



the harmonized results report **2013**



the harmonized results report
2013

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About UNRWA

UNRWA is a United Nations agency established by the General Assembly in 1949 and is mandated to provide assistance and protection to a population of over 5 million registered Palestine refugees. Its mission is to help Palestine refugees in Jordan, Lebanon, Syria, West Bank and the Gaza Strip to achieve their full potential in human development, pending a just solution to their plight. UNRWA's services encompass education, health care, relief and social services, camp infrastructure and improvement, microfinance and emergency assistance. UNRWA is funded almost entirely by voluntary contributions.

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Acronyms and Abbreviations

ABC	Activity-based costing	JCP	Job Creation Programme
AdCom	Advisory Commission	JFO	Jordan Field Office
Agency	refers to the United Nations Relief and Works Agency for Palestine Refugees in the Near East	LAC	Local Administrative Committee
ANC	Antenatal care	LFO	Lebanon Field Office
CAT	Capacity assessment tool	M&E	Monitoring and evaluation
CBO	Community based organisation	MLA	Monitoring Learning Achievement
DP	Department of Planning	MMR	Maternal mortality rate
EA	Emergency Appeal	MTS	Medium Term Strategy
EC	European Commission	N/A	Not applicable or available
EMIS	Education Management Information System	NCD	Non-communicable disease
e-Per	Electronic Performance Review	NTD	Non-traditional donors
EPI	Expanded Programme on Immunization	oPt	occupied Palestine territory
ERCDD	External Relations and Communications Department	PISA	Programme for International Student Assessment
FD	Finance Department	PRS	Palestine refugees from Syria
FIDES	Financial Systems Development Services	RBM	Results-based monitoring and/or management
FIP	Field Implementation Plan	RRIS	Relief and Registration Information System
GBV	Gender-based violence	RSS(P)	Relief and Social Services (Programme)
GF	General Fund	SAR	Syrian Arab Republic
GFO	Gaza Field Office	SDC	Swiss Agency for Development and Cooperation
GIZ	German Society for International Cooperation	SFO	Syria Field Office
HC	Health centre	SSN(P)	Social Safety Net (Programme)
HIP	Headquarters Implementation Plan	TIMSS	Trends in International Mathematics and Science Study
HQ	Headquarters	TVET	Technical vocational education and training programme
HRCRT	Human Rights, Conflict Resolution and Tolerance	UNICEF	United Nations Children's Fund
HRD	Human Resources Department	UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
IDP	Internally displaced person	WBFO	West Bank Field Office
IE	Inclusive education	WHO	World Health Organization
IMR	Infant mortality rate		

Introduction: Reporting Results for 2013

Introduction

The 2013 Harmonized Results Report outlines UNRWA's year to date achievements against its human development goals. The report describes the Agency's main common and field-specific results under its regular budget, the General Fund. It also provides qualitative and quantitative analysis for selected key indicators outlining results by field of operation.

Over the past biennium, the Agency has taken steps towards a more integrated and transparent methodology of monitoring performance. Monitoring of achievements takes place on a regular basis and at two levels, on a quarterly basis at the field level through quarterly management reviews, and on semi-annual and annual basis at the Agency-wide level through mid-year and annual results reviews. In these regular events, UNRWA focuses on reviewing how assistance has been used, what results have been achieved and how these changes are progressing towards achieving human development goals.

The Agency relies on the RBM system to facilitate strategic results monitoring. The system allows field offices and headquarters (HQ) departments to systematically capture and assess progress towards set targets. The RBM system hosts monitoring structures such as Emergency Appeals, Projects and other frameworks set out by the Agency and, wherever possible, establishes linkages between them.

Background

In 2010, UNRWA developed together with donors the harmonized results report initiative to reduce the reporting transaction costs and produce timely quality reports. The format and content has been agreed upon in cooperation with donors through an informal Donor Reference Group "Technical Working Group". The report is also in compliance with the 2005 Paris Declaration on Aid Effectiveness and the Principles of Good Donorship.

UNRWA's Medium Term Strategy for 2010-2015 is translated into a set of biennial programme plans for the field offices and HQ departments. These plans include performance monitoring frameworks that provide direction and guidance for the Agency; the frameworks are updated as appropriate and monitored regularly.

The Agency continues to demonstrate its transparency within the context of results-based management through harmonized results reporting, which also supports systematic planning and monitoring processes as well as improved quality of data reporting and analysis.

This report is the final report for the 2012-13 biennium, reflecting results achieved by UNRWA fields and HQ departments.

Methodology

The report is prepared by the Department of Planning using inputs received from the Programme Departments and Field Offices. The agreed upon principles of the Harmonized Results Report are as follows:

- 1- Reporting takes place once per calendar year within 90 days of the calendar year-end;
- 2- Indicators are based upon Agency-wide internal monitoring arrangements (i.e. biennium plans);
- 3- Baselines and targets are derived from biennium plans;
- 4- Indicators are disaggregated by Field Office and/or gender where possible;
- 5- An analytical, technical narrative of the programmatic assessment of actual results against planned achievements is provided; and
- 6- The monitoring matrix is updated every two years, in line with the biennium planning process.

