



MDG Joint Programme
Culture and Development in the occupied Palestinian territory

Final Report

March 2013

**FINAL MDG-F JOINT PROGRAMME
NARRATIVE REPORT**

<p align="center">Participating UN Organization(s)</p> <p>Four UN Agencies: UNESCO, UNDP, FAO & UN Women</p>	<p align="center">Sector(s)/Area(s)/Theme(s)</p> <p>Culture and Development Gender Equality and Women Empowerment Environment and Climate Change</p>
<p align="center">Joint Programme Title</p> <p>Culture and Development in the occupied Palestinian territory (oPt)</p>	<p align="center">Joint Programme Number</p> <p>MDG-F-1841-G-PAL</p>
<p align="center">Joint Programme Cost</p> <p>Fund Contribution: 3,000,000 USD</p> <p>Govt. Contribution: USD:</p> <p>Agency Core Contribution:</p> <p>Other:</p> <p>TOTAL: 3,000, 0000 USD</p>	<p align="center">Joint Programme [Location]</p> <p>Country: occupied Palestinian territory</p> <p>Governorate: Ramallah, Nablus, Gaza Strip, Jenin, Bethlehem, Jericho and Hebron</p> <p>District: Nablus, Sabastiya, Birzeit, Yaabad, Arrabeh, Gaza, Khanyunus, Deir al Balah, Hebron, Bethlehem, Aqbet Jabr Refugee Camp, Jenin.</p>
<p align="center">Final Joint Programme Evaluation</p> <p>Final Evaluation Done Yes</p> <p>Evaluation Report Attached Yes</p> <p>Date of delivery of final report 26.3.2013</p>	<p align="center">Joint Programme Timeline</p> <p>Original start date 10.03.2009</p> <p>Final end date 30.11.2012</p>

Participating Implementing Line Ministries and/or other organizations

Line Ministries: Ministry of Tourism and Antiquities(MoTA), Ministry of Culture (MoC), Ministry of Women Affairs (MoWA), Ministry of Agriculture (MoA), Ministry of Local Government (MoLG), & Ministry of Planning and Administrative Development (MoPAD).

Partner Organizations: International Art Academy – Palestine, al Najah University, Birzeit University, The Prisoners Movement Museum – Al Quds, American University of Jenin, New Vision, Young Entrepreneurs of Palestine, Palestinian Association for Development and Heritage Protection, Al Mirsat, Rozana Association for the Preservation of Architectural Heritage, Network of Experiential Palestinian Tourism Organization, Center for Agricultural Studies, Beit Qad Agricultural Station, Edward Said National Conservatory of Music, The Palestinian Child Home Club, The Association for Cultural Exchange Hebron/France, al Housh e-commerce portal, The Freedom Theatre, Al Mahatta Gallery, Tatweer Business Services, Popular Art Center, Small Enterprise Center SEC, Municipality of Sabastiya, Municipality of Yaabad, Municipality of Arrabeh, Cultech for Archaeology and Conservation, Palestinian Association of Contemporary Art (PACA), Art School Palestine, Riwaq, Al Mahata Gallery, Nablus Municipality, Tubar, Dar Ash-shorouq Publishing House, Equity Legal

1. LIST OF ACRONYMS

oPt	occupied Palestinian territory
MDGs	Millennium Development Goals
MDG-F	Millennium Development Goals Fund
MDG-FS	Millennium Development Goals Fund Secretariat
JP	Joint Programme Culture and Development in the occupied Palestinian territory
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNDP	United Nations Development Program
FAO	United Nations Food and Agriculture Organisation
UN Women	The Entity for Gender Equality and the Empowerment of Women
MoC	Ministry of Culture
MoTA	Ministry of Tourism and Antiquities
MoA	Ministry of Agriculture
MoPAD	Ministry of Planning and Administrative Development
MoWA	Ministry of Women's Affairs
MoLG	Ministry of Local Governance
PRDP	Palestinian Reform and Development Plan 2008-2010
PNP	Palestinian National Plan 2011-2013
M&E	Monitoring and Evaluation
PA	Palestinian Authority
MTRP	United Nations Mid-Term Response Plan
ERG	Evaluation Reference Group
PMC	Programme Management Committee
PMT	Programme Management Team
NSC	National Steering Committee
ICH	Intangible Cultural Heritage
UNDAF	United Nations Development Assistance Framework

1. TABLE OF CONTENT

1. EXECUTIVE SUMMARY	5
2. PURPOSE	8
a. Socio economical context	8
b. Joint programme outcomes and associated outputs	9
c. Contribution of the joint programme to National Plan and Priorities	9
d. Contribution of development partners in achieving development results	11
3. ASSESSMENT OF JOINT PROGRAMME RESULTS	13
a. Outcomes achieved	13
b. Developed capacities contribution to the achievement of the outcomes	14
c. Outputs contribution to the achievement of the outcomes based on indicators	15
d. Engagement of beneficiaries	17
e. Social, cultural, political and economic inequalities within the joint programme	18
f. Addressing Paris Declaration and the delivering as one	24
4. GOOD PRACTICES & LESSONS LEARNED	29
a. Key lessons learned and good practices	29
b. Innovative development approaches produced by the joint programme	30
c. Internal and external challenges and mitigation steps taken	31
d. Impact Joint Programme monitoring and evaluation	33
e. Impact of Joint programme communication plan	34
f. Scalability of the programme	36
5. FINANCIAL STATUS OF THE JOINT PROGRAMME	39
6. ANNEXES	40
a. List of all documents/studies produced by the joint programme	
b. List all communication products created by the joint programme	
c. Minutes of the final review meeting of the PMC	
d. Final Evaluation Report	
e. M&E framework with update final values of indicators	

2. EXECUTIVE SUMMARY

The Joint Programme on Culture and Development in the occupied Palestinian territory officially started in March 2009 to mainly address the promotion of the Palestinian cultural diversity as a means to foster social cohesion and economic growth. The joint programme's activities were structured in a complimentary manner in order to achieve the following two integrated outcomes:

Institutional development: policies and practices for safeguarding cultural heritage are established as a contribution to the updating of the PRDP and implemented in the selected areas;

Socio-economic development: the potential of cultural and eco-tourism as well as of creative industries for inclusive economic growth and social cohesion is identified and enhanced.

JP activities were implemented jointly by JP's partners: the United Nations Educational, Scientific and Cultural Organization (UNESCO), The United Nations Development Program (UNDP), the Entity for Gender Equality and the Empowerment of Women (now UN Women), and the United Nations Food and Agriculture Organisation (FAO) will work jointly in the oPt with relevant ministries of the PA, in particular the Ministry of Planning & Administrative Planning (MoPAD), the Ministry of Culture (MoC), the Ministry of Tourism and Antiquities (MoTA), the Ministry of Agriculture (MoA) and the Ministry of Women's Affairs (MoWA), as well as the Ministry of Local Government (MoLG), local authorities, community based organisations, universities and research institutes, private sector and civil society at large.

All seventeen activities of the JP were structured to achieve its two integrated outcomes adopting an innovative and interdisciplinary strategy seeking to reach an integrated and holistic approach for the promotion of cultural diversity as a venue for development. This strategy was built along a circular feeding back process system that structured the following interlinked components: capacity building, policy making, partnerships establishment and implementation of best practices.

In order to enable partner ministries update the PRDP with policies and practices for safeguarding cultural heritage (outcome 1), the capacities of partner Ministries were built to upgrade and implement pilot activities of the NPPC, a visionary plan that was developed and approved in 2007 as the regulatory and ultimate reference when dealing with the Palestinian culture. Through the JP, three components of the plan were selected for being piloted within the PRDP (intangible and tangible heritage and creative industries) putting NPPC into operationalization phase since its development.

Seven thematic advanced training courses were implemented based on the needs assessment carried out with the partner Ministries. Ministries were fully in charge of selecting the participants in a way that guarantees the sustainability of gained skills usage in their daily work. Different training methodologies were selected following the thematic objectives such as on job coaching, learning by doing through selecting real life case studies, experimental and practical field visits, theoretical review, peer education and learning, etc. training courses topics are: gender mainstreaming at MoC & MoA, museum exhibition development and curatorial practices training, strategic protection of the Palestinian cultural heritage, cultural management training course, training on the inventory of

the intangible cultural heritage, advanced museum training course, and documentation of cultural heritage.

The selected capacity building activities corresponded to the piloted NPPC related activities. On policy revision level, selected pilot activities focused on either amending or developing regulatory laws: Law of Intangible Cultural Heritage, and Palestinian Cultural Heritage Law (including revision of its six bylaws related to the national inventory, museums, conservation plans, historical areas, tourism industry, conservation of archeological sites), developing culture sector strategy of tangible and intangible cultural heritage, developing the Palestinian cultural indicators adopting the existing indicators internationally to the Palestinian context, and establishing the inventory of moved artifacts in MoTA.

On operationalization level, partners built their capacities through implementing the integrated conservation plan that sets a model of intervention with high quality that can be replicable in the future in other locations. Through this initiative MoTA, in cooperation with other Ministries and municipalities planned, and developed conservation and management tools for the preservation and presentation Sabastiya. The developed integrated plan addresses the protection of site while promoting culture as a venue for cultural tourism and socio-economic development. The produced integrated management and conservation plan is the first of its model where in terms of its comprehensive integrated approach going beyond traditional conservation plans that focus only on archeological aspects.

The potential of cultural and eco-tourism as well as of creative industries as drivers for economic growth and social cohesion was promoted by media, educational and cultural activities and events, and enhanced through the creation of an integrated system of cultural and natural heritage sites and facilities (outcome 2)

Through the JP, for the first time in the oPT, culture was dealt with holistically encompassing the broad spectrum of culture-related issues, ranging from (i) recovery, conservation and management of tangible heritage, (ii) to safeguarding and revitalization of intangible assets, (iii) from safeguarding of traditional knowledge systems (iv) to support to creative industries (including cultural tourism, arts and crafts, performing arts and theatre) and strengthening of cultural institutions, (v) from formulation of inclusive cultural policies to (VI) promotion of cultural pluralism and diversity.

