

Recommendations

Initial findings and preliminary recommendations were presented for feedback and discussion to representatives from key stakeholders including a participatory feedback session with the Gender Task Force. Discussions around recommendations and preliminary findings were designed to help tailor recommendations to the specific context, and to ensure broader consensus on institutional strengths and weaknesses, and how to move forward. The final report submitted by the consultant was shared with UNCT HOA and the GTF for comments and feedback and a presentation of the report was provided to UNCT HOA. HOA attending the presentation provided positive feedback to the reports and its findings and recommendations.

Table 3 reflects recommendations designed to address weak areas within the eight Scorecard dimensions in order to meet minimum standards established by the UNDG.

Table 1: Summary of Recommendations

Recommendation	Responsibility	Timeframe	Cost
1. Design a Vision Statement for the State of Palestine UN System on Gender	GTF to draft; UNCT HOA to endorse	Immediate	In-house. No additional costs.
2. Empower the Gender Task Force for Coordinated Delivery on GM	GTF to Implement; RCO and UNCT HOA to oversee	2015 Pilot	30,000
3. Prioritize GM in Joint Programs (JPs)	UNSCO and UNCT HOA to oversee, joint teams for each JP to operationalize; GTF, other cross-cutting groups, and M&E team to provide technical support.	Timing is dictated by the wider JP planning process; steps are integrated into wider systems.	In-House; no-additional costs
4. Develop UN Capacity to Foster GE/WE	GTF to facilitate with support from UNW.	2015 and on-going.	Partial costs are included under discretionary funds for GTF; additional costs may need to be input by agencies.
5. Engender UNCT Monitoring & Evaluating Processes	UNSCO and UNCT HOA to coordinate; MEG to operationalize with support provided by GTF and other key groups.	2015	2,500 USD for tools development and one-day workshop
6. Develop UNCT GRB Tracking	UNSCO with support from UNCT HOA.	2015	In-house; no additional costs.
7. Apply Lessons Learned in Next UNDAF	UNSCO and UNDAF Steering Committee.	2016 on – start of planning phase for next UNDAF.	In-house; no additional costs.

Table 2: Required Actins to address Recommendations

<p>1. Design a Vision Statement for the State of Palestine UN System on Gender</p>	<p>The UNCT should draft a short vision statement on gender priorities within the UN system to mitigate this risk and encourage greater cohesion and focus. The purpose of the statement is to clarify the vision and strategic priorities for the UNCT on gender equality. The vision statement should be no more than one page. It is not meant to be a comprehensive strategy, though it may be developed into a strategy if warranted to complement the second oPt UNDAF if a similar framework is employed.</p>
<p>2. Empower the Gender Task Force for Coordinated Delivery on GM</p>	<ul style="list-style-type: none"> ✓ The GTF to be led by the head of UN Women in line with minimum standards. ✓ The GTF to be co-led by another agency on a two-year rotational basis, maintaining UN Women as lead agency. ✓ Meetings to be held every two months and as needed. ✓ Appointed GTF members to have a single alternate to attend meetings when needed. Alternates to be included in communication loop by GTF member as needed. ✓ Deepen means of sharing 'model' initiatives through GTF by simplifying formats and expectations; revamp and reinforce means of information sharing within group of innovative initiatives, including options for group feedback on agency-specific technical documents. ✓ Expand and systematize upward communication <ul style="list-style-type: none"> a. Add standing agenda item for gender, youth and disability on HOA meetings b. GTF members to informally brief HOA and others as needed within agencies (flexible approach - short bullets in email; verbal, etc.) ✓ Simplify 2015 workplan format and diversify responsibility for lead agency (aim for no more than 50% UNW as lead). Review decisions on policy/activity focus in context of new workplan. Incorporate relevant Scorecard recommendations into workplan. ✓ Establish the GTG (government and CSO) with greater transparency and full participation of all players on the development and validation of the TOR.
<p>3. Prioritize GM in Joint Programs (JPs)</p>	<ul style="list-style-type: none"> ✓ Align gender mainstreaming standards for JPs to minimum UNDAF standards as laid out in the gender scorecard (see Annex B). Build standards for GM into template for JP development. ✓ Ensure at least one member of the JP design team from among participating agencies has sector-specific gender expertise and is provided with tools and guidelines to ensure GM in the program. ✓ Establish an internal screening process of early drafts to be adjusted for GM and other cross-cutting areas. Internal screening process should involve representatives from the GTF and other cross-cutting teams as well as the M&E Group. ✓ Establish a procedure for JP joint monitoring missions at the level of the program committee that includes sensitivity to gender and other cross-cutting themes. See Annex C for sample joint monitoring mission report. ✓ Ensure that annual reviews of JPs mandate thorough assessment of gender-specific results so that adjustments may be made along the way as needed.
<p>4. Develop UN Capacity to Foster GE/WE</p>	<p>Capacity development initiatives within the UN system should be coordinated through the GTF with committed core agency funds. Targets for training should be strategically geared toward groups that have system-wide responsibilities for coordinating and facilitating key mainstreaming initiatives. Training should be linked to procedural changes in GM processes within the UN team. Efforts should be made to comprehensively target smaller institutions and field-based</p>