The principles of reporting are consistent with those established in 2010.

Goal 1. A Long and Healthy Life

Strategic Objective 1

Ensure universal access to quality, comprehensive primary health care

Indicator	Location	Baseline 2011	Actual 2012	Actual 2013	Target 2013
(a) Average daily medical consultations per doctor	WBFO	104	107	116	90
	SFO	95	N/A	N/A	92
	GFO	103	113	109	90
	LFO	117	103	92	90
	JFO	96	87	81	84
	UNRWA	104	105	99	90
Source: UNRWA Health Department Reporting					
Frequency: Annual					
* Excludes consultations for Palestine refugees from Syria (PRS) in Lebanon and Jordan					

Results Analysis

The data show continuations of yearly downward trends, although individual rates for each are still above respective targets. On face value, these results present at best a mixed picture, clearly underscoring the need to strengthen and expedite efforts to change behaviours at both patient and provider levels (i.e. appointment system), reduce intensity of utilization and repeat/follow-up visits, and to ensure compliance with proposed targets. One plausible explanation behind the increase in rate in the West Bank may be the drop in the number of doctors working at health centres, which decreased from a total of 106 doctors in 2012 to 84 in 2013 (22 doctors previously working under the Job Creation Programme (JCP) reached the end of their contracts in 2013).

The high rates above 100 daily medical consultations per doctor indicate increases on 2012 figures. The high variability between fields can be explained as a consequence of an unreliable and inaccurate calculation methodology, and belies the fact that progress has been made. This indicator encompasses a key determinant of progress in the health reforms and thus its accurate and reliable calculation is critical for UNRWA. Accordingly, repeated iterations were executed in 2013 to identify the most reliable and accurate calculation method, and to standardize the calculation methodology across all fields. It became clear that calculations of the average number of consultations per doctor per day by each doctor was the most accurate and reliable method. Receptionist/clerk calculations (the method being used until December 2013) invariably showed significant inaccuracies and over estimations in the range of 20-30 per cent when tested against doctors' numbers. The two methods and their results were also compared and tested in GFO as part of research undertaken by Columbia University students last year. These results also validated the accuracy of the doctors' methods, with results ranging between 77-85 daily visits per doctor per day for various GFO doctors. Clerks' calculations in GFO were found to be unreliable in either direction, with ranges between 98 and 129. In light of these findings, at a health reforms retreat held in February 2014, all fields agreed to adopt the doctors' method as the new, revised standard and to use only this method henceforth (effective March 2014).

Data collection and reporting for Syria Field Office for this indicator stands incomplete for obvious reasons. Nonetheless, actual service delivery continued in terms of providing medical consultations at health centres that remained open, and through the use of innovative "health points" (a basic health facility with a nurse, or a doctor where available) to improve access. Health points were established at a location where UNRWA is housing internally displaced persons (IDPs) and/or spontaneous clusters/settlements of IDPs. A total of 671,426 health consultations

have been reported for 2013, compared to 697,228 in 2012, which is 3.5 per cent higher than in 2013. Since it was not possible to record granularity of information by staff working in challenging and insecure environments, the reported consultations for 2012 and 2013 include all consultations at the health facilities: with a doctor, nurse or any other staff.

Adoption of the 'doctors' method' from this year is expected to yield accurate and reliable results. It is also expected to reveal the actual progress attained in terms of lowering average consultations to approximately 70-90 per doctor per day, even at previously high volume facilities, as shown by research and the iterative work undertaken in Gaza. The reductions in the rates will be further cemented as the Family Health Team (FHT) approach and e-Health expand, with related changes in service delivery and health utilization expected to gain ground. At the end of 2013, 63 out of 138 health centres had implemented FHT, and 55 out of 138 HCs had e-Health. However, as FHT and e-Health are covering more and more health centres, funding needs are also growing. Increasing instances of work suspension/slowness are being reported from high volume health centres because of slow web connectivity or even disconnectivity, and other IT problems. This underscores the need for expanded/faster bandwidth and onsite IT expertise to resolve these technical problems. Accordingly, in addition to funds required to expand and cover remaining health centres with FHT and e-Health as planned, additional funds are concurrently required to ensure adequate connectivity and IT expertise at health centres already covered to fully realize the expected impact of the health reforms.

Strategic Objective 2

Protect and promote family health

Indicator	Location	Baseline 2011	Actual 2012	Actual 2013	Target 2013
(b) Percentage of pregnant women attending at least 4 antenatal care (ANC) visits	WBFO	77.2	81.5	83.4	90
	SFO	78.5	76.6	N/A	90
	GFO	92.5	93.5	93.0	100
	LFO	90.9	86.2	90.7	97
	JFO	86.2	82.2	83.4	85
	UNRWA	87	86.5	88.8	90
	Source: UNRWA Health Department Reporting				
	Frequency: Annual				

