



**Interoffice Memorandum**

To: Simon R. Nhongo  
UN Resident Coordinator  
Namibia

Date: 19 Sept. 2008

From: [Redacted]  
Assistant Administrator and Director, Partnerships Bureau  
UNDP New York

Extension: 6005

Subject: Subject: MDGF-1799-Sustainable cultural Tourism in Namibia

File: MDGF 1799

**I. Approval Status**

On behalf of the MDG-F Steering Committee I am pleased to inform you that your Joint Programme Sustainable Cultural Tourism in Namibia is hereby approved with an allocation of USD\$6,000,000 million for three years. This figure includes 7% for indirect costs incurred by UN Participating Organizations. Please note the 1% AA fee will be reimbursed directly to the MDTF Office and need not be included in your allocation.

**II. JP design comments**

We have identified in section III below, **some changes we require to the design** of your Joint Programme. Once these adjustments have been reflected in the document, you may proceed with signature of the Joint Programme document. In addition to the Government, the UN Resident Coordinator and Participating UN Organizations should each sign the Joint Programme document. We would encourage you to ensure some visibility for this event and for the launch of implementation.

We consider this Joint Programme aims at the improvement of livelihoods/food security and empowerment of rural communities through the promotion of cultural tourism in Namibia. The proposal places a strong emphasis on national ownership and the participation of local communities. The proposal is innovative and ambitious, covering five pilot interventions in nine regions, and it counts with the full endorsement and support of the Namibian Government. The five pilots consist in experimenting with the concept of a) cultural village, b) cultural trail, c) cultural and interpretive center, d) cultural industries promotion, and e) geopark. The programme includes elements of policy support, governance, cultural heritage preservation, pro-active role of communities towards cultural heritage and creation of employment opportunities.

The MDG-F Secretariat, in collaboration with various experts, has reviewed for the second time the draft Joint Programme presented and considers it a faithful extension of the approved concept note. We recognize that an acceptable effort has been made to address the recommendations of the Technical Subcommittee.

The Joint Programme is framed within the National Strategic plans, particularly the NPRAP and development policies (National Development Plan –NDP3- and Vision 2030). There is a clear division of labor between the UN Participating Agencies (UNESCO, UNEP, UN-HABITAT and ILO).



We believe that the Joint Programme meets a number of the Fund's strategic goals and it is aligned with UNDAF for Namibia contributing to achieve UNDAF outcomes 2.1 and 2.2 aiming at improving livelihood and food security among most vulnerable groups in highly affected locations. It can be expected to contribute to the attainment of MDGs 1, 3 and 7. The national ownership is evident in the involvement of the center level government institutions and their co-chairmanship of the Programme Management Committee; perhaps a broader consultation with additional local government institutions and non-governmental stakeholders including academic and research institutions would have been desirable. The programme foresees the elaboration of a comprehensive communication strategy that will help in reaching out to all relevant stakeholders of this joint programme.

We also think that the logic of the results framework needs to be further improved. The proposed activities do not present enough detail to justify the allocated resources. The formulation team has drawn a detailed planned of activities for each one of the identified pilots in Annex C., however, we would like to see a more explicit link between the planned activities and corresponding budgetary implications before the document is finalized and signed.

It appears from the document that the Resident Coordinator would have an implementing and executing role exemplified by the request of funds to support coordination and management functions as well as monitoring and evaluation. The MDG-Fund discourages the direct involvement of the RC in the programme execution. According to MDG-Fund guidelines, the Resident Coordinator can request funds for coordination and oversight, but not for programme implementation

The Monitoring Plan could be improved by including impact and MDG indicators. Currently, the proposed systems to measure processes and impact are insufficient. Nevertheless, note that the Fund Secretariat plans to work with all approved programmes during the current year to address their M&E frameworks and to develop a small number of common indicators relating to the thematic windows, UN reform, Paris Declaration process and the Millennium Declaration.