More concretely, under socio-economic development the JP was able to link research and analysis with capacity building and transfer of know-how, and piloting selected modern creative cultural industries, with micro financing opportunities complemented with creation of special networks and marketing opportunities. The process started with a national research that covered cultural related industries and hand crafts, identifying major faced challenges and providing recommendations on different levels starting from partner Ministries and ending with the small workshops owners. Parallel to the research, two capacity building programs were launched in relation to creative industries and eco-tourism.

Creative industries programme in its first stages targeted young and creative designers who were trained by international experts on producing modern marketable products incorporating traditional handicrafts. Gained knowledge was multiplied involving local women in producing those innovative designs for home appliances and jewelry using traditional handi-crafts.

Training programme on home hospitality and tour guiding and trekking training courses were carried out targeting selected beneficiaries located close to culture and trails building local capacities and promoting alternative tourism. Building on the generated network of trained tour guides and home hospitality trainees, and in order to be able to lead the promotion of alternative tourist packages valorizing traditional rural areas and their historical, environmental and architectural and cultural heritage, the JP supported the creation of the network for experiential tourism as a sustainable coalition organizing the internal and international eco-tourism in oPt.

In order to facilitate the access of targeted communities to culture, cultural events, festivals, conferences, film screening, exhibitions, magazines, theatre plays, traditional dancing and music concerts were implemented in local communities, in targeted districts and on national and regional levels too. These events facilitated access of the targeted communities to the culture promoting social cohesion and raising local awareness on the value of cultural heritage and their important roles in contributing to safeguarding the Palestinian culture.

It is worth mentioning that under all outputs, Gender mainstreaming and capacity building were considered cross-cutting themes throughout the JP guided by the set of international tools, declarations, conventions and recommendations including but not restricted to: 1972 Convention concerning the protection of the world cultural and natural heritage; 2003 Convention for the safeguarding of the intangible heritage and 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions. The full implementation of these Conventions constitutes an important contribution towards the achievement of the MDGs 1, 3 and 7.

3. PURPOSE

- a. Provide a brief introduction on the socio economical context and the development problems addressed by the programme.

Economical context

Developments in the oPt economy in 2010 suggest continued growth in output and employment, on the one hand, and an underlying labour market unable to absorb a labour force growing in excess of 3.5 percent per year, i.e. at a rate more rapid than average population growth. The private sector led growth in output and employment in both the West Bank and Gaza but in both cases the spending power of large public sector work forces, as well as direct public sector spending, contributed fundamentally to private sector growth.

Private sector growth was led in both the West Bank and Gaza by construction activities. In Gaza, the construction surge helped partially alleviate a deficit in residential housing caused by years of siege and the inability to import significant amounts of building materials. Despite above average GDP growth in Gaza, the divergence between its economy and that of West Bank remained stark with severely constricted growth in output and much higher levels of unemployment.

Economic growth in West Bank and Gaza (WB&G) continues to show signs of a slowdown. After reaching an average annual rate of 10 percent during 2010-2011, PCBS reports that the real growth rate in WB&G is estimated to have decreased to 6.7 percent in the first half of 2012. This slowdown is mainly attributed to the persisting Israeli restrictions, fiscal retrenchment caused by the decline in donor funding, and the high levels of uncertainty created by the lack of progress on the political front. In the first half of 2012, Gaza's growth rate dropped to 9 percent. This is attributed to the waning of the rebound effect and to a strong decline in the agriculture and fishing sector, which shrank by 43 percent in the first half of 2012 when compared to the same period last year due to frequent electricity blackouts and unfavorable weather conditions.

The recent slowdown in economic growth was also reflected in higher unemployment levels, especially among the youth. Overall unemployment in WB&G was 20.9 percent and in Gaza, unemployment remains alarmingly high at 28.4 percent with a low labor force participation rate of 40.3 percent.

Cultural context

Still at present there is no quantitative data related to how creative industries (arts and crafts) contribute to Palestinian economic growth. Creative industries suffers from mobility restrictions, weak institutional and political support, low levels of entrepreneurial capability, over-dependence on Israeli firms and export limitations imposed by the Protocol on Economic Relationships between the Government of Israel and the PLO. That said it also has to be underlined that the quality and the variety of arts and crafts, the design, packaging and quality of the products need to be addressed and improved.

The further development of the tourism industry in the oPt has the potential to become a major contributor to Palestinian economic development. While today there are signs of recovery and cautious optimism through internal tourism and regional cooperation, the Palestinian tourism industry remains vulnerable to Israeli actions and mobility restrictions.

b. List joint programme outcomes and associated outputs as per the final approved version of the joint programme Document or last agreed revision.

The JP promotes Palestinian cultural diversity as a means to foster social cohesion and economic growth. The programme's activities have been structured in order to achieve the following integrated outcomes and outputs:

- Outcome 1: Institutional development: policies and practices for safeguarding cultural heritage are established as a contribution to the updating of the PRDP and implemented in the selected areas.
 - Output 1.1: Building the capacity of MoC, MoTA, MoA, MoWA and MoLG to cooperate and jointly work to upgrade and implement the National Plan for Palestinian Culture (NPPC) focusing on three components of the Palestinian cultural diversity: tangible heritage (including cultural landscapes), intangible heritage and creative industries are enhanced.
 - Output 1.2: NPPC related activities are piloted in selected sites. Lessons learnt from pilot activities at the grassroots and sub-central levels are fed by the central institutional planning and capacity building process.
- Outcome 2: Socio-economic development: the potential of cultural and eco-tourism as well as of creative industries for inclusive economic growth and social cohesion is identified and enhanced.
 - Output 2.1. Tourism Industry is enhanced and diversified through the creation of an integrated system of cultural and natural heritage sites and facilities.
 - Output 2.2. Cultural diversity and pluralism are promoted by media, educational and cultural activities and events.

c. Explain the overall contribution of the joint programme to National Plan and Priorities

The rationale behind the JP is to support the PRDP by providing Palestinians institutions, organizations and professionals concerned with the skills and tools necessary to better understand, access, enjoy, protect and profitably manage their rich and diverse cultural heritage.

Thus the JP built on and complemented the commitment of PA to foster social development and economic growth through the PRDP national programmes of “Public recreation and cultural facilities”, “Tourism Industry Development” and “Agribusiness Development”. JP methodology was designed to correspond to existing threats and challenges facing Palestinian Authority in relation to cultural sector as follows:

- The JP directly affected the development of the culture sector strategy (prepared by MoC and MoTA on intangible and tangible cultural heritage) and piloted selected activities from NPPC. Most significant existing plans related to the safeguard of the Palestinian culture.
- Through the JP, MoC and MoTA were able to initiate the national data base on intangible cultural heritage and the inventory of moved artifacts. The two data bases are flexible to include more information and were selected as two priorities of the two Ministries. Additionally, the list of cultural indicators was developed. this will help monitor the progress of the cultural sector in Palestine.
- The JP built on the Palestinian efforts made towards being granted the full membership at UNESCO and the non-member observer state at the UN. It was framed in the context of UN's normative principles related to the Palestinian context, as underscored by the September 2000 Millennium Declaration, the 1995 UNESCO Report of the World Commission on Culture and Development (*Our Creative Diversity*), the 1998 Stockholm Conference on Cultural Policies for Development, and the 2004 UNDP Human Development Report, and relevant UNESCO conventions such as: the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions, the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage, and the 1972 Convention Concerning the Protection of the World Cultural and Natural Heritage.
- The JP enhanced the collaboration within local communities, government officials and civil society at large towards the recognition, re-vitalization and duly adaptation to the current circumstances, of the traditional knowledge and practices related to the sustainable use of the landscape and natural resources, through on-the job training program and awareness raising activities.
- The JP corresponded to the lack of an integrated approach and unified legislative framework to safeguard Palestinian culture. The JP provided revised or produced national laws aligned with international conventions to replace the different laws that are applied in different areas of the oPt that were not coherent and largely overlapped.
- Gender mainstreaming and capacity building were considered cross-cutting themes throughout the JP. In particular capacity-building programmes were implemented at all levels using different training methodology to ensure the best sustainable benefit of the target groups.
- In addition to law revision, the JP presented new integrated policies through the elaboration and implementation of guidelines, charters and cultural management plans.
- On national level, the JP created social-responsible partnerships with established Palestinian art groups as well as with individual artists and cultural organizations to create a space for rights to culture and dialogue. All these coordination and capacity building initiatives were identified and led by the Palestinian culture sector strategy.

- Reassert the cultural identity of the different communities, bringing them closer together whilst maintaining their cultural diversity, through reviving cultural traditions (incl. arts and crafts), safeguarding their heritage and fostering the creation of new cultural spaces and opportunities of expression and cultural exchange. With this particular regard the JP fostered new pioneering approach in the way civil society and national authorities interact towards heritage conservation and promotion. Indeed through the implementation of onsite pilot projects, capacity building programmes at various levels, partnership built by the JP created alliances between the national authorities and the civil society.
- The JP supported MOTA's strategy by: (i) contributing to the enhancement of a private/public sector partnership to promote cultural and agro-tourism development in a selected number of cultural and natural heritage sites; (ii) providing these sites with basic facilities and infrastructure to encourage both national and international visitors to access and understand the sites; (iii) expanding the tourist offer of leisure by combining the programming of cultural events (performing arts, music, agro fairs, cinema festivals etc.) with the exploitation of sites of cultural and natural significance.
- The JP was the first international aid programme that gave central focus to culture and that considered culture in a holistic/ integrated approach tackling issues ranging from safeguarding tangible and intangible heritage to fostering creativity and improving the quality of cultural artifacts' production. In the implementation of the JP priority is given to building the capacity of governmental institutions, line ministries (at central and local level) especially of MOC while acknowledging the central role of NGO in the protection and promotion of Palestinian culture.
- The implementation of JP strategy followed a bottom up approach by: (i) including all actors involved in the protection and promotion of Palestinian cultural diversity (local communities, private sector, civil society at large and government officials both at central and local level) they were part of the needs assessment process and part of the implementation and evaluation. They had an active role in defining the sectoral strategies and actions to be taken within the sector. Also they participated in developing the databases and the different interventions; (ii) piloting on site activities and using the lessons learnt at the grassroots level to feed the national policy development and vice versa. All JP documents, lessons learned, success stories, plans, and publications were developed in partnership and cooperation with the different stakeholders and are now part of the partner ministries working systems.

d. Describe and assess how the programme development partners have jointly contributed to achieve development results

Most of JP results are due to the collective effort by Partner Ministries and UN organizations and national partners in the preparation, implementation, monitoring and evaluation of JP activities. All partners contributed to the selection of JP tools to fight poverty, building on their thematic areas of expertise, but from a cultural perspective. they adopted approaches that links cultural development with economic and agricultural development while focusing on improving the public policies to achieve MDGs and other international commitments arising from UN conventions and human rights instruments.