Results Analysis

Intensive health education and awareness transpires now during patient-provider contacts under FHT, highlighting improvements in pregnancy, perinatal and post-natal outcomes (including neonatal and infant health) with four ANC visits. WBFO and LFO show marked improvements compared to last year, while JFO and GFO show only marginal improvements. Excluding Syria, a total of 76,449 pregnant women were under pregnancy-related care across UNRWA (10,663 in West Bank; 38,983 in Gaza; 4,398 in Lebanon; and 22,405 in Jordan) in 2013. Relatively limited progress over 2012 indicates complexities associated with changing behaviours to ensure 100 per cent compliance (all four visits) in the remaining 13-15 per cent population of defaulters (those who do not attend all four ANC visits). However, the data for those attending three ANC visits shows an average of over 95 per cent for each field. Ensuring that clients make the fourth ANC visit has become more challenging, especially as the health status of expectant mothers during pregnancy has gradually improved and the incidence of early warning signs and/or complicated pregnancy or delivery have decreased, as reflected by very low maternal, neonatal and infant mortality rates in our populations. Similarly, field experiences and observations, as well as input from outreach staff, point to the need to lower targets to account for healthy gains and

improvements in pregnancy outcomes, infant mortality rates (IMR) and maternal mortality rates (MMR) across the agency as a whole.

It is, however, clear for all health staff that complacency in any way could lead to a reversal in these gains and thus there is a continuing need to impress upon expectant parents and their families the benefits of attending all four ANC visits, even in instances of a healthy pregnancy. In the case of Syria, though recordkeeping and collection, and the collation and reporting of data are patchy in gauging all visits by each expectant mother, efforts to provide ANC coverage continue. The key objective of additional, newly introduced peripheral health facilities, 'health points' manned by at least a nurse (and a doctor where possible), is to provide very basic healthcare, namely ANC to IDPs. A recent analysis has shown that use of health centres by refugees in Syria during the conflict (2012, 2013) has remained at 60-70 per cent of the pre-conflict baseline, i.e. 2010, as indicated by the total number of yearly health consultations. This high level of coverage, despite worsening security, conflict and other associated challenges, can be attributed plausibly to innovative and alternate health delivery measures, such as health points and unrestricted access to all health centres by all refugees instituted by UNRWA in Syria. Similarly, it would also be plausible to infer that ANC coverage is also being maintained at 50-70 per cent of pre-conflict levels, despite continuation of the conflict. Finally, as a proxy, no reports of acute increases in maternal and/or neonatal deaths have been received in the case of Palestine refugees from Syria.

Based on the Agency-wide lessons learned it has been agreed to:

- Further invest in and strengthen community partnerships and outreach targeting the community and household levels; and
- Revise (lower) the targets for 2014 to make them more realistic.

Strategic Objective 3

Prevent and control diseases

Indicator	Location	Baseline 2011	Actual 2012	Actual 2013	Target 2013
(c) Total number of diabetes patients in the NCD programme	WBFO	19,949	21,334	22,301	20,946
	SFO	13,360	N/A	N/A ^a	14,028
	GFO	31,338	34,114	36,050	32,905
	LFO	10,965	11,218	11,255	11,513
	JFO	39,299	40,706	41,956	41,264
	UNRWA	114,911	107,372	111,562	120,657
	Source: UNRWA Health Department Reporting				
	Frequency: Annual				

Results Analysis

All fields except LFO reached their targets, with LFO missing its target by just 2.3 per cent. The Agency-wide target (excluding Syria) has also been surpassed. Ageing of the refugee population coupled with the growing prevalence of health risk behaviours, namely sedentary life styles, physical inactivity, smoking and obesity is putting populations across the globe at higher risk of non-communicable diseases (NCDs) and related health complications. The situation is no different for Palestine refugees; rather, it is worse in the wake of additional regional stressors such as conflict, displacement, inflation and unemployment. Monitoring of this indicator and the attainment of targets are thus critical for UNRWA. For Syria, though country level data is missing, medical records of PRS show that over 2,000 are diabetic and seeking care in Lebanon, and there

are also over 800 diabetics in Jordan.

The cumulative progress achieved across the Agency in 2013 attests to the increased attention to community-based outreach efforts, such as the diabetes campaign, as well as the greater focus on personalized health education and awareness during health centre visits, which is part of FHT under health reforms. The results from the recently concluded diabetes campaign support the notion that community-based screening events can increase early diagnoses for many diabetics without any prior knowledge of positivity. This early diagnosis, if followed by the provision of proper and timely medical care, has the potential significantly to improve the quality of life of patients and reduce the frequency and severity of debilitating complications, as well as the associated cost burden for families and UNRWA imposed by cost-intensive medical and surgical procedures to treat these complications. Furthermore, clinic-based health education and promotion interventions, such as mild exercise sessions and healthy cooking for diabetic and hypertensive patients instituted over a 3-6 month period have also shown encouraging results in terms of reduction in weight, body mass index (BMI), and sugar and blood pressure levels.

Increasing behavioural risks and environmental and societal stressors for NCDs along with the success of health campaigns, underscore the need to continue, supplement and augment such ongoing efforts in addition to corresponding investments in health outreach, early screening, community participation and other health protection interventions.



