

Management Response & Recommendations Action Plan

Evaluation Report Title: Programme Evaluation; Support to Accountable Security and Justice in the OPT Evaluation Report

Response to Evaluation Report (overarching narrative)

This report presents the findings of an independent end of programme evaluation of the DFID funded “Support to Accountable Security and Justice in the Occupied Palestinian Territories (OPTs)” programme (2011-2015) implemented by UN Women (UNW) from March 2011 to end March 2015.

DFID currently funds the UNDP/UN Women Joint Programme ‘Strengthening the Rule of Law in the OPTs; Justice and Security for the Palestinian People’. Many of the recommendations of the evaluation were captured in the programming of the Joint Programme; as a result, the majority of these recommendations will have been implemented by April 2017.

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Recommendations	Accepted or Rejected	If “Accepted”, Action plan for Implementation or if “Rejected”, Reason for Rejection
Relevance: It is recommended that the access to S&J for women and girls components of any future programme integrate strategies to ensure male engagement and new approaches to working with men and boys to address Violence Against Women and Girls (VAWG). In particular, it is recommended that the Implementing Agencies of the future programme investigate further (through evidence based research) approaches that have been used within the Security and Justice (S&J) sector in other countries (especially within the Middle East North Africa (MENA) region) with reported success.	Accepted	The UNDP/UN Women Joint Programme ‘Strengthening the Rule of Law in the OPTs; Justice and Security for the Palestinian People’ works with both men and women in the sectors.
Relevance: It is recommended that the specific learning about what worked well and less well in the media campaign under the current programme is captured and carefully reflected on with the women’s National Coalition so that it can feed into any future campaigns on legal rights and the access of women and girls to S&J services.	Accepted	The UNDP/UN Women Joint Programme has selected Civil Society Organisations (CSOs) to deliver projects that include components on communications and awareness. The Joint Programme employs a communications’ specialist who leads on media and messaging.
Effectiveness: When undertaking revisions to the Family Protection Units (FPU) normative framework so as to include Standard Operating Procedures (SOPs) for juveniles and children in conflict with the law, the associated forms should be reviewed and prioritised so as to relate more closely to “typical” caseloads of the different Family and Juvenile Protection Units (FJPUs) at Governorate level.	Accepted	The UNDP/UN Women Joint Programme is working on the revised SOPs. It is also addressing staff training needs identified by former Juvenile unit officers.
Effectiveness: The review and development of harmonised procedures should be achieved through a vehicle such as	Accepted	The harmonisation of the FJPU procedures has been initiated by UNDP/ UNWomen Joint Programme.

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<p>Roundtable Conversations convened by the FJPU Central Administration with the FJPU officers themselves so that they can exchange learning from the frontline; discuss where revisions and guidance are most needed; and decide on how and by whom the revisions should be made and the necessary accompanying guidance developed. The process of harmonisation should not require the same level of external expert input as was necessary for to develop the innovative first round of FPU procedures.</p>		
<p>Effectiveness: The FJPU SOPs should be reproduced and printed in a form which allows them to be more easily and regularly amended and updated by the Palestinian Civil Police (PCP). For example, they could take the form of a simple policy document (numbered, dated and stamped by the PCP) with related guidance provided in a loose leaf folder which can be modified as necessary.</p>	Accepted	The UNDP/UN Women Joint Programme will take this into consideration when supporting the revision of the SOPs.
<p>Future training or sensitisation should clarify in practical ways the roles and responsibilities of different actors at both the frontline of service delivery and leadership levels. In particular, the precise roles and responsibilities of the FJPUs and their relationships with other initiatives, police departments and the Governors' office which are not yet clear in practice need to be addressed head on.</p>	Accepted	The UNDP/UN Women Joint Programme will consider this as part of the follow up process to the merger of the FPU and Juvenile Units.
<p>New approaches to facilitate cross learning and exchange between senior FJPU officers at central and Governorate levels on a regular basis should be given more prominence in the next phase of the programme. In addition, approaches to building capacities and capabilities which centre on cross-learning and experience sharing have much to offer.</p>	Accepted	The UNDP/UN Women Joint Programme will initiate this during the FJPU SOP merger and implementation process.
<p>Police SOPs training: It is strongly recommended that once the training package has been modified to reflect the FJPU</p>	Accepted	The UNDP/UN Women Joint Programme will recommend the training plan to be delivered in the Jericho Training Academy as part of the SOP implementation plan.