Technical cooperation, including that related to knowledge transfer and know-how, encompassed the whole range of activities to develop or strengthen individual and group capacities and capabilities. It served the purpose of long-term capacity-building and was managed and coordinated by the national counterparts themselves.

UN Organizations led technically the management of the JP. Each of the partner UN organizations contributed with specific skills, knowledge and technical know-how necessary for institution-building, policy analysis and development management, including the assessment of alternative courses of action with a view to enhancing access to and transfer of technology and promoting economic development.

Partner Ministries contributed with the advancement and developed plans, laws and strategies on national level, they led the establishment of national networks with local communities and NGOs and the capacity building activities. They were involved in all activities implementation and were responsible of adopting all JP results into the national systems. NGOs were responsible of mobilizing the communities and encouraging them to participate in the JP and facilitated their access to cultural events.

JP partners were able to bring together the added value that helped in addressing the priorities defined by National plans and UNCT. They all contributed to solving problems or overcoming challenges resulting from the need to enhance the effectiveness of development policy. Their thorough coordination and joint analysis contributed to introducing new country mechanisms for multilateral development cooperation and aid effectiveness.

All partners are bringing their best practices and are sharing responsibilities of sustaining the programme under their thematic areas. This did not only include implementing exit phase activities, but also in raising additional funds and building synergies with other existing initiatives.

3. ASSESSMENT OF JOINT PROGRAMME RESULTS

- a. Report on the key outcomes achieved and explain any variance in achieved versus planned results. The narrative should be results oriented to present results and illustrate impacts of the pilot at policy level)

Main achievement of the JP on outcome level can be summarized as follows:

The JP produced laws, strategies, plans, policies and innovative practices for safeguarding cultural heritage (tangible and intangible) as part of the two main line ministries plans (MoC & MoTA) in the 2011-2013 PRDP and PNP.

The JP developed the culture sector strategy based on the revision of existing NPPC- a visionary plan developed and approved by stake holders in 2007. The revision was from operationalization perspective where selected parts of NPPC were implemented for the first time. Moreover, the JP contributed to revision of the legal umbrella regulating the cultural sector where governing laws of safeguarding tangible and intangible cultural heritage were either amended or produced.

Both NPPC and PRDP are currently under implementation, including piloting selected activities in oPt. Selected activities on national level narrowed the gap that existed in the Palestinian cultural institutions e.g. the establishment of the Palestinian national archive of intangible cultural heritage, and the inventory of historical objects and artifacts.

Finally, the JP was able to produce best practices and innovative tools for safeguarding Palestinian culture in oPt with high quality compared to existing similar used tools. This includes the production of the integrated conservation plan of Sabastiya that sets the model and quality level required when preparing similar future conservation plans in other locations.

The JP provided a thorough analysis of cultural and eco-tourism as well as of creative industries for inclusive economic growth through either the creation of specialized networks and national research and analysis. The results are communicated and adopted by related ministries who stated the implementation of the recommendations.

The JP produced a comprehensive model of integrated replicable actions that build and complement each other on both national and local levels, targeting Palestinian governmental and non-governmental institutions as well as population in pilot locations.

Innovative designing, implementation and capacity building models were used in producing innovative income generating and awareness raising products that facilitate the access to cultural events.

All implemented activities under the socio-economic component substantiated that culture serves as a vehicle for socioeconomic development and that it can contribute to the attainment of the MDGs with special emphasis on poverty reduction and women's empowerment. This linked the Palestinian Culture with MDGs, one of the main development objectives of the Palestinian plans on national level.

- b. In what way do you feel that the capacities developed during the implementation of the joint programme have contributed to the achievement of the outcomes?

Prior to the JP, coordination between UN Organizations was carried out on the level of avoiding duplication and on the level of exchange of knowledge and best practices. The relation between UN Organizations and the Ministries was more of technical and financial support; as in provider and recipient model. However, the JP guidelines promoted different implementation model that insisted on joint efforts in all JP stages and levels. This modality is promoted to correspond to the ambitious JP aims: to support national MDGs achievement (mainly poverty reduction, women empowerment and sustainable development), national ownership, and the UN delivering as one, taking the Millennium Declaration as a guiding framework.

It strengthens inter-agency coherence, follows new modality of partnership between UN Organizations and Ministries; and promotes national ownership and leadership as a core operating principle, where the JP is designed, implemented, monitored and led by national and local partners (Ministries, CSOs and NGOs), all supported by UN Organizations.

The innovative, yet, complex implementation modality was learning by doing experience that required building and empowering special skills and capacities related to “joint” planning, communication, coordination, implementation, monitoring and evaluation, problem solving and dialogue as well as technical skills which are all meant to develop local institutional capacities. In the early implementation phase, partners were exploring best means and tools to overcome associated challenges with this complexity where delays, misunderstanding and miscommunication marked the first year of the JP.

By the time the mid-term evaluation mission took place, partners were able to overcome the challenges, and were able to produce jointly a “rescue” plan reviewing used tools and coordination mechanisms that helped in implementing set activities and accordingly achieving outputs and outcomes. Moreover, the on-the-job training approach for staff of the line ministries and other national cultural institutions and individuals complemented by the specialized capacity development programmes contributed to the Palestinian institutional development (outcome one) in relation to culture with strong linkages to development which materialized through the pilots implemented (outcome two).

Working as a team with a unified vision helped acquired the skills that assisted in accomplishing the anticipated objectives. Moreover, the team received training in specialized skills that helped facilitate the progress throughout the programme. The team participated in the different workshops and was able to actively participate in the implementation process. Additionally, they received training in specialized skills including results-based management and monitoring and evaluation; which not only helped in facilitating the process, but will also help in future programmes. Acquired skills did not only assist in management aspects. All partners were able to work together in piloting and implementing challenging activities that influence policy frameworks on multi-dimensional socio-economic cultural issues and plans that required a combination of multi areas of expertise. By now partners prove to be able to work on their thematic areas of expertise (women empowerment, food and agriculture and development sector) but from cultural perspective, demonstrating its impact in terms of achieving – mostly- viable and sustainable human development.

On another level, the newly established partnerships associated with the launch of the JP enabled the partners to implement monitoring and evaluation, knowledge management, and advocacy strategies. They were able to deliver measurable results that proved to positively impact both citizens and institutions, document lessons learned and success stories, strengthen transparency and mutual accountability and supporting the involvement of citizens and civil society in the decision making process (e.g. conservation plans on local level).

Finally, introduced tools, models and gained skills are part of future work of all partners, where some already launched initiatives that build on the results of the JP and adopt its unique implementation modality (e.g. UN Women working on culture and tourism initiative in empowering women with the same JP CSOs, NGOs, and Ministries).

- c. Report on how outputs have contributed to the achievement of the outcomes based on performance indicators and explain any variance in actual versus planned contributions of these outputs. Highlight any institutional and/ or behavioural changes, including capacity development, amongst beneficiaries/right holders.

All seventeen activities of the JP were structured to achieve its two integrated outcomes adopting an innovative and interdisciplinary strategy seeking to reach an integrated and holistic approach for the promotion of cultural diversity as a venue for development. This strategy was built along a circular feeding back process system that structured the following interlinked components: capacity building, policy making, partnerships establishment and implementation of best practices.

All in all, there was no variance between the planned and actual performance as is being apparent through the indicators. All indicators reached the targeted amount set at the beginning of the programme; some even exceeded the targeted amounts.

The capacity of the participating public institutions was enhanced through the training courses implemented for the ministries' personnel, and through upgrading and operationalizing the National plan for the Palestinian Culture. The enhancement of the capacity was measured through direct observation of the operations being conducted and the progress in the plan, and through the pre and post tests being implemented for the personnel. Additionally the institutional capacity was measured through the following criteria:

1. Program quality: this helped measure the quality of the programs and the services being provided by the participating institutions. Interviews with the personnel and the direct beneficiaries of those institutions revealed high satisfaction of the professionalism of services provided.
2. Program relevance: this was measured through the analysis of the action plans of the targeted ministries. This analysis revealed that all services and projects being implemented are in compliance with the NPPC and the approved and adopted vision. Again, interviews with the direct beneficiaries and the personnel and their peers were conducted to help address the relevance of the operations to the desired vision.

3. Organizational culture: The quality of the organizational climate and the satisfaction of staff from their perspective as employees were measured. Interviews revealed the change in culture especially in regards of gender mainstreaming and the support and acceptance of the concept
4. Process efficiency: the effectiveness and efficiency of operational and financial dimensions of the participating institutions were not measured

Additionally, the socio-economic development was also contributed to through the enhancement of the tourism industry by creating an integrated system of cultural and natural heritage sites and facilities. This was measured through two different criteria; namely:

1. Level of income: this was measured through a pre and post questionnaire for the different beneficiaries who started their own business or developed their existing businesses. Results revealed an average of 10% increase in income for the beneficiaries.
2. Social criteria: this includes the social cohesion formed as a result of the project. Interviews were conducted to discuss the social cohesion being created. Results revealed that the different stakeholders were able to build new contacts and social relationships with different target groups either related or unrelated to work. In some cases it helped women change their roles, where they became decision makers and were able to influence their lives and careers and their families.