Strategic Objective 3

Prevent and control diseases

Indicator	Location	Baseline 2011	Actual 2012	Actual 2013	Target 2013
(d) Percentage of 18 month old children that have received all Expanded Programme on Immunization (EPI) vaccinations according to host country requirements	WBFO	99	100	100	100
	SFO	99	N/A	N/A ^a	100
	GFO	99	99.8	99.7	100
	LFO	99	99.2	99.5	100
	JFO	98	99	98.8	100
	UNRWA	99	99.5	99.4	100
	Source: UNRWA Health Department Reporting				
Frequency: Annual					

Results Analysis

2013 results, though satisfactory in GFO, LFO and JFO, still underscore targeted and focused efforts to identify the remaining 0.06 per cent (40 or so children under 18 months of age) of defaulters. Recently announced efforts by the countries in the region and UNRWA significantly to scale-up special as well as routine childhood immunization efforts in the wake of the confirmed outbreak of polio in Syria, will greatly benefit efforts to cover this small number of children. It will also help to maintain high immunization coverage levels to ensure “herd immunity” and prevent any outbreaks of any vaccine-preventable diseases in children. UNRWA is working together with Ministries of Health, the World Health Organization (WHO), and the United Nations Children's Fund (UNICEF) in host countries on these expanded multiple immunization rounds to ensure that all age-appropriate children in our target refugee population are immunized and protected. This additional focus upon immunization and additional rounds will greatly help meet our targets under this indicator.

^a Data for this indicator is calculated through a Rapid Assessment Survey conducted in September of each year and looks at all children born in 2012 who are 18 months of age in September 2013. Data for Syria is not available as such a detailed field-based survey could not be conducted during ongoing conflict. The survey showed a total of 6,709 children aged 18 months or younger across four fields: Gaza (3,191), Lebanon (397), Jordan (2,265) and West Bank (856).

Goal 2. Knowledge and Skills

Strategic Objective 4

Ensure universal access to and coverage of basic education

Indicator	Location	Baseline 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Target 2012-13
(a) Learner drop-outs – elementary education (MALE) (%)	WBFO	1.24	1.66	0.92	0.30	1.24
	SFO	1.12	1.82	N/A	N/A	1.12
	GFO	2.3	2.22	2.55	2.80	2.55
	LFO	6.04	5.16	5.10	4.46	5.14
	JFO	2.81	3.09	2.42	2.56	2.81
	UNRWA	2.4	2.42	N/A	N/A	2.10
	<i>Excluding SFO</i>	N/A	2.53	2.64	2.62	2.16
Source: UNRWA Education Department Reporting						
Frequency: School year						
Indicator	Location	Baseline 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Target 2012-13
Learner drop-outs – elementary education (FEMALE) (%)	WBFO	0.88	0.31	0.27	0.12	0.88
	SFO	1.64	2.10	N/A	N/A	1.64
	GFO	0.80	0.80	0.79	0.94	0.78
	LFO	2.42	2.82	3.68	2.81	2.00
	JFO	2.80	2.73	3.67	2.62	2.80
	UNRWA	1.50	1.41	N/A	N/A	1.30
	<i>Excluding SFO</i>	N/A	1.29	1.70	1.33	1.16
Source: UNRWA Education Department Reporting						
Frequency: School year						

Indicator	Location	Baseline 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Target 2012-13
(b) Learner drop-outs – preparatory education (MALE) (%)	WBFO	5.04	5.74	4.34	1.64	5.04
	SFO	8.52	14.71	N/A	N/A	8.00
	GFO	5.33	4.30	4.67	3.47	4.67
	LFO	9.28	7.25	10.31	8.20	7.89
	JFO	9.90	9.63	8.08	7.69	9.90
	UNRWA	7.40	7.58	N/A	N/A	7.00
	<i>Excluding SFO</i>	N/A	6.29	6.09	4.02	6.44

Source: UNRWA Education Department Reporting; Frequency: School year

Indicator	Location	Baseline 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Target 2012-13
Learner drop-outs – preparatory education (FEMALE) (%)	WBFO	1.67	2.00	1.58	0.95	1.67
	SFO	4.89	5.79	N/A	N/A	4.40
	GFO	1.92	2.11	2.34	1.80	2.33
	LFO	5.71	3.45	4.55	7.26	4.86
	JFO	8.64	11.62	9.77	10.41	8.50
	UNRWA	3.90	4.98	N/A	N/A	3.40
	<i>Excluding SFO</i>	N/A	5.44	4.48	3.39	3.3

Source: UNRWA Education Department Reporting; Frequency: School year

Results Analysis

Between the 2011-2012 and 2012-2013 school years, there was in general a decrease in drop-out rates in most fields and for both genders. Exceptions relate to the following: Lebanon preparatory education (girls); Jordan elementary education (boys) and preparatory education (girls); and Gaza elementary students.

For Jordan, despite a mixed picture with trends moving in different directions in elementary and preparatory education, overall survival to Grades 9 and 10 has improved for both boys and girls. In Lebanon, survival has improved for boys and declined for girls, with limited overall improvement if both genders are taken together. In the West Bank, there has been a positive trend for a few years now and this trend was again confirmed this year: between 2004-2005 and 2012-2013, the number of first graders not reaching Grade 9 has declined from approximately 400 to less than 100.

