 2011 Until Sep. 2012	UNESCO & MoC.		1.1. Contract is developed and signed 1.2. Al Housh is already launched and artists are registering as in agreed action plan		
1.3. Discussions with UNRWA on the usage of the culture manual as extra-curricular tool in schools in West Bank and in other countries; Lebanon, Jordan and Syria. 1.4. Preparing Manual and pilot usage phase initiated.	Contact already initiated. June- Dec. 2011	UNESCO & MoC.	As in AWP, work on manual will start in June 2011			
1.5. Identify potential and existing initiatives targeting young Palestinians from the Diaspora and link JP with them.	April- Dec. 2011	JP partners.	Ongoing	Technical support to the Fourth Young Palestinian Forum gathering young Palestinians from Diaspora		
<b>Evaluation Recommendation No. 2</b>						
Make an effort to increase the financial commitment by the PNA on its cultural agenda and to include an indicator related to this change in the next revised version of the Results Framework.						
<b>Response from the JP Management</b>						
The JP aims at making NPPC operational along with setting laws, policies and relevant regulations. This insures the financial and conceptual commitment of the PNA towards the cultural agenda; however, this is not a guarantee to increase the financial commitment. Hence the indicator on the increase of the financial commitment was kept in the thematic indicators developed by the MDGF and was not included at the outcomes or outputs level indicators.						
Key actions	Time frame	Responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
2.1. Gather baseline information and report on it.	Per Governmental financial cycle	M&E consultant	Please revise section 4: General Thematic Indicators, point 1.5: Government budget allocated to cultural and tourism policies or programmes before the implementation of the Joint Programme (annual)	Sector budget in cycle 2009-2010 is compared to approved budget in the cycle 2011-2013.		

**Evaluation Recommendation No. 3**

Undertake a technical review of the programme content and budget to be reckoned from March 2009 to an extended period allowable under the MDG-F Guidelines.

**Evaluation Recommendation No. 4**

Revise the second year work plan and budget, reflecting the changes made on the whole period (i.e.three-years plus an extension) work plan and budget.

**Evaluation Recommendation No. 5**

Immediately submit an application for extension of the programme until the maximum time allowed by the MDG-F Guidelines.

**Response from the Joint Programme Management**

- Early 2011 JP partners went through an extensive planning exercise where a technical review took place on the level of implementation tools, monitoring and evaluation, communication flow, budget allocations and action plans. Financial monitoring and internal planning mechanisms were identified to monitor both commitment and disbursement rate taking into account an extension of 6 months (Please revise improvement plan document pages: 11-13).
- Special activity plans were developed on monthly basis and which goes in line with the approved second year work plan (Please revise improvement annex IV ). Based on this planning exercise, partners decided to request a no-cost extension for six months covering the period April- September 2012. The request can not be submitted before the request of the third installment in October 2011.

Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
3.1. Joint planning exercise on M&E, JP activities, budget revision and planning, communication and flow of information and potential extension.	Started in January 2011 and is ongoing	PMT & secretariat	Work under this point is ongoing and is based on results of M&E	Ongoing		
3.2. Using identified financial monitoring tools and planning tools	Ongoing and until Sep 2012	PMT & secretariat	Designed tools were under testing since March 2011. Adjustments on the frequency and the content of the tools take place regularly to meet the changes in context.	Will continue until Sept. 2011		
3.3. Prepare and submit extension request	Sep-Oct 2011	JP secretariat in cooperation with JP partners	The extension period was identified by all partners. However the work on the application to be submitted will start in September 2011.			

**Evaluation Recommendation No. 6**

Improve the Results Framework of the programme.

**Evaluation Recommendation No. 7**

Develop the M & E System and Strategy of the programme.

**Evaluation Recommendation No. 8**

Make systematic the field monitoring and post-activity monitoring of the programme activities.

**Response from the JP Management**

JP partners recognize that the M&E system and M&E framework need revision on different levels: information gathering, used tools and methods and the indicators.

Key actions	Time frame	Responsibility	Follow-up		Secretariat	
			Comments	Status	Comments	Status
6.1.JP partners revised jointly the M&E framework. The new framework is designed on two levels: outcomes and outputs.  7.1. JP monitoring system to be revised including monitoring visits frequency and follow up of the activities through focus groups and post evaluation. Please revise improvement plan document pages: 11-13 and annexes III, VI, VII, VIII, IX.	Already started in Jan 2011, done again in May and will be ongoing	JP partners, PMT & secretariat	Regular meetings take place on higher level to discuss strategic actions related to the JP (e.g. meetings with partner ministries on exit phase and strategic follow up and sustainability of JP pilot activities).	New plan is on place and is followed up by all JP partners.  Special training course was implemented with PMT members on M&E and on reporting. Another TC will take place in June targeting partner ministries' personnel.		
8.1.Use identified tools and mechanisms selected by JP partners and M&E consultants.	Ongoing until Sep 2012	PMT & secretariat	New M&E system is based on full participation of partners in regular M&E of activities. They are also directly involved in the regular update of the M&E framework.	All M&E tools are in place and regular monitoring visits are carried out by the PS.		