It is worth mentioning that under all outputs, Gender mainstreaming and capacity building were considered cross-cutting themes throughout the JP guided by the set of international tools, declarations, conventions and recommendations including but not restricted to: 1972 Convention concerning the protection of the world cultural and natural heritage; 2003 Convention for the safeguarding of the intangible heritage and 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions. The full implementation of these Conventions constitutes an important contribution towards the achievement of the MDGs 1, 3 and 7.

Major institutional and behavioral changes associated with the implementation of the JP implementation can be summarized as follows:

UN Organizations

- Coordination among UN Organizations and with partner Ministries enhanced and is carried out on more regular basis that will continue beyond the life cycle of the JP.
- Coordination through UNESCO was taken to another level where it supported the JP, participated in all process analysis, and provided ideas and solutions for encountered problems related to UN report and UN delivery as one.
- Staff is more familiar with M&E system and used tools on activities' level, outcomes level, midterm review, exit plan and final evaluation. (this is also applied on Ministries and partner NGOs)
- Culture and MDGs related activities are currently part of all partner UN organizations strategic plans, adopting the integrated approach dealing with the different aspects promoted by the JP. This includes UN Women, FAO, and UNDP in addition to UNESCO.

Ministries and partner NGOs

- Ministries intensified usage of monitoring and evaluation and results based management tools that correspond to program documents, plans and strategies.
- Ministries coordination among each other was enhanced especially when dealing with development issues related to the MDGs. They were finally involved as part of the committee developing the national MDG report under the lead of MoPAD.
- Trained Ministries personnel enhanced their capacities and are better able to deal with the piloted activities such as the personnel at ICH unit at MoC and those who are responsible of developing and feeding moved artifacts inventory at MoTA. They are more capable with research, classification and documentation of the different objects.
- Partner NGOs are currently acting as part of one coordination network that exchange experiences and best practices, build on the results of each other activities and builds synergies with other existing initiatives (this is also applied on the UN organizations and to less extent on ministries).

JP direct beneficiaries

- Target communities are more open to cultural events especially when it comes to behavioral comparison in conservative communities before and after the JP. (e.g. Hebron, who are more open and encouraging for music program in the old city)
- Target communities were involved in selected activities such as the Sabastiya conservation plan. They were the main resource of information, they were consulted with the results, and their voices were included in the needs assessment phase.
- Trained young women, especially those who were later economically empowered through micro grant or work opportunities, are more independent and confident in dealing with their local communities and beyond.

d. Who are and how have the primary beneficiaries/right holders been engaged in the joint programme implementation? Please disaggregate by relevant category as appropriate for your specific joint programme (e.g. gender, age, etc)

The JP promotes target groups' participation as it is explicitly incorporated in the JP objectives, approach and methodology. More precisely, target groups' engagement is seen as an end, and thus taken up clearly in the outputs; which include productive goals.

The diverse JP activities targeted different groups: ministries personnel, professionals, selected young designers, women entrepreneurs, young people and children. In addition, indirect target groups include: Palestinian Public in oPt and in the Diaspora, dancing and performance groups, 30 NGOs, 3 municipalities, 3 universities and more than 40 CSOs in both West Bank and Gaza.

The total number of direct beneficiaries is 73,401 (with the total of 37,255 females and 36145 males), and of indirect beneficiaries 35,949 (with the total of 18,014 females and 17935 males). The total number of target groups from Gaza is 5,298 (5,223 direct beneficiaries: 3,103 females and 2,120 males; and 754 indirect beneficiaries: 365 females and 379 males). Special activities targeted

children where 13,479 girls were targeted (from which 400 from Gaza) and 12,550 boys were directly targeted (from which 510 from Gaza).

The JP was designed based on the needs of the Palestinian target groups as aiming at either enhancing existing capabilities (346 ministries personnel built their capacities), or building their skills in new and modern income generating domains (263 designers, young entrepreneurs, and women entrepreneurs benefiting from training courses and practical experiences that enhanced their socio-economic conditions) or facilitating their access to cultural events (63,339 citizens participated in 40 cultural events).

The target groups' type of engagement varied according to the type of activities addressing them. To ensure lasting and effective participation of the target beneficiaries, the following tools were used:

- National officers and Ministries staff who benefited from the capacity building component acted as decision makers who decided on training topics, methodologies, and trainers.
- Local communities were sensitized on importance of safeguarding cultural heritage to both enhance their sense of ownership and to encourage local related development initiatives.
- All produced plans, policies and researches depended on the input from local communities; e.g. Sabastiya conservation plan and handicrafts research. Through this, local communities felt that they exercise more control over their communities' resources, with better access to services and/or bargaining power.
- Partner cultural groups and NGOs were involved in the planning, selection of implementation tools and methodologies and in actual implementation of cultural development efforts as well as in the sharing of their benefits (more than 50% of the partners were able to raise funds for initiatives that build on JP results).
- 131 young designers and women entrepreneurs enhanced their well-being, e.g. their income, self-esteem and independency through either being hired based on gained skills or through receiving seed fund to start up their culture related micro projects.
- During the implementation phase, all target groups were involved in the ongoing monitoring and evaluation of the activities (either targeted in the monitoring actions, or as monitors by themselves); they were also consulted when coming up with solutions for encountered obstacles.

e. Describe and assess how the joint programme and its development partners have addressed issues of social, cultural, political and economic inequalities during the implementation phase of the programme:

The activities implemented throughout the was able to target the different communities within the Palestinian community, were it mainly focused on social, cultural and economic inequalities.

The programme committed to promoting strategic partnership with the Government through strong alignment with national development priorities and aspirations, which helped create maximum impact and become more relevance to the country through knowledge management and sharing of good practices, development management support and policy advocacy. The programme also worked in collaboration with the MDG-Gender programme to help attain the national needs and priorities reaching the most marginalized and disadvantaged target.

While women are relatively well represented in the different activities, several activities supported their active participation especially in regards of the capacity building activities

targeting the gender units within the partner institutions. Additionally, women in marginalized areas were also engaged to help support their socio-economic status.

The programme also supported the National Institutions with important aid coordination and effectiveness issues, including development of a policy framework and operational guidelines for use by departments and consolidation of the country analysis for use by other development partners in future programmes.

In general, the programme has made progress on some MDGS, such as poverty (MDG 1) and education (MDG 2).

- Social and economic inequalities: this was addressed through the following:
 - Institutional reform: an organizational structure reform along with the development of the relevant policies and strategies to help reach the disadvantaged was conducted
 - Research agenda: a research agenda is being prepared as a result of the programme which will help identify the priorities for any prevalent inequalities
 - To respond to the demands for the reform of a well-crystallized cultural policy system
- Cultural inequalities: by implementing cultural events through the Palestinian Territories and the revival of the historical events:

a. To what extent and in which capacities have socially excluded populations been involved throughout this programme?

As previously mentioned, the JP tried to involve the socially excluded target groups in the inception (JP is based on their socio-economic needs) implementation, and the evaluation of the JP. Special activities were designed to address their needs, more precisely women, young people and children needs.

The following summarises how the JP involved socially excluded target groups in its activities:

- Reflecting socially excluded target groups need in local communities' conservation plans and regulatory documents: the JP included women, poor, young people and children needs and priorities when developing the plans and documents regulating cultural sector in their communities. They were the main source of information; they were part of the identification of existing problems and were fully involved in the formulation of the recommendations and solutions. They were involved in the decision making process in relation to the plans affecting their daily lives on local level. This includes the involvement of the communities in Sabastiya, Yaabad and Arrabeh conservation plans and related researches.

The implementation of these activities on local level enhanced the communication between the citizens with their local authorities and the Ministries. They were able to raise their demands and take part of the decision making in relation to the mentioned plans and documents regulating their communities. The communication was carried out either with CBOs or directly with the citizens from the local communities.

- Addressing children and young people cultural needs and priorities: this includes all activities that were tailor made to either facilitate their access or participation or production of cultural events. The JP did not only revive cultural festivals, concerts, theatre plan, but it also trained young people and children with theatre and music

programmes implemented on local level. They were among the target groups of the media products and the awareness raising activities related to safeguarding the Palestinian culture.

- Building the capacities of marginalized women: this includes all capacity building activities that were inspired and based on cultural issues such as jewellery, costumes and home appliances designs inspired by the traditional hand crafts.
- Empowering young designers and entrepreneurs in establishing small cultural related businesses either through creating jobs opportunity, supporting income generating projects or marketing their cultural innovative products.

- b. Has the programme contributed to increasing the decision making power of excluded groups vis-a-vis policies that affect their lives? Has there been an increase in dialogue and participation of these groups with local and national governments in relation to these policies?

The programme was based on a participatory approach. All stakeholders were engaged in the different phases of the programme including planning and identifying priorities, implementing and evaluating. They were mainly engaged through focus groups with the targeted CBOs and meetings. Through this engagement they were included in identifying the following:

- Identifying priorities while supporting in articulating the strategic plans and sectoral plans
- Engaged in the implementation of the strategic plans
- Identifying cultural indicators and progress

As a result of these interventions, CBOs are currently part of the database of partner institutions for the participating Ministries. They are now consulted and supported in the different interventions being implemented. Currently, they have the power to affect the decision making process within the MOC and MOTA, where they have a say in the way in which priorities are being identified.

Additionally, through the participation of the CBOs in the planning process, the municipalities adopted the mechanism for future and strategic planning processes. And they are currently participating in setting the strategic plans for Sebastiya, Arabeh and Yabad Municipalities.

- c. Has the programme and its development partners strengthened the organization of citizen and civil society groups so that they are better placed to advocate for their rights? If so how? Please give concrete examples.

Through the programme different cooperatives and associations were developed. NEPTO is an example where all tourism institutions are organized to help support the rights of the tour guides. It is now considered the reference for any tourism initiative in Palestine; not only it helps in building the capacity of the different institutions, but it also help organize their work and help address their problems collectively.

Additionally, women who are working in food processing are now aware of their rights and their duties, they are aware of the processes needed to start their business; moreover, they are aware of how to work through their CBOs to advocate for their rights in their communities.

- d. To what extent has the programme (whether through local or national level interventions) contributed to improving the lives of socially excluded groups?