The Gaza figures show a positive trend with drop-out rates to Grade 9 being 3.47% for males and 1.8% for females compared to 4.67% and 2.34% for previous school year. Survival to Grade 6 remains almost stable with a slightly increase of dropout rates for both males and females. The actual drop outs in Gaza over the comparative period of review (2011-12 to 2012-13 school years) remained low in absolutely terms given the enrolment figure of 225,098 students. For males, in basic education this translates to 1,061 students and for females 436 with over half linked to the preparatory cycle and almost two-thirds attributed to males. Survival rates in the Gaza basic education cycle corroborated positive trends in drop out data as 2011-12 survival was 91.2% and in 2012-13 it increased to 92.5% for males. For females, a very stable survival with 96.4% increasing to 96.9%, 2011-12 to 2012-13 schools years, respectively.



In summary, the Agency-wide figures show an improvement in female elementary and male preparatory dropout rates and a decline in female preparatory and male elementary dropout rates. In the scholastic year 2012-2013, the total number of children enrolled in UNRWA schools was 491,641, with nearly as many boys as girls enrolled. Female enrolment stood at 49.94 per cent. Overall, there were 335,244 students enrolled in elementary schools, 152,670 in preparatory schools and 3,727 in secondary schools in Lebanon. The survival to the end of the basic education cycle (Grade 9 in all fields except Jordan) has improved slightly for all genders, with the survival rate for boys at 92.3 per cent compared to girls' survival rate of 94.9 per cent.

An Agency-wide study on the reasons for dropouts in UNRWA schools was finalized in 2013. The study highlighted the school-related factors that UNRWA can address to help decrease dropout rates. These factors were under-achievement, repetition, student's frustration, fear and disinterest in study. The factors highlighted in the study confirm the importance of the Education Reform, wherein full implementation has begun in all fields and Agency-wide policies and strategies are in place, to effect lasting positive change on student dropout rates. The reform holistically addresses key dimensions of quality education: teaching and learning, inclusive education, human rights, curricula, and school leadership practices. The reform also includes the development of an enhanced Agency-wide EMIS system, of which the Gaza EMIS was a pilot, to help better capture and address student dropout at the school, field and Agency-wide levels.

Note: in the previous results report, the preparatory dropout rates for the West Bank for males and females had been exchanged. This has been corrected in this edition. The Agency-wide values were also adjusted in light of this.

Strategic Objective 5

Enhance education quality and outcomes against set standards

Indicator	Location	Baseline 2009-10	Baseline* 2009-10	Actual 2012-13	Target* 2012-13
(c) The mean score obtained by students from MLA testing (Grade 4 – Maths) (%)	WBFO	44.4	237.74	236.55	48.5
	SFO**	47.6	N/A	N/A	50.0
	GFO	46.7	239.08	226.94	50.7
	LFO	41.6	229.20	226.30	45.6
	JFO	43.9	234.93	215.62	46.9
	UNRWA	45.3	236.65	224.80	48.8
	Source: UNRWA Education Department Reporting				
Frequency: Conducted once per biennium					
Indicator	Location	Baseline 2009-10	Baseline* 2009-10	Actual 2012-13	Target 2012-13
The mean score obtained by students from MLA testing (Grade 4 – Arabic) (%)	WBFO	45.6	235.87	265.20	49.6
	SFO**	48.1	N/A	N/A	51.3
	GFO	45.9	234.47	266.83	50.0
	LFO	38.5	206.18	247.34	42.5
	JFO	41.0	219.02	242.87	43.5
	UNRWA	44.2	227.30	258.19	47.7
	Source: UNRWA Education Department Reporting				
Frequency: Conducted once per biennium					

*The 2013 MLA has adopted the Item Response Theory (IRT) to align with international standards for monitoring learning achievements (i.e. TIMSS and PISA) and enable UNRWA to better monitor progress. Comparability of results between 2009 and 2013 MLA has been ensured by including a number of anchor items, i.e. questions, used in the 2009 and repeated in the 2013 MLA tests. The 2009 MLA results have also been reanalysed using IRT methodology and the mean score has been expressed in a new IRT scale of 0-500, with a standard deviation equal to 50. Targets set for 2014-15 biennium will be revised accordingly.

**For comparability reasons the UNRWA Agency-wide results for 2009 were computed without taking into consideration SFO results since the 2013 MLA could not be implemented in Syria due to the emergency situation.

Indicator	Location	Baseline 2009-10	Baseline* 2009-10	Actual 2012-13	Target 2012-13
(d) The mean score obtained by students from MLA testing (Grade 8 – Maths) (%)	WBFO	40.7	208.16	228.70	44.7
	SFO**	42.8	N/A	N/A	45.5
	GFO	45.8	222.22	226.98	49.8
	LFO	40.0	205.23	227.36	44.0
	JFO	40.2	206.79	223.48	43.2
	UNRWA	42.0	211.48	226.33	45.5
Source: UNRWA Education Department Reporting					
Frequency: Conducted once per biennium					
Indicator	Location	Baseline 2009-10	Baseline* 2009-10	Actual 2012-13	Target 2012-13
The mean score obtained by students from MLA testing (Grade 8 – Arabic) (%)	WBFO	24.8	172.50	250.40	28.8
	SFO**	37.1	N/A	N/A	44.9
	GFO	26.9	175.69	263.06	30.9
	LFO	34.6	204.10	243.95	38.6
	JFO	25.9	176.14	239.59	28.8
	UNRWA	28.3	178.01	252.15	32.5
Source: UNRWA Education Department Reporting					
Frequency: Conducted once per biennium					