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<p>merger, the training is delivered through the Jericho Police Training Academy as an integral part of its police training curriculum. All new police officers joining the force should receive basic training in the FJPU SOPS; and new and existing officers in the FJPUs should participate in a more comprehensive programme. It is essential for all officers to receive an introduction since they may at any time be placed within an FJPU or be in a position where a VAWG case is reported to them in post at a station without an FJPU. It is further recommended that an introduction to the SOPs forms part of a routine PCP induction programme for ALL officers.</p>		
<p>Compliance, sanctions and rewards: It is recommended that the development of internal staff performance monitoring systems and process is supported (through funds and other modalities as requested by the Central Administration) with a linked system of sanctions and rewards for individual officer performance. This should build on existing examples of good practice displayed at Unit level and mechanisms to monitor their effect on individual officer performance and morale should be incorporated into the broader monitoring system.</p>	<p>Partially accepted</p>	<p>We acknowledge the importance of the recommendation. However, the current UNDP/UN Women Joint Programme does not include development of a monitoring system of staff performance. This can be considered for future phases of programming.</p>
<p>Monitoring how learning can feed into improved practice: It is recommended that such a monitoring system is built into and onto existing processes such as the monitoring visits conducted by the central FJPU administration to the individual Units; and the developing staff performance management systems within the public service and elsewhere. Support for such processes might be direct or delivered through partnership working with other agencies supporting, for example civil service reform processes. Such an initiative is likely to involve some policy-influencing and inter-agency communication which will need to be planned and budgeted for in terms of funds and human resource inputs.</p>	<p>Partially accepted</p>	<p>We acknowledge the importance of the recommendation. However this initiative is not included in the UNDP/UN Women Joint Programme outline. The current programme is evaluating the changes within the Specialised Prosecutors group and specialised lawyers on a regular basis. It is also working with the Independent Commission for Human Rights to monitor women's access to justice (Women's Access to Justice Observatory).</p>

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<p>Reconciliation, Alternative Dispute Resolution and prosecution: is strongly recommended that this issue is explored further as a priority through capturing learning from the FJPU officers about the issues they face in their local contexts, including challenges and achievements. In addition, and following on from this, the whole issue of how to effectively engage Tribal/Religious and other Opinion Leaders in any ADR or Unit level reconciliation warrants serious attention.</p>	<p>Accepted</p>	<p>The UNDP/UN Women Joint Programme will address this in the trainings as well as the PCP Gender Strategy. The Joint Programme also developed a strategy for the informal justice sector that included tribal and religious leaders.</p>
<p>Complaint withdrawal: It is recommended that moving forward a review is commissioned to assess precisely what factors influence women's decision to withdraw their complaints at different stages in the criminal justice process. Good practice examples are found in the work being done with religious leaders within the MENA region by ABAAD (Resource Centre for Gender equality) in Lebanon; Arab Women's Organisation of Jordan.</p>	<p>Accepted</p>	<p>The UNDP/UN Women Joint Programme is analysing statistics of women withdrawing from the justice process through the Specialised Public Prosecutors and then through analysis by the Independent Commission on Human Rights (ICHR) Women's Access to Justice Observatory.</p>
<p>Client feedback on S&J services received: It is recommended that the Central FJPU Administration is supported to introduce a "pilot" client feed-back initiative. In developing client feed-back mechanisms, it is further recommended that the approach centres on the benefits of client feedback for learning and hence improved service planning and performance.</p>	<p>Partially accepted</p>	<p>We accept the importance of such an initiative; however this is not included in the UNDP/UN Women Joint Programme.</p>
<p>Support to women inmates of Correctional and Rehabilitation Centres (CRCs): First, support to women inmates should focus more explicitly on: a) securing high quality legal advice and representation for those who choose this option; b) working with the CRC Department to ensure the access of legal professionals and ICHR Observatory monitors to women inmates; and c) developing reintegration strategies for ex-offenders, which is especially important given the small</p>	<p>Accepted</p>	<p>The UNDP/UN Women Joint Programme is providing vocational training and counselling for women inmates. Training is also provided to female prison guards on Human Rights and outreach to families of inmates is also provided. The Joint Programme is also working to specialise lawyers to provide legal aid to women inmates.</p>

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<p>size of the population in the OPT, tight-knit communities and high levels of interpersonal surveillance and social control, and the stigma (or worse, in terms of retribution) attached to women who come into contact with the law.</p>		
<p>Second, further capacity development strengthening should be provided to the ICHR Observatory monitors. This need not necessarily only comprise training and individual skills development but might include, for example, learning exchanges or secondments or mentoring visits to similar Justice Observatories (with a focus on women and girls or a broader access to S&J mandate) within MENA and possibly further afield. The aim would be to enable the Observatory Monitors to undertake direct policy influencing work based on their findings and/or to produce/ package their findings in such a way that other policy-influencers and advocates can use them.</p>	<p>Accepted</p>	<p>The UNDP/UN Women Joint Programme is working to integrate the monitors and the Observatory within the Independent Commission for Human Rights. This allows for both capacity building of staff and gender mainstreaming within ICHR.</p>
<p>Strengthening the capacities of Public Prosecutors working on VAWG cases: Moving forward it is recommended that an internal system in the Attorney General's Office is developed to enable the Gender Unit to: a) monitor the performance of the newly specialised team; b) assess their on-going needs for learning and capacity strengthening; and c) keep under review how they are managing cases.</p>	<p>Accepted</p>	<p>The UNDP/UN Women Joint Programme is addressing these points.</p>
<p>Approaches to capacity development with S&J actors: First, the approach to capacity development is broadened to include greater emphasis on: a) self-directed learning supported by skilled facilitators; b) possible Training of Trainers (ToT) pilots; c) learning and experience exchanges through Roundtable Conversations and Learning Forums/ Communities of Practice of already skilled and practiced S&J professionals; d) carefully structured exchanges/ mentoring with professional counterparts elsewhere within the OPT,</p>	<p>Accepted</p>	<p>The UNDP/UN Women Joint Programme is addressing these points.</p>