In order to guarantee the sustainability of the JP, income generating activities were carried out local level either through existing networks or through the creation of the new thematic networks as follows:

- Food processing, trekking and home hospitality networks: this network was created by the JP involving all trainees who were targeted in the home hospitality training course, cultural food processing and trekking guides on the Sufi trails. After each course, the group of trainees would create a network connecting them together. The innovation of the JP is that it did not only facilitate the creation of these networks, but it also facilitated connecting them together in a way that they are able to build on each other specialty, where the trekking guides connect their tourists with the home hospitality trainees, who themselves get the food from food processing trainees. Moreover all these trainees are linked to the NEPTO, who by themselves facilitate trainees connections with touristic enterprises
- NEPTO: the network is composed of 15 member organizations known for organizing experimental tourism initiatives. The network aims at organizing the relation among active organizations developing and promoting tourism trails such as Soufi trails, which shall expose certain communities to new experiences and potentials to improve their lives socially through interaction with tourist and economically through the services that can be provided to the tourists along the trails. The network produced regulatory by-laws, and coordinated the efforts of the members to initiate the certified tour guides programme in cooperation with MoTA and Bethlehem University. The network is the first organization and coordination specialised body in the experimental tourism, and it advocates for qualified tour guides who can provide high quality touristic experiences for both local and international tourists.
- Al Housh e-commerce portal for young designers and artists: alhoush.com is the premier cultural networking and e-commerce portal to contemporary art and design from the Arab world. Not only does Alhoush provide a platform for you to discover the work of the most compelling new regional artists and designers, from Marrakesh to Gaza to Baghdad, but to buy their work online and have it shipped to your doorsteps anywhere in the world. Al Housh targeted crafts designers trainees whose products are marketed on the portal allowing access in to Gazan Arts and crafts in particular.
- Network among the JP partner NGOs: a special coordination network was created by national NGOs partnering within the JP. This network is going to be sustained after the JP as all its partners were able to raise the funds to ensure sustainability of the JP results. The network members share lessons learned, best practices, and latest news and opportunities available in relation to cultural sector. The network is organizing the work and avoiding the duplication among the different JP partners. It also provides feedback to national researches, policies and charters related to art and handicraft sectors.

All these sustainable networks contributed to income generating activities that did not only improve the economic situation of the beneficiaries, but also raised their self-confidence to become more independent and productive citizens. This includes:

- Marketing initiatives promoted by the JP: including (1) marketing campaigns in coordination with other UN Agencies and national private sector, (2) the establishment of small shop run by 7 newly established women associations and cooperatives to market their food products, or (3) marketing crafts and jewellery products on al Housh portal.

- Built synergies in job creation attempts, where four trainees were contracted by UNRWA to implement capacity building activities. In addition NEPTO member organizations hired 7 of the tour guides in their touristic programmes.
- Contracting trainees by other programmes run by UN Organizations to produce piloted designs under crafts programme. UNESCO contracted young designers to produce home furniture and lights fixtures for three community centres: al Alami house, Aqabet Jaber women association and Khan al Wakala.
- Direct support of 15 micro projects related to culture and tourism in both West Bank and Gaza.

f. Describe the extent of the contribution of the joint programme to the following categories of results:

a. Paris Declaration Principles

- Leadership of national and local governmental institutions

Working within the framework of the Millennium Declaration and the Paris Declaration on Aid Effectiveness, JP methodology adopts different tools promoting national ownership as a critical component to alignment, relevance, effectiveness and sustainability of JP initiatives.

The JP activities involved not only national governments but also local governments, and civil society including the private sector. The following are only examples of how the JP ensured national ownership and leadership:

- Designing and inception of the programme was based on the needs identified by the national counterparts.
- National counterparts and local government were fully involved in the decision making related to JP strategic, administrative and operational levels.
- The major role played by line Ministries in co-chairing and facilitating two management structures promoted by the JP: NSC and PMC, where core decisions related to JP management were taken and followed up. In so doing, they promote the active engagement of different stakeholders at the country level, while respecting the leadership of national governments.
- Full engagement in the implementation, monitoring and evaluation of the JP activities.
- Partner Ministries played a leading role in inter-sectoral dialogue around MDGs and culture related issues.
- Partner Ministries played key role in the design and implementation of exit plan and sustainability component.
- Partner Ministries scaling of pilot initiatives launched under the joint programme, e.g. ICH archive launched based on the research results carried out by the JP.
- JP management team was located within the two lead national counterparts.

- Involvement of CSO and citizens

The JP was developed, implemented and evaluated by and through CSOs and citizens. Partner NGOs were requested to suggest best tools and methodologies to serve JP outputs either in developing related cultural research and policies, building the capacities of local

communities, organizing young entrepreneurs and designers, facilitation the access to cultural events.

CSOs were the direct implementers of the activities on the ground with direct contact with local communities. They were guided and led by partner Ministries and UN Organizations. They were responsible of implementing the activities, monitoring and evaluating the activities, documenting success stories and were part of the identification of lessons learned.

Culture CSOs played a crucial role in reviewing and giving feedback on all produced laws, bylaws, plans, charters and strategies; reflecting Palestinian community point of view in relation to the legal and regulatory context affecting them and the Palestinian culture.

Citizens were consulted, part of the decision making, targeted in capacity building programmes and encouraged to access cultural events. They were directly consulted in the decisions related to actions taken in their local communities such as the established cultural facilities and the developed plans. They were part of the target groups under capacity building component within crafts and music program.

They were financially supported by JP micro project funding mechanism or were part of income generating activities promoted by the JP. They were also part of the created networks that assisted them in organizing themselves and better attaining their aims.

They were part of the evaluation of the activities as they were either interviewed, or were part of focus groups, or took part in individual feed-back.

- Alignment and harmonization

Mechanisms have been developed to further strengthen partners' harmonisation and alignment and foster partnership in the culture sector. MoC and MoTA and the increasing numbers of non-state actors such as I/NGOs and civil society organisations, who were part of the discussions and the review of national strategies, laws and documents at diverse coordination (regular PMT, PMC and NSC and other JP coordination meetings) and thematic forums (those created to discuss specific produced laws and charters).

New tools and special mechanisms were used to further develop and strengthen multi-level partnership and coordination between UN Organizations, Ministries, between CSOs and between UN Organizations, Ministries and CSOs. Under JP activities special networks were created involving communities, academia, researchers, experts and stake holders. They were all involved in defining the sustainability of the JP results. The following are examples of areas of harmonization promoted by the JP:

- i. National coordinating bodies (Ministries and UN Organizations) and national strategic framework: the JP positively influenced institutional coordination within the UN system and the national governments. New coordination bodies were established by the JP to make sure that all JP activities are aligned with national related priorities, plans and strategies.
- ii. Monitoring & evaluation: logical frameworks, indicators and evaluation tools were jointly selected harmonizing the process among all partners and setting the general intervention modes that correspond to coordination mechanisms followed by the JP

partners. This includes the evaluation on activities, outputs, and outcomes levels. The focus was given

- iii. Reporting and financing: the joint design of the budget and the constant financial update (narrative and financial) to existing coordination bodies created effective and efficient financing modalities that ensured no duplication in terms of financing the activities. This model of coordination was presented in national Ministerial coordination forums and within the UNCT.
- iv. Administrative support, coordination and communication: this includes harmonized concept, action plans, communication strategies, internal flow of information, used tools and methodology, procedures all aligned with national plans led to unified implementation, financing and management of the JP.

- Innovative elements in mutual accountability (justify why these elements are innovative)

The JP has included a number of measures in its procedures to stimulate the delivery of quality results within a framework of mutual accountability. Some of these measures include the structure itself which is replicated with the same representations at different levels. The PMC encompasses representatives of all the partners to take decisions; while the PMT included representatives of all partners to follow up on the operational level of the programme implementation. Moreover, additional sub-committees to follow up on specific activities were also formed such as the Sebastiya Integrated Management Plan (MOTA, MOLG, Municipality of Sebastiya, Senior consultants and UNESCO).

The Selection of the programme staff were also carried out jointly regardless of the holder of the funds who shall apply the relevant organizational procurement rules. The TORs were always drafted and shared with the PMC who participated in the selection committees to interview the shortlisted and review the tests results when necessary and take decisions on staff selections.

The monitoring and evaluation of the JP was developed and reviewed to guarantee results based management with special focus on sharing –transparently- the information and so as to determine evidence-based conclusions and recommendations as well as aiming to improve programme implementation and overall effectiveness. The reporting system and the coordination bodies allowed mutual accountability among all partners where areas of improvements were identified and solutions thought of jointly.

The mid-term and final evaluations were carried out in a multi stakeholder manner and have led to positive revisions and “Improvement Plans” with the aim of looking forward to the end of the JP, attaining results and ensuring the sustainability.

b. Delivering as One

- Role of Resident Coordinator Office and synergies with other MDG-F joint programmes

The two MDG-JPs in oPt promoted a new joint implementation modality; starting from the design and implementation of all activities and ending with the finalization of its exit strategy and the closing of the JP. The two JPs were the first practical experience promoting delivering as

one at the country level; while also drawing on the breadth of mandates and specialized knowledge across the UN Organizations.

The RC coordinated JP partner UN Organizations efforts, oversight and facilitate sharing best practices and lessons learned with other UN Organizations. Within the INCT, the RC motivated the discussion on the added value, overlap and synergies such joint programmes stimulate among the UN Organizations. The RC facilitated sharing of lessons learned and best practices among UN agencies, which later contributed to improving the design, management and M&E processes in joint programming in the oPt.

On country level, RC played a political strategic leadership role of the joint programme through co-chairing the NSC with the national government (the highest level committee overseeing the JP). Under this role, the RC had special authorities such as approving the annual plans, overseeing mid-term and final evaluation of the JPs, and even had the authority to reallocate budgets among participating organizations in response to delays or internal challenges. The RC and the coordination officers provided guidance and facilitated conflict resolution arose within the JP.