Results Analysis

UNRWA students have traditionally outperformed their government school peers in national and international tests such as the Programme for International Student Assessment (PISA) and Trends in International Mathematics and Science Study (TIMSS) (conducted in Gaza, West Bank and Jordan Fields). These tests, however, are not undertaken in all fields, and hence do not allow for systematic review and analysis of performance with regard to equity and comparison between fields. The UNRWA Monitoring Learning Achievement (MLA) was therefore developed to address this in Arabic and Mathematics. A first version of the MLA was implemented in 2009 and the results were analysed using Classical Test Theory with results expressed as a mean score only. The 2013 MLA was developed to better analyse learning achievement with regard to performance levels, subject content, and cognitive domains, and higher order thinking skills (HOTs). This is in line with the aspiration of the Education Reform, and international standards for monitoring learning achievements (i.e. PISA and TIMSS). The 2013 MLA was conducted in all UNRWA schools in West Bank, Gaza, Lebanon and Jordan. The situation in Syria did not allow for implementation of the MLA.

Therefore the 2013 MLA provides a more meaningful picture of children's achievement, not only through the mean score, but with regard to performance levels, subject content domains and cognitive domains.

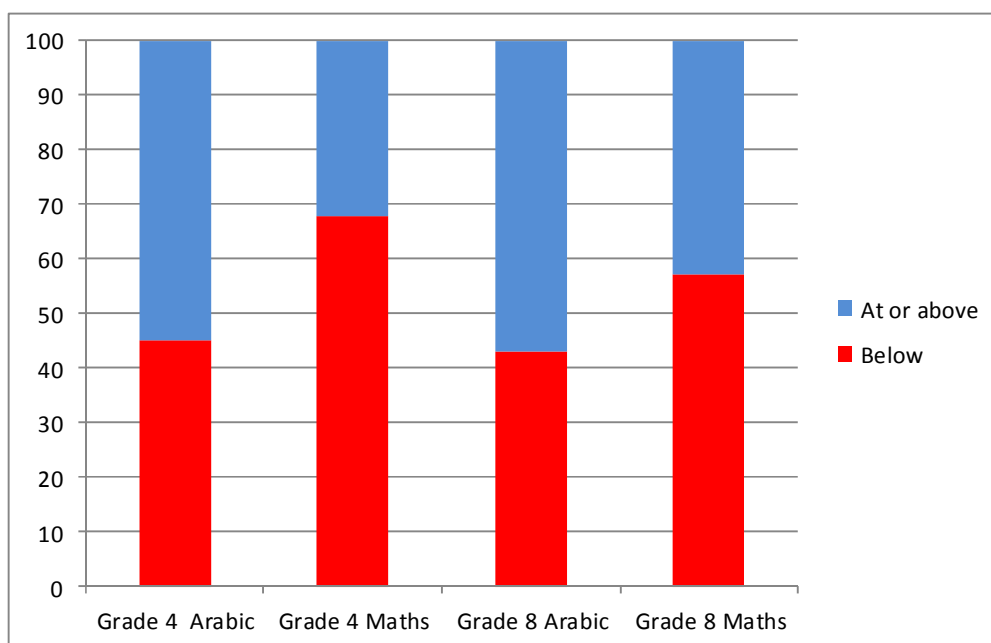
The 2013 MLA test was implemented and analyzed as follows:

- The 2013 MLA test results have been equated with the 2009 results to ensure comparability. As noted above, IRT equating techniques were used to conduct the analysis and results are reported on a percentage scale with a mean of 250. The detailed analysis of the equating process including the effect size of variations is provided as an annex to the 2013

MLA report.

- Levels of achievement were defined by a team of representatives from all fields. These levels facilitated analysis as to whether students achieve the level expected at that grade, or are above average or below grade level. The results of this process are presented in the tables below.
- In addition, a more in-depth analysis will look into student, teacher and school principal questionnaires to analyze education conditions in the fields as well as their impact.

Initial results from the MLA, comparing performance through the equating exercise only on the common items of 2009 and 2013, show encouraging progress in Arabic in both Grades and Maths in eighth Grade, but a decline in fourth grade Maths. The more sophisticated analysis did however show issues of disparity and inequity in pupil performance and as such provides a stronger direction for different levels of intervention. The results address Agency, Field and School level in order to ensure that any interventions are complementary. The proportion of UNRWA students below the expected grade level ranges between 43 per cent in Grade 8 Arabic and 68 per cent in Grade 4 mathematics, while there are between 32 per cent and 57 per cent performing at or above expectations (see graph below).



The preliminary MLA data also shows that, as in 2009, differences within fields are higher than differences between fields, with some schools and individuals performing much better than others. As noted, and to empower individual schools and the field support cadres, each school will receive their specific results on the MLA and the average performance of similar schools, according to gender and cycle, in the area.