**Evaluation Recommendation No. 9**  
Elaborate the synergy that the programme intends to create, and clarify its actual contribution to the achievement of the MDGs.

**Response from the JP Management**

- The combination of research, capacity building, policy development, financial support and sites rehabilitation composes a comprehensive, pioneer and integrated system that requires different levels and areas of expertise. Each partner within the JP brings different experience following their areas of expertise; culture, food and agriculture, funding mechanisms, gender equality and women empowerment. This is one level of the synergistic effect that the JP is measuring through specific indicators identified by MDGF secretariat.
- In addition JP partners are working on connecting the JP with existing initiatives within their own programs and related to JP activities (e.g. the crafts design workshop, an ongoing activity of the JP, will be utilized to design all the furniture and part of the lighting fixtures for Khan Al Wakala Multi-purpose Community Centre in the Old City of Nablus; a project currently implemented by UNESCO and funded by the EC and aims at renovating the historic building of Khan al Wakala as community center. The khan includes various facilities such as guest house, restaurant, small museum on the history of Nablus, shops, municipal offices, etc).
- UNESCO also, and building on the cooperation with MOAT for establishing the national inventory of moved artifacts from the oPt since 1967, has initiated a new cooperation with the Swiss Federal Office for Culture. Synergies were already intoned with the UNESCO regional project MDLIHER aiming at establishing a database, gathering the detailed information.
- Communication strategy identified tools to be used lobbying for the localization and the attainment of MDGs. These tools vary between targeting public and decision makers.

Key actions	Time frame	Responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
9.1. Continue the internal coordination and identify existing initiatives and linking JP to them.  Please revise JP improvement plan document pages: 24-26.	Ongoing until Sep 2012	JP partners	So far activities are linked to other UN agencies initiatives. However and under the creation of a national inventories, all gathered materials and initiatives that took place will be included in the inventories to be created.	Identification of existing initiatives is ongoing.		
9.2. Implement media action plan including advocacy and lobbying activities.	Ongoing until Sep 2012	JP partners	Linkages with gender JP implemented in oPt were identified.	Ongoing until Sept. 2012		
9.3. A meeting with MoPAD will take place to discuss possibilities to include culture JP in the development of the national report on MDGs in oPt.	June 2011	PS & lead agency	All gathered baseline information will be shared with MoPaD to be used in the national report on MDGs.	On annual basis.		

**Evaluation Recommendation No. 10**  
Consciously upgrade the PMC and NSC to the level of becoming effective and efficient mechanisms for problem-solving and decision making

**Response from the Joint Programme Management**

- Decision making process varies according to the level of the decision, some decisions are taken on the level of activities, some are taken on the level of inter related- activities and some on the PMC level. All decisions are shared among all JP partners; however, this will be systemized through bi-weekly electronic updates, constant communication among partners (PS and partners), monthly bilateral meetings with JP partners, quarterly reports
- The PMC proved to be a very efficient body where all members are actively participating in the decision making process either through attending the regular meetings or via e-mail. PMC members are decision makers in their organizations and are in direct contact with PMT. Heads of agencies are invited to attend the PMC meetings on quarterly basis or when needed. JP partners are going to improve the meeting minutes' format to better reflect discussion points, decisions and action points on PMC and NSC meetings .In addition to the PMC and NSC, bilateral or group discussion involving the relevant partners are used to make necessary decisions, actions as well as to solve pending issues/problems (e.g. UNESCO and MoC).

Key actions	Time frame	Responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
10.1. Thorough discussions on communication and decision making process took place with the launch of the JP. During the planning exercise, partners identified mechanisms and tools for internal communication, flow of information, decision making and problem solving. Please revise improvement plan document pages: 5-10.	Already done Jan 2011 Implementation is ongoing	JP team & secretariat	In case decisions are taken without proper consultations with the team, recovery measures were taken to overcome this obstacle.			

**Evaluation Recommendation No. 11**

Prepare the programme's exit strategy and include an exit phase in the extension period

**Response from the Joint Programme Management**

The project has several pillars of sustainability and therefore the phase out will be easier. The JP activities were designed in a way that guarantees the sustainability creating an integrated system that is investing in rehabilitation of cultural sites, preparation of conservation plans, building the capacities of officials and young entrepreneurs and is launching a special funding mechanism to support culture related initiatives. On another level, the JP activities are working on making operational the NPPC, amending related laws, establishing national inventories and data bases that will be used even after the end of the project. All activities are supported with memorandums of understanding that guarantee the exit phase (please revise improvement plan).

Key actions	Time frame	Responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
11.1. In addition to the design of the JP activities, exit strategy was developed in a way that guarantees the sustainability. It was developed on outcomes, outputs and activity level. Last two months in the extension period will be dedicated to evaluation, reporting and the implementation of the exit strategy.  Please revise JP improvement document pages: 14-23	Developed between April-May 2011.	JP team & secretariat	The exit strategy was developed jointly and on all levels including: focal points, PMC members and the ministers. The implementation of the exit strategy includes ongoing actions towards the end of the project. In the last two months, specific action plans will be implemented.	Ongoing.		