### III. JP re-design requirements and/or recommendations

The Secretariat recommends that:

- The **Results Framework** is revised in order to provide sufficient detail to the proposed smart outputs and activities. We suggest this formulation team works together with the Gender Joint Programme Formulation team to benefit from the process of re-working the results framework in the upcoming inception workshop before the end of September 2008.
- The **Annex C presenting the pilots** is revised and includes a budgetary categories and amounts for each of the proposed activities, and this information is fed into the overall results framework.
- The Resident Coordinator and his/her office are not to be involved in the programme implementation, therefore the **planned 5% for coordination and management and 5% for monitoring and evaluation** [as presented in page 49] should be part of the programme resources and executed by the programme team. A small amount of resources can be allocated to the Resident Coordinator to fulfill oversight functions.
- The **Monitoring and Evaluation framework** should include specific Impact and MDG indicators.



#### **IV. Management arrangements and delegation of authority**

On receipt of a copy of the signed document, the Fund Secretariat will transfer the full three-year allocation to the custody of the Multi Donor Trust Fund (MDTF) Office pending further instructions from you.

Please note the MDTF Office will pass-through funds to Participating Organizations on instruction from you as Resident Coordinator and Co-Chair of the National MDG-F Steering Committee.

As reflected in the Fund's Framework Document (Section 9 'Formulation Process & Release of Funds) and the global MoU with Participating Organizations (Article I, 2-c) the MDTF Office will release resources on an annual, advance basis. For the first advance, these funds will be transferred on the basis of receipt of the first year Annual Workplan and the signed Joint Programme document. Subsequent annual advances will be released on instructions from you and on the basis of a) receipt of the next annual work-plan approved by the National Steering Committee; b) evidence that a formal review of the programme's progress has been undertaken not more than three months earlier, either in the form of an annual progress report (if the timing coincides) or through the minutes of a National Steering Committee where this has been discussed; and c) only when combined commitments against the existing advance have exceeded 70%. Please review the initial year budget requests carefully with participating organizations in order to ensure realistic delivery targets in this regard. The annual agency apportionment projected in the final budget attached to the signed Joint Programme document should also be reviewed and can be revised up to the time of your first funds-advance request. This is important for the reasons outlined below.

In order to allow the implementation team some flexibility to adapt the strategy to unexpected challenges and opportunities (most particularly delivery issues), and to empower Resident Coordinators in their oversight responsibilities, this memorandum also provides you with the authority over the three year duration of the programme in consultation with Participating Organizations and with the agreement of your National Steering Committee to (a) transfer up to \$1,000,000 or 20% of the total value of the project budget – whichever is lowest – *between Participating Organizations* identified in the original Joint Programme budget and (b) re-phase up to \$1,000,000 or 20% of the total value of the project budget – whichever is lowest - *between years*. The base-line against which these ceilings will be measured is the annual budget projection (by year and by participating organization) confirmed at the time of your first funds-advance request. The MDTF Office must be informed of any revisions of this kind, decided locally and is responsible for tracking these delegation ceilings for each programme. Any changes that fall outside these parameters will have to be referred back to the (Global) MDG-F Steering Committee for approval.

As you will appreciate, one of the MDG-F's express goals is to strengthen the role of Resident Coordinators as leaders of Country Teams. The success of the MDG-F activities will depend on your ongoing leadership and engagement. We count on you to exercise this leadership and to ensure this Joint Programme remains an ongoing, integrated effort by the UN system in support of national priorities. Please also use the National Steering Committee mechanism to help ensure national ownership by the Government in particular and involve it in important financial and programmatic oversight decisions.

The signed Joint Programme document and the completed Fund Release Form should be sent to the MDG-F Secretariat and MDTF Office within 30 days of the receipt of this memorandum. If this deadline is not possible, please inform the secretariat accordingly.



The Executive Coordinator of the MDTF Office, Bisrat Aklilu, will be in contact with any specific documentation requirements to ensure the programme meets compliance requirements for the Fund's pass-through arrangements.

With best wishes.

cc.

Mr. Bisrat Aklilu, Executive Coordinator, Multi-Donor Trust Fund Office  
Mr. Gilbert Houngbo, Assistant Administrator and Director Bureau for Africa, UNDP New York  
H.E. Mr. D. Juan Antonio Yáñez-Barnuevo, Permanent Representative of Spain to the United Nations  
H.E. Mr. Kaire Munionganda Mbuende, Permanent Representative of Namibia to the United Nations  
Mr. Gabriel Ferrero y De Loma-Osorio, Deputy Director of Development Policy Planning and Evaluation,  
MFA Madrid  
Ms. Debbie Landey, United Nations Development Operations Coordinator Office (DOCO)  
MDG-F Secretariat