The results again reflect the continuous importance of the Education Reform, with its emphasis on quality and equity of education and its integrated rollout in order to improve overall performance levels and decrease inequities within students achievement.

Strategic Objective 6

Improve access to education opportunities for learners with special educational needs

Indicator	Location	Baseline 2010-11	Actual 2011-12	Actual 2012-13	Target 2012-13
(e) The percentage of all children enrolled in UNRWA schools identified as having a special education need	WBFO	11.7	8	10.1	3.0
	SFO	9.7	N/A	N/A	6.0
	GFO	1.5	3.2	3.7	2.3
	LFO	6.2	0.32	1.4	5.0
	JFO	0.6	1.35	1.3	2.0
	UNRWA	4.1	3.07 <i>Excluding SFO</i>	3.6 <i>Excluding SFO</i>	2.9
Source: Field Office Education Programme Reporting					
Frequency: Annual					

Results Analysis

This indicator reflects the Education Reform emphasis on equity and inclusiveness. It measures the percentage of children attending UNRWA schools identified as having a disability. Low reported percentages of children with a disability therefore do not necessarily reflect that these children do not access UNRWA education, but may reflect low levels of identification.

As this is a new indicator, results since 2010-2011, the first year this indicator was introduced, have illustrated progressive improvement towards a shared understanding of the indicator. As understanding has progressed, the reported percentages have actually converged in most fields, suggesting that many of the initial differences in the 2010-2011 data reflected different understandings of the indicator more than actual differences in levels of access to education by disabled children.

The Education Reform will help address the needs of all children. Indeed, much progress has been achieved with regard to Inclusive Education, and implementation has begun in all fields and at the Agency-wide level. An Inclusive Education Policy was developed, endorsed and disseminated. To support its successful implementation, 20,000 policy briefs, 10,000 fact sheets, and 6,000 posters were distributed to UNRWA installations. The Inclusive Education Strategy was finalized in February 2013 and advocacy kits were disseminated to four of the five fields. Dissemination in Syria will soon begin. To support teachers in responding to diverse needs at the classroom level, a Teacher's Toolkit for Identifying and Responding to Diverse Needs of Students (physical, sensory, intellectual and behavioural) was also developed with training on the use of the Toolkit having begun in the Jordan Field, with 68 education specialists and 172 head teachers receiving training. As an inclusive education approach rolls-out in the five fields of UNRWA operations, it is expected that there will be improved identification and response to the diverse needs of children in UNRWA schools.

Field Specific Strategic Objective (Gaza)

Sustain UNRWA's Schools of Excellence achievements and exceed them

Indicator	Subject	Baseline 2010-11	Actual 2011-12	Actual 2012-13	Target 2012-13
(f) GFO unified testing pass rates (%)	Arabic	86.1	78.96	80.99	87.5
	Maths	75.8	70.71	71.00	77.2
Source: GFO Education Programme Reporting					
Frequency: School year					

Results Analysis

Students tested better in 2013 in both Arabic (2 per cent improvement in pass rate) and Mathematics (nominal) as compared to the achievements of the previous year. Girls achieved a pass rate of 89.10 per cent in Arabic and 76.94 per cent in Mathematics in 2013, compared to boys who scored 73.36 per cent and 65.43 per cent for the respective subjects. In both Arabic and Mathematics across both semesters, girls very clearly outshone boys. The Arabic (73.36 per cent) and Mathematics (65.43 per cent) pass rates for boys have shown considerable improvement from the 2011 achievements (Arabic 70.54 per cent and Mathematics 64.87 per cent). However, GFO achievement against targets for the reporting year showed improvement at a slower rate than initially envisaged. UNRWA is seeking to maintain incremental improvement, which is more realistic given resource limitations and the socio-economic context.

This year, the number of failing students dropped as compared to the previous reporting year. In the previous year, 9,106 students failed, while in this reporting year, the number of students failing has reduced to 7,911. This indicates a 13 per cent improvement with a catchment of 1,195 students. In the absence of sustained remedial interventions and support teachers starting in July 2013, this trend is not expected to be maintained. GFO is considering alternative mechanisms to bring in qualified teachers on a voluntary basis to enhance the performance of poor performing students. By doing so, it is hoped that the spirit of volunteerism will increase. Volunteer teachers will be able to showcase their potential and strengths, and to gain much needed experience for them to qualify for a teacher's role at a later stage.

In 2013, 30 new schools were constructed, thus bringing the total tally of UNRWA-owned School buildings to 156. In addition, three schools are being rented from the Palestinian Authority and all of these have largely contributed to an improved learning environment. Schools operating on double shift were reduced from 86 per cent in 2012 to 71 per cent in 2013, a decline of 15 percentage points, and class sizes remained at 38 students per classroom, down from 49 students per classroom in 2000, despite the population increase. Currently, over 231,000 students are studying in 245 UNRWA schools. This represents a 30 per cent increase on 2000 when 177,500 students attended UNRWA schools. UNRWA's top priority is fulfilling refugees' right to education, by providing quality schooling to children in grades 1-9. The student population during the same period grew by about 8,300. Such demographic growth will continue to increase pressure on UNRWA education infrastructure and related resources.