- Innovative elements in harmonization of procedures and managerial practices (justify why these elements are innovative)

As mentioned earlier, the JP has provided greater coordination, synergy and efficiency on the ground. JP staff gained greater knowledge and insight into the work and mandates of other UN agencies and they were able to identify the benefits of UN coherence. The contributions of the JP in relation to delivering as one can be illustrated in the innovative procedures introduced to enhance national ownership on one hand, and the harmonization of different administrative norms and procedures and reporting systems on the other one. Innovative elements produced by the JP to harmonize managerial practices can be summarized as follows:

- The JP was able to cover the lack of clear policies and guidelines on joint implementation, monitoring and evaluation, and advocacy and communication for joint programmes. It was learning by doing experience that was carefully documented to guarantee the transfer of know-how and best practices.
- The produced new administrative norms and procedures, related to implementation modalities such as joint action plans, joint implementation, joint monitoring and evaluation and joint closing of the JP.
- The JP unified the reporting lines and RBM tools within participating UN Organizations and in relation to the JP.
- The JP managed to enhance joint visibility through the MDG as an overarching UN message at country level.

Under joint formulation, planning, and management, the JP developed models of simplified shared formats for jointly developed concept notes and proposal, narrative and financial reporting; shared criteria for selection of grantees and beneficiaries, bilateral agreements for rescheduling shared expenses, joint calls for tenders for purchasing equipment, coordinated joint recruitment procedures, joint review of materials produced by the JP, joint quality assurance on specific products, joint missions with partners, joint M&E and C&A strategies as well as identifying success stories, best practices and lessons learned. Through the JP, partners were able

to maximize synergies with other UN Organizations and private sector. The JP managed avoided the duplication and reduced the transaction costs.

On coordination level, the JP initiated the following multi-level complementary coordination mechanisms:

- On the level of activities: responsible UN agencies and their counterpart ministries formed special steering committees responsible for: identifying implementation modalities, selecting local implementing partners (individual consultants and institutions), and follow up on implementation and monitoring of activities.
- Inter related -activities: each UN agency identified relevant staff (based on level of intervention) responsible for communication and follow up with the local implementing partners, other UN agencies, and PM and M&E consultant.
- On the level of JP in general: this is conducted through regular bi monthly PMC meeting where all partners discuss strategic directions, general updates and the achievements in relation to the output level, obstacles and difficulties, mitigation measures, as well as steps forward.

Decision making process varies according to the level of decision-making required whereby 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 JP partners. Decision making and knowledge sharing are systemized through bi-weekly electronic updates, constant communication among partners (PS and partners), monthly bilateral meetings with JP partners, quarterly reports and biweekly bilateral meetings between ministries and UN Women and UNESCO. In urgent cases such as the delay in activities, the decision is taken by the NSC and in coordination with the PMC members.

Finally, special coordination efforts were carried out with the MDG Gender Equality and Women's Empowerment Program. This is carried out through exchange of lessons learnt, best practices, management and coordination mechanisms. This also includes (1) the joint planning and coordination in preparation for midterm and final evaluations and MDG-F secretariat mission. (2) special coordination targeting partner ministries of the two JPs in capacity building training courses, initiated by the MDG-F Culture and Development in response to recommendations of the midterm evaluation and the secretariat mission. (3) final closing ceremony visualising the two JP results and products.

- Joint United Nations formulation, planning and management

The oPt is in the process of developing the UNDAF 2014 – 2016 which builds on the joint programmes that were implemented mainly the current one, the MDG Gender Equality and Women's Empowerment and the Livelihood protection and Sustainable Empowerment of Vulnerable, Rural and Refugee Communities in the Jordan Valley (supported through the Human Security Trust Fund/HSTF) which was modeled after the MDG-F Culture and Development Program and includes three similar partners, FAO, UNESCO, and UN Women. Other joint programmes were also devised following the current JP such as the second phase of the HSTF

and the Bethlehem Western Villages. Culture was integrated under three of the six main UNDAF themes which are evidently linked to the MDGs 1,3 and 7:

- Economic empowerment, livelihoods, food security and decent work
- Governance, rule of law, justice, security and human rights
- Urban development and natural resource management

Through the three joint programs (MDG-F Culture, MDG-F Gender, and the HSTF) mechanisms to ensure joint delivery and coordination were devised:

- Meetings between the MDG-F Program Managers
- Same representative for some UN agencies in decision-making bodies, i.e., same individuals are represented in the MDG-F Culture and HSTF PMC, ensuring synergies, linkages, and building on lessons learned
- The documents such as the TOR for a consultant, mid-term evaluation, and processes of evaluation have been shared with the HSTF partners as resource and guidance tools for their mid-term evaluation,
- Updates and discussion on each of the joint programs is on the agenda of the UNCT meetings.
- The MDG-F Program Managers worked closely and with partners (ministries and UN agencies) to prepare and submit, Proposals for Documenting ‘Effective Practices in Promoting Gender Equality for MDG Achievement,’ under the Gender as a Cross Cutting Issue Knowledge Management initiative, supported by the Government of Spain which was accepted and got extra funds for its documentation.
- Coordination with the MDG-F Gender Equality and Women’s Empowerment Program was ensured through exchange of lessons learnt, best practices, management and coordination mechanisms. This also includes the joint planning and coordination in preparation for midterm and final evaluations and MDG-F secretariat missions. Special coordination was launched targeting partner ministries of the two JPs in capacity building, initiated by the MDG-F Culture and Development JP in response to recommendations of the midterm evaluation and the secretariat.
- Each activity was implemented jointly by 2-4 UN agencies depending on relevance to mandate and comparative advantages in addition to the national counterparts and local NGOs. All activities were complimentary and interconnected contributing to the JP outcomes and outputs.

This multi-level programme entailed multi-level coordination and management mechanisms that can be summarized as follows:

- On the level of activities: responsible UN agencies and their counterpart ministries formed special steering committees responsible for: identifying implementation modalities, selecting local implementing partners (individual consultants and institutions), and follow up on implementation and monitoring of activities.

- Inter related -activities: each UN agency identified relevant staff (based on level of intervention) responsible for communication and follow up with the local implementing partners, other UN agencies, PM and M&E consultant.
- On the level of JP in general: this is conducted through regular bi monthly PMC meeting where all partners discuss strategic directions, general updates and the achievements in relation to the output level, obstacles and difficulties, mitigation measures, as well as steps forward.

4. GOOD PRACTICES & LESSONS LEARNED

- a. Report key lessons learned and good practices that would facilitate future joint programme design and implementation.

Concept Note and the Inception

- Involvement of partner Ministries should be more intense when drafting the concept note and project documents.
- Agreement among partners to keep focal points starting from the inception phase, and ending with the exit phase and closing of the JP.
- Secretariat is requested to provide sufficient time to consolidate concept notes. Budget cut required revision of the JP design where all 17 activities were kept although it was better to cut them down and to better focus on selected themes rather than downsizing the target locations and keeping the original large scale plan.
- Enough time to be calculated in the action plan, where a special inception period is required to be calculated in the JP, especially if the partners are implementing joint programmes for the first time. The inception allows more time for building the team, deciding on coordination mechanisms, and proper selection of local NGOs and partners.

Design of the JP

- JP introduced management models proved to be of great benefit in terms of coordination. However in order to ensure better coordination, roles and responsibilities should be clearly distributed specially among: PM, PMT, PMC, NSC and lead technical agency.
- Arabic to be included as an official language of the JP, as some of the national counterparts was not able to communicate and give proper feedback to the JP due to language barrier.
- Harmonization and alignment of the JP should be taken into account on all levels and in the different JP stages. This includes the development of unified tools and regulations for all JP partners.
- C&A strategy should be developed with the inception of the JP where all partners build their capacities since the inception period in the field and assist in the awareness raising and the dissemination of information.
- Space should be given to knowledge management and documentation of success stories and lessons learned on regular basis.

Monitoring and evaluation

- M&E framework, Objectives, outcomes, and outputs should be formulated in a “SMART” way and not left general where proper measurement of achievements and results is impossible.
- Results based management should be better incorporated in all JP phases. This will lead to a better framed and consistent M&E system.
- Full time monitoring and evaluation officer is required, not only to follow up JP M&E system, but also to build the capacities of JP partners on reporting, RBM and M&E.

- National ownership should be encouraged on all levels especially when it comes to the selection of local NGOs and the monitoring and evaluation over their activities.
- All reports submitted by the local implementing NGOs and consultants should be addressed to related national counterpart for feedback.
- All partners should be included in the M&E of the JP. This includes NSC members and also the local communities and target groups.

Sustainability

- Sustainability plan should be developed with the inception of the JP rather than being left as a requirement of the mid-term evaluation. This will allow the partners to better design implement and assess JP results and will definitely facilitate the exit phase and the closing of the JP.
- Networks of marginalised groups, professionals, stake holders and partners should be created with the inception of the report and should be encouraged to continue beyond the JP life cycle.
- Promotion of self-reliance and self-development between government, NGO and project staff and the intended beneficiaries. It is very important to include the local communities in identifying problems and seek adequate solutions and actions.
- Clear documentation system should be developed to include produced innovative tools and models, pooling of know-how, ideas, assets, as well as capacity building manuals and tools.

Budgeting

- Budget to be revised to include full time human resources. Due to the fact that the JP team had other portfolios, coordination required more time due to limited resources. This includes full time M&E specialist, human resources at the RC office and additional resources such as translators.

b. Report on any innovative development approaches as a result of joint programme implementation

The JP is introducing an innovative and interdisciplinary development work strategy seeking to reach an integrated and holistic approach for the promotion of cultural diversity as a venue for development. This strategy is built along a circular feedback process system, structured along with the following interlinked components: capacity building, policy making, piloting activities, partnerships establishment and implementation of best practices.

The work strategy actively involves local communities, private sector, civil society at large and government officials in the protection and promotion of Palestinian cultural diversity. More concretely, the JP contributed to the following:

- Policies and practices for safeguarding cultural heritage such as the culture sector strategy, model integrated conservation plans, amendment of related laws and its bylaws, development of national inventories documenting Palestinian tangible and intangible cultural heritage and cultural indicators.
- Enhancement of eco-tourism and creative industries as venues for inclusive economic growth and social cohesion. This contribution was on different levels where research, assessment and

lobbying are combined with capacity building (theoretical, practical, peer coaching..etc) and establishing and empowering coalitions and fair-trades organizing eco-tourism and creative industries. On the top of that; 18 cultural and touristic projects were established and supported by the JP.