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<p>MENA and possibly further afield; e) exploration of opportunities for e-learning (although this idea is new and does not appear to have much support from the Key Informants the Evaluation Team discussed this with); f) the design and delivery of a professional PCP coaching and mentoring system. Second, to the extent possible the design and delivery of any capacity development initiatives should be a locally owned and adopt a participatory process centering on the use of local resources of knowledge, experience and skills, some of which have been built by interventions supported by this programme (see Annex N).</p>		
<p>All capacity development initiatives must be subject to rigorous M&E so that learning and evidence can be captured about what works well and less well with particular groups of S&J professionals- it is unlikely that a “one suit fits all” approach will be the most effective. Particular attention needs to be given to: a) explaining any selection processes to applicants clearly; b) providing feedback on applications to all candidates who put themselves forward for training or other forms of capacity development; and c) ensuring that participants complete evaluation forms either at regular intervals, in an on-going process, or at the end point of an event/ programme; and that the findings of these evaluator inputs are anonymously summarised and Annexed to reports of training and other events together with full lists of participants.</p>	<p>Accepted.</p>	<p>Under the UNDP/UN Women Joint Programme, trainings are being monitored and evaluated.</p>
<p>Efficiency: It is recommended that in going forward emphasis is placed on identifying local Implementing Partners and where necessary providing support to strengthen their institutional and other capacities to assume full management responsibility for any project staff. This would obviate, for example, the need to directly employ Project Coordinators for</p>	<p>Accepted</p>	<p>UN Women under the Joint Programme is partnering with 10 local CSOs for the delivery of the programme.</p>

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each programme component thereby reducing day to day administrative and management burdens.		
Impact: It is recommended that the Palestinian Authority is encouraged and supported to recommence the process of unifying and harmonising legislation, to enact a penal code that would apply to all parts of the OPTs.	Partially accepted	The UNDP/UN Women Joint Programme has a component working on legal harmonization.
Coherence: It is recommended that robust knowledge management and Monitoring and Evaluation (M&E) systems are put in place to capture evidence to capture learning and demonstrate what has worked well and what has worked less well, especially in multi-sectoral interventions such as the SCR Mechanism.	Accepted	UN Women under the Joint Programme is addressing this point.
Coherence: It is recommended that finding effective ways of engaging with the High Judicial Council and judiciary to ensure women and girl's access to the courts and the speedy trajectory of cases through the prosecution process is a priority for future programming. An option to consider might be support for the development of victim-friendly court services and special measures to protect vulnerable witnesses.	Accepted	The UNDP/UN Women Joint Programme is focusing on the judiciary to ensure gender responsiveness throughout the justice chain.
Coherence: It is recommended that future programme design addresses the importance of the informal justice system including a strategy for how to incorporate it into programme activities.	Accepted	The UNDP/UN Women Joint Programme has developed strategy to engage with the informal justice system.
Coordination: It is strongly recommended that avenues for enhanced coordination and cross sharing of learning and information with CSOs, especially Women's Rights' Organisations, are seriously explored within the UNDP/UN Women Joint Programme itself, such as through the legal empowerment interventions. Within the UN family it is also	Accepted	UN Women under the Joint Programme is partnering and exchanging knowledge with numerous partners.

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<p>imperative that UNW and UNICEF coordination is strengthened so that interventions towards increasing access to accountable and responsive S&J services fully encompass both women and girls.</p>		
<p>Coordination: It is recommended that the programme develops appropriate monitoring tools to identify precisely what opportunities to effect transformational change exist in the diverse local contexts within the Governorates. Opportunities should be explored within the formal and traditional justice system; and may involve targeting procedural or substantive aspects. Ultimately, the programme should aim to become more pragmatic, realistic and reflective of the local context especially in the rural areas, Area C and other deeply controlled areas near the separation barrier or illegal settlements, and in areas that are recognised as having a deeply conservative culture.</p>	<p>Partially Accepted</p>	<p>The UNDP/UN Women Joint Programme focuses on institution building and specialisation of justice sector actors to respond effectively to violence against women.</p>
<p>Sustainability: The core recommendation of the team is that increased investment is needed in: a) the development of robust knowledge management and M&E systems in order to capture and evidence achievements made; and b) communications so that the evidenced achievements can both be used for policy influencing and to promote shared learning with other actors across the S&J system (state, non-state, formal and informal).</p>	<p>Accepted</p>	<p>The UNDP/UN Women Joint Programme has a specific component on M&E that focuses on the Justice and Security system. The programme also employs a communications specialist to capture changes, lessons learned and challenges.</p>