	staff as well as weak programmatic areas. Precise targets and content of training should be decided in a consultative fashion.
5. Engender UNCT Monitoring & Evaluating Processes	<ul style="list-style-type: none"> ✓ Adjust M&E group TORs to include technical support for gender mainstreaming and other cross-cutting themes in relevant monitoring frameworks (e.g. UNDAF and JPs); ✓ Build capacities of M&E group to include technical oversight for mainstreaming of gender and other key themes in UNDAF and other frameworks with a one-day workshop on gender sensitive indicators that includes tools provision tailored to the oPt context. Workshop should be mandatory for all M&E members; ✓ Develop a system for ensuring representatives with sector-specific knowledge from the MEG are included in JP design teams and that the MEG provides a review of JP M&E frameworks for quality control (including gender and other cross-cutting themes); ✓ Develop a joint monitoring mission template for all JPs, and ensure gender and other relevant key indicator fields are mainstreamed (see Annex C for model); ✓ Conduct an in-house assessment of the quality of data collected after the first year review of the UNDAF with attention paid to commitments made to disaggregated data (gender, age, geographic, etc.); make recommendations as needed to improve next round of data collection.
6. Develop UNCT GRB Tracking	A growing number of individual UN Agencies have institutionalized mechanisms for GRB within organizational operations that will allow for agency-level tracking of gender-related expenditures. While the UN has yet to institute a means of higher-level tracking of UNCT expenditures, the RCO can compile the data from those agencies that have a GRB system to offer an indicative picture of system-wide gender programming expenditures. This data can be tracked annually and included in RC annual reports as a monitoring mechanism to ensure that adequate funding is dedicated to gender-responsive programming.
7. Apply Lessons Learned in Next UNDAF	<ul style="list-style-type: none"> ✓ Gender training targeting key actors tailored specifically to the Palestinian context during the planning stage. ✓ Comprehensive process to mainstream gender involve broad base of internal and external stakeholders. ✓ Gender issues highlighted in gender annex and body of CA. ✓ Excellent results with gender targeting in indicators in results framework. ✓ Strong results with disaggregation and gender sensitivity of baseline data. ✓ Include UN Women and other agencies with cross-cutting responsibilities for UNCT on UNDAF Steering Committee; ✓ Ensure up-front agreement within Committee to target minimum standards for GM in UNDAF design; ✓ Enable effective inclusion of the GTG from the planning process forward (the GTG was not established at the planning stage of the first UNDAF); ✓ Ensure Committee fully engages cross-cutting groups that are not directly tied to outcome areas in all processes.