- JP activities substantiated that culture serves as a vehicle for socioeconomic development and that it can contribute to the attainment of the MDGs with special emphasis on poverty reduction and women's economic security and rights. Established initiatives introduce quality sustainable models of interventions that enable the society at large to better access, enjoy, protect and profitably manage the rich Palestinian cultural diversity for example the definite design of the community-based tourism basic facilities/infrastructures to be established in Sebastiya.
- Building the capacity of two main target groups: Ministries' personnel and young professionals to acquire technical skills and jointly work to start up, implement and sustain cultural and eco-tourism and creative industries initiatives. Diverse tools and methods are used to combine theoretical and practical knowledge (study visits, placement programmes, peer coaching..) so as to ensure a learner centered, active participation and practical capacity building for the trainees. All trainees are followed up and supported to ensure that the usage of their gained knowledge. This is accomplished through either job creation, linkages with existing national and regional forums, marketing trainees' products, building synergies with existing initiatives within JP partners and supporting trainees' innovative ideas financially.
- Best practices and knowhow are promoted through three distinguished partnerships on different levels and involving local community based organizations with well-established cultural NGOs. This is not only building the capacities of partner organizations, but it also affects the access to cultural events by the communities.

c. Indicate key constraints including delays (if any) during programme implementation

a. Internal to the joint programme

- Limited resources in specific activities that might affect their impact and sustainability if stopped now such as ICH, music program, food processing marketing, policy level activities with the Ministry of Agriculture and Ministry of Culture focusing integration of gender in policies and programming and the longer-term aim of women's economic security and rights – on a governance level.
- Programmatic approaches, administrative modalities and recruitment and procurement procedures as well as experience in the field of culture differ among JP partners (differences between UN agencies on one side and UN vs. PA on another side),
- Sustaining effective coordination and joint implementation mechanisms among JP partners,
- Delay in specific activities due to either dependency on other activities which should be implemented as a prerequisite or sometimes weak follow up by some implementing partners,
- Not all JP partners (UN Agencies, local partners, ministries) were actively engaged in the implementation of the monitoring system,
- Weak visibility on national level.

b. External to the joint programme

- In a context of conflict, the Culture sector in the oPt is not considered a priority. Civil society organizations were among main actors developing Palestinian culture during those years. Hence working in this sector requires different preparatory steps in order to embark the anticipated results of the project.
- Difficult cultural and socio-economic conditions in West Bank and Gaza Strip associated with territorial fragmentation, different interventions and implementation modalities, and isolation by the Israeli occupation.
- Palestinians living in the oPt have been historically (forcibly) disconnected from their Arab neighbouring environment as well as the world denying the natural cultural exchange and limiting the possibility of benefiting from Palestinians in Diaspora and Arab and regional expertise.
- As the Palestinian Authority is in a state-building process, institutional development entails cumulative and long term efforts that exceed both the JP available financial resources and time frame. This includes the changes in planning and procedures (the case of MoPAD requesting sector strategies as the basis for the development of the PNP),
- Insufficient inter-ministerial coordination and coordination between ministries and civil society.

c. Main mitigation actions implemented to overcome these constraints

- JP partners are mobilising resources and are building on existing projects to guarantee the sustainability of the activities.
- Various mitigation measures were undertaken to overcome implementation delay such as parallel implementation, dedicating additional human resources by the participating UN agencies, and recruitment of two full time coordinators at MoTA and MoC,
- Special management and monitoring tools are in use to overcome administrative and managerial difficulties as well as to ensure timely and effective implementation,
- The “Emergency Rescue Plan” that was developed by partners during the second year proved to be effective. As a result, project activities were adopted to match changes by MoPAD; and all project activities have commenced and are currently in implementation phase,
- In close consultation with JP partners; specific interventions and implementation modalities are identified and initiated for implementation; considering the peculiar situation in Gaza (e.g. cooperation with civil society organizations),
- Special study visits and exchanges were identified to reinforce local capacities benefiting from regional experiences (Syria, Lebanon, Jordan and Egypt),
- Joint training programs are implemented involving PMT, PMC and focal points at the Ministries’ personnel on the topics: monitoring, evaluation, results based management and reporting,
- Systematic meetings with partners (bi-lateral and as a group) and field visits to hear from beneficiaries
- JP partners developed a comprehensive improvement plan that includes an exit phase and improved monitoring and evaluation system that actively involves JP partners on all levels,
- M&E strategy was jointly developed and accordingly a clear and specific media action plan was developed.

- New coordination mechanisms between ministries are introduced and adopted in their internal procedures involving civil society organizations (ministerial committees on joint activities such as capacity building).

d. Describe and assess how the monitoring and evaluation function has contributed to the:

a. Improvement in programme management and the attainment of development results

Monitoring and evaluation focused on relevance, performance and success to ensure that the objectives are being met and that the programme is producing the anticipated sustainable results

The M&E results helped in the decision-making process. The data and information collected during monitoring and evaluations constituted a critical foundation for action. It helped reformulate the plan all throughout the programme. It helped identify evolving problems and decided on corrective measures. Hence, the original plan was changed during the implementation while continuously receiving feedback from the implementing partners. Some changes required merging of activities others included reformulation of the activities. Also, it was changed after the midterm review were the revision included changes in the schedule, the budget, and the structure of the activities.

Even the M&E system used has changed throughout the process of the programme. Roles and responsibilities changed and the monitoring mechanism and reporting also changed accordingly.

Monitoring and evaluation provided critical assessments that demonstrate whether or not the programme satisfies target group needs and priorities. It helped identify the impact of the programme on the target groups and the broader development context.

The JP M&E strategy was based on continuous process of collecting and analyzing information on indicators measuring the attainment of the development results. It measured the progress and trends in the short and medium term at the 3 levels: input, output and outcome. In addition to these 3 levels there were special indicators that relate to joint implementation and direct contribution to MDGs (goal 1, 3 and 7). The M&E tools and system were jointly designed by the JP partners and is in line with the M&E strategy developed by MDG-F secretariat.

Monitoring within the JP tracked both the quantitative and qualitative data (number and characteristics) of its pioneer activities and the target groups. The focus of the evaluation, however, had a greater emphasis on the impact of each activity, in addition to joint implementation and national ownership aspects. The M&E particularly aimed to: (1) assess the impact of activities on target groups (policy makers, officials, young artists and public in general), (2) assess whether activities are meeting their objectives, (3) and follow up the delivery of outcomes and outputs.

Through the ongoing M&E of the JP, the following tools were developed to ensure flow of information, transparency and accountability of the JP:

- Monthly updates prepared by Partner UN agencies: these reports were based on reports of local implementers, ministry focal points, and consultants.
- Bi-annual reports: all the information gathered previously was feed in this monitoring report.
- Final report that includes detailed information on the JP implementation life cycle and describes the achievement of project outputs and outcomes as outlined in the JP M&E Framework.
- Special field visits, focus groups and surveys to monitor progress against indicators. These field visits were conducted by the M&E Consultant and/or PM in order to gather in-depth information about the JP activities implemented.
- Periodic meetings with partners on different levels:

- Monthly Meetings with JP partners to assess planned, ongoing or completed intervention to determine its relevance, efficiency, effectiveness, impact, and sustainability.
 - Meetings on the level of activities: responsible UN agencies and their counterpart ministries formed special steering activities' groups responsible of: identifying implementation modalities, selecting local implementing partners (individual consultants and institutions), and follow up the implementation and monitoring of the activities.
 - Inter related –activities meetings: among 2-4 UN agencies and partner Ministries.
 - PMC meetings: where updates and the achievements of the activities, obstacles and difficulties as well as steps to be taken in next two months were discussed. Adaptation strategies and changes in the implementation modality were approved on PMC level.
 - Consultation with strategic stake holders in partner Ministries and representatives of local NGOs.
- Desk review and data collection and analysis of related sources of information: this includes all publications, surveys, TORs, developed plans etc.

b. Improvement in transparency and mutual accountability

Reports were provided on due basis, these were formulated with the help of the different stakeholders and disseminated to them. They had the chance to revise the reports and provide feedback so that all are aware of the progress the difficulties faced and supported in suggesting ways to overcome these barriers.

Additionally, monthly and bi-monthly meetings were conducted on the PMT and PMC levels this helped guarantee the transparency and accountability of the activities and progress.

c. Increasing national capacities and procedures in M&E and data

Throughout the programme two main workshops were conducted to raise awareness about M&E and in order to support partners in conducting their own M&E within the programme and in future programmes. Additionally, the partners received thorough coaching while monitoring the activities being implemented under their responsibility. They were supported in the field of result based M&E, developing indicators, setting monitoring plans, and writing reports. Additionally, MOC was supported to start the M&E system for the cultural sector in Palestine.

d. To what extent was the mid-term evaluation process useful to the joint programme?

Based on the recommendations of the mid-term evaluation, M&E capacity building initiatives were carried out with the JP partners including partner ministries personnel. The capacity building initiative focused on the results based management M&E. In addition to the theoretical training courses, JP partners were trained practically through their direct involvement in M&E.

As has been mentioned earlier the midterm evaluation helped in identifying the lessons learnt in order to benefit from these in the remaining activities. It helped identify the barriers which were not apparent especially in the financial planning of the programme, which was resolved as a result of the midterm evaluation. The midterm evaluation helped provide an external analysis of the planning and implementation, which helped speed up the implementation process and helped better accomplish the results in due time.

e. Describe and assess how the communication and advocacy functions have contributed to the:

a. Improve the sustainability of the joint programme

The JP was able to produce all listed materials in its communication plan including: bookmarks, postcards, JP brochure, documentary, video spot and a song. All produced

materials were designed in a way that enables partners to use them not only within JP cultural context, but also under the attainment of the MDGs in general. The postcards, the bookmarks, and the song were widely disseminated including to UNCT and other Palestinian Ministries.. The video spot – visit Palestine- is shared with the Palestinian national TV to be aired promoting tourism in Palestine.

Media products managed to raise the awareness on MDGs and their linkages to culture (part of the media products addressed school children and ministries personnel). However the media coverage of JP activities was weak and there was a great area of improvement. Activities results were not communicated properly by the media and actually the results were communicated by the implementing partners to targeted stakeholders via face to face meetings, or via events implemented on local communities' levels.

b. Improve the opportunities for scaling up or replication of the joint programme or any of its components

Through the publications and the media products, the programme was able to disseminate the idea and importance of the MDGs and its linkage to culture. It also emphasized the idea of One UN. As a result the UN agencies along with the national organizations are currently designing new programmes to replicate and build on the experiences within the JP.

All lessons learnt and all identified best practices were identified and are being the basis for future joint programmes.

c. Providing information to beneficiaries/right holders

Several publications and media products were developed which helped disseminate the MDG concepts and the lessons learnt through this programme, these included the following:

- Plans and strategies: this led to organizing the work of tangible and intangible culture. It gave the opportunity to expose the different stakeholders to the vision of cultural development in Palestine, which is now guiding the planning and processes followed within the relevant ministries and the other partners.
- Training manuals: this is currently playing an active role in the cultural development process. It is being disseminated amongst the different units working in this aspect and is used to replicate the trainings that has been provided.
- Integrated conservation plan and ecological conservation plans: This is being disseminated amongst the different municipalities so as to replicate the experience within the different location in Palestine.
- Research on Palestinian cultural handicrafts: this provided basic information about the Palestinian cultural handicrafts, and is also guidance for the interventions being planned within the national and local institutions.
- Brochures and leaflets and videos: these were distributed on the different stakeholders and the communities within the targeted locations. This provided basic information about the MDG and the linkage between the development and culture.
- AlHoush.com website: this provided relevant information for service providers about possible markets and potential demand and provided information for buyers about cultural products that might be of interest to them.

- Project reports: these provided lessons learnt for the UN agencies and the national institutions; which provided experience about best practices and recommendations for possible projects in the future.

f. Please report on scalability of the joint programme and/or any of its components

- a. To what extent has the joint programme assessed and systematized development results with the intention to use as evidence for replication or scaling up the joint programme or any of its components?

The JP has helped evaluate the cultural development in Palestine, through the identification of the cultural indicators and the baselines for these indicators. This is envisioned to help in identifying priorities and scaling up of the joint programme. Additionally, the JP has conducted an evaluation for each small project within the programme, so as to identify possible outcomes and impact of the programme. This will provide evidence based results that will be used to replicate the programme in the different locations in the Palestinian Territory, and to build on the current achievements accomplished through the programme. The conservation plan has been evaluated for this end, and is currently being thought of as a model to be used in other locations. Additionally, the conservation plan in Yaabad and Arrabeh has identified lessons learnt, and it is envisioned that these plans will be enhanced and developed to build on this experience and further enhance the locations.

- b. Describe example, if any, of replication or scaling up that are being undertaken

The JP piloted selected activities of the NPPC. These activities “actualised” the visions that Palestinians had for safeguarding the Palestinian culture. These activities were piloted in selected locations to draw lessons learned and decide on best practices that will affect the future scaling up in other location. The following activities prove to be successful and are intended to be replicated in other location:

- Model integrated conservation plan in Sabastiya and ecological conservation plans in both Yaabad and Arrabeh. The conservation plans are replicable models that can be implemented in other historical/ cultural touristic locations.
- The two established demonstration plots and Beit Qad seeds’ station set another model of conservation cultural crops. These demonstration plots target surrounding schools in the two locations. The initiative is replicable in other locations. The integrated approach dealing with building the capacities of creative industries using traditional crafts, is also replicable and in fact used as a best practice where theoretical knowledge is combined with the practical phase where pilot products are produced first on small testing scale, and then on larger marketing scales. The model can be replicated in other locations, or in other creative industries field. Integrating traditional handicrafts innovatively in modern designs was already replicated in furnishing the Khan Al-Wakala project in Nablus funded by the EU through UNESCO furnishing the guest house and multipurpose room including light fixtures.
- Model partnerships linking well established cultural organizations with interested artists or local community organization prove to be successful and replicable. In fact ESNM is currently replicating the same model of Hebron musical programme in Gaza.

The following activities set the base for larger scale interventions, that will be carried out (according to phase out phase) building on JP results as follows:

- National lobbying and advocacy activities will be carried out to officially endorse produced laws, policies, strategies and sectoral plans.
- ICH data base and moved artefact inventory were launched by the JP, in piloted themes and locations. The JP initiative also included the classification of the gathered data in a way that this data is manageable electronically and can be made accessible to scholars, researchers, academia, etc. The classification was designed in a flexible way allowing inclusion of additional data to be gathered covering other topics and from other locations. The two units are part of partners Ministries strategic plans and structures and the gathering of data and the classification is a national priority that is continuing and not restricted to JP cycle.
- Developed manuals used for the capacity building activities are part of the partner ministries data base, they can be used by trained ministries personnel for future peer-capacity building activities aiming at multiplying gained knowledge within the partner ministries.
- Research on traditional handicrafts was concluded, the recommendations were discussed by the partner Ministries level, but they will further lobby for their implementation on national level involving other national stakeholders and ministries.

c. Describe the joint programme exit strategy and assess how it has improved the sustainability of the joint program

JP exit strategy was not integrated in the inception and the design of the JP. It was developed based on the recommendation of the mid-term evaluation. Starting from July 2012, JP partners are implementing the sustainability and exit phase plan that ensures proper hand over of the JP activities to partner ministries.

All JP activities were designed taking into consideration the sustainability aspect, but the exit phase came to ensure the proper usage of all assets, knowledge, mechanisms, produced materials, policies and laws, maximising the benefit of the stake holders as follows:

- In order to ensure sustainability, all JP activities were implemented integrating four main cross-cutting elements incorporating gender as a cross-cutting theme: a) building local technical capacities, b) development and upgrading legislative and institutional frameworks, c) establishing strategic and promoting existing partnerships involving key governmental and nongovernmental actors, and d) promotion of model interventions. This aspect, and in addition to being aligned with the national plans, facilitated the integration of all JP activities within partner ministries sector and strategic plans that will last beyond JP implementation period. The exit phase ensured that developed plans, strategies, laws, charters, and manuals are adopted by the line Ministries, who will proceed with their official approval on state level as soon as the PLC is functional again.
- Policies, laws and practices developed within the JP are in line with national priorities that are either adopted by partner ministries and local authorities in their systems or are supported by MoUs (on database, inventory, conservation plans, laws and demonstration plots). Through the exit phase strategies, the JP ensured that related newly established units within the partner Ministries are included in the their structures and are already

functional and will proceed. This includes the ICH unit at MoC, the gender unit at MoA, and the moved artefacts documentation unit at MoTA.

- All capacity building activities are followed by practical phases following the theoretical one to maximize gained knowledge as a sustainable asset. This includes crafts trainees who were able to pilot and produce selected innovative designs, food processing trainees running their marketing shop and exploring to gulf area, grantees of JP micro project mechanism, Ministries personnel practicing gained knowledge in their daily work, and photography workshop trainees holding their first exhibition to visualize their work.
- Special partnerships and networks on different levels were established by the JP. These initiatives aim at enforcing the national ownership over programmes offered by the JP through joint planning, implementation and follow up of all JP activities. MoC and MoTA are going to carry out coordination meetings similar to PMC composition, NEPTO is registered and is currently implementing jointly touristic initiatives, al Housh is generating income to ensure its sustainability after the JP official duration, crafts NGOs network were able to raise funds that will enable them to continue and build on JP results.

5. FINANCIAL STATUS OF THE JOINT PROGRAMME

- a. Provide a final financial status of the joint programme in the following categories: (1) Total Approved Budget (2)Total Budget Transferred (3) Total Budget Committed (4)Total Budget Disbursed.

UN Organization	Transferred	Committed	Disbursed
UNESCO	1,649,981	1,649,981	1,649,981
UNDP	459,689	459,689	459,689
FAO	386,683	386,683	386,683
UN Women	503,647	503,647	503,647
Total	3,000,000	3,000,000	3,000,000

- b. Explain any outstanding balance or variances with the original budget :
no variance occurred.

6. ANNEXES

- a. List of all document/studies produced by the joint programme
 - Draft Intangible Cultural Heritage Law.
 - Palestinian Culture Sector Strategy (including tangible cultural heritage).
 - Palestinian Heritage Law
 - 7 training materials packages used by both MoC and MoTA in the fields of: gender mainstreaming at MoC & MoA, museum exhibition development and curatorial practices training, strategic protection of the Palestinian cultural heritage, cultural management training course, training on the inventory of the intangible cultural heritage, advanced museum training course, and documentation of cultural heritage.
 - National charter on safeguarding and rehabilitation of tangible cultural heritage.
 - The structure of the national archive of the intangible cultural heritage (classification and data).
 - Integrated Conservation and Management Plan of Sebastiya.
 - Ecological conservation plans of Yaabad and Arrabeh
 - Research on Palestinian cultural handicrafts.
 - Bylaws and internal regulatory administrative procedures of NEPTO. Brochures, manuals and websites on home hospitality and tour guides trekking.
 - Manual on the preservation and usage of cultural crops.
 - Brochures and leaflets for all supported micro-projects.
 - Manual on natural resource management.
 - Al Housh website.
 - Knowledge of MDG within the targeted communities
 - Monitoring an evaluation reports about the activities of the programme
- b. List all communication products created by the joint programme
 - Bookmark using localised MDGs icons.
 - 4 post cards
 - JP brochure
 - Visit Palestine spot
 - JP documentary
- c. Minutes of the final review meeting of the PMC (please find it attached in a separate document including exit phase activities description)
- d. Final Evaluation Report (please find it attached in a separate document)
- e. M&E framework with update final values of indicators (please find it attached in a separate document)