The fifth Annual Summer Learning event was attended by 44,117 students. It provided an additional opportunity for 4th-9th grade students who did not pass Arabic, Mathematics or both to study and receive basic skills for six weeks over the summer. At the end of the term, 86.24 per cent of students passed the required examination and successfully moved to the next grade.¹

The UNRWA TV channel began producing supportive lessons in February 2012 and has thus far produced 1,050 lessons in Arabic, Mathematics, English and Science for six scholastic grades. In comparison to the 402 lessons produced in the previous year, this year marks an impressive increase of 61 per cent (648 lessons) in the lessons production rate. It is worth noting that, effective

¹ This intervention was funded through the Emergency Appeal

2013, a new subject, Science for grades 4 to 9, was added for supportive education material production.

In 2013 multiple stakeholders, both internal to UNRWA and external (academicians, sector specialists, etc.), began to question the practice of unified exams across grades 4-9. However, to date there is no practical alternative and, as such, unified exams have continued and are expected to do so until there is a transition to an alternative system. The commitment of GFO and the articulation thereof to carry on with unified examinations seems to have been a strong motivator for teachers, parents and students to pursue quality, both through preparedness and performance. There exists a level of healthy competition among students and schools. This has indirectly lifted performance and is evidenced by better academic achievements in the current reporting period as compared to the previous year.



The leadership of the GFO Education Programme is seeking to drive objective performance measures for staff in schools and within the department at large. A clear communication was undertaken with staff on the need to focus on goals achievement and betterment of performance. The leadership undertook to advance the conceptual and design framework for major reform in the Education Programme. The said reform included a Teacher Policy, presently being implemented, which has already contributed to stronger motivation amongst the teaching faculty in particular. Reforms have broadly targeted improvement of communication, professional development and motivation of teachers, and are expected to result in better academic performance in the future.

As reported last year, a "slight regression in academic performance" was potentially being attributed to students needing time to adjust to exam style changes. From the incremental performance witnessed this year and in dialogue with the school teachers, it is becoming evident that students have found it a challenge to attune themselves to the new testing system. This may be crucial in explaining the very slight upward variations in the performance graph, seen through the actual results reported above.

Despite GFO having to discontinue the provision of remedial education and practice papers from

the beginning of 2013, it compensated for these by creating additional Interactive Learning Programme materials for existing courses in Arabic, Mathematics and English. In addition, due to quality instruction and the use of improved teaching methodologies now available in each TV programme produced, the numbers of viewers for the UNRWA satellite channel has increased by over 27 times. This year alone, 6,736,177 viewers visited the UNRWA YouTube channel.² Compared to 2012, subscription rates have grown by 19 times.

Some of the challenges faced by GFO include the decline of support teachers for assisting students in grades 1, 2 and 3. Compared to 2012, GFO recruited in excess of 1,500 support teachers for supporting a student population of 83,890. In comparison, in 2013 GFO had 600 teachers to support an increased population of 86. The period of such recruitment had also changed from being one year in 2012 to a four month JCP opportunity in 2013. 754. The student to teacher ratio had phenomenally increased from 1:55 to 1:144. The insufficient number of support teachers directly impacts on the foundation-building that is so crucial in the formative years of formal education and, given continued budgetary constraints, could well become a huge factor in the academic achievement of students in the coming years.

Field Specific Strategic Objective (LFO)

Improve achievement levels in UNRWA schools

Indicator	Location	Baseline 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Target 2012-13
(g) Pass rates (national exams for preparatory) (%)	LFO	57.9	57.96	51.90	63.58	60.0
Source: LFO Education Programme Reporting						
Frequency: School year						

Results Analysis

The Brevet results during the scholastic year 2012-13 were very encouraging as they show a 12 per cent increase compared to the number of students who passed this national exam in the previous academic year. While there was an improvement in all areas, with Central Lebanon showing an increase of 19.2 per cent, North Lebanon 20 per cent and Tyre 14.9 per cent, the highest increases were found in Saida (29.7 per cent) and Beqaa (27.8 per cent).

A total of 60,983 students sat the Brevet exam, of these 2,419 were UNRWA students. UNRWA students' results were higher than those in governmental schools. The official national Lebanese pass rate for government schools for the same academic year was 60.63 per cent (vs. 63.58 per cent for UNRWA students). The Lebanese national average pass rate (including private schools) was 72.76 per cent in 2013.

As in the last reporting period, girls performed better than boys: the pass rate for girls was 68.45 per cent, compared to 56.9 per cent the previous year; and for boys the pass rate increased from 41.95 per cent the previous year to 58.95 per cent this year.

The reasons behind this improvement are both external and internal:

External: there were some factors which negatively affected 2011-12 results which were not present any more in the 2012-13 year; namely, the conflict between government teachers' unions and the Ministry of Education in 2012, as well as the UNRWA teachers' union strike and boycott at the beginning of the 2011-12 scholastic year. Moreover, questions in the Brevet exam included an unexpected and much higher number of higher order thinking skills than previous years, for which students, including at national level, had not been prepared for. The percentage of higher order thinking questions in 2012-13 went back to 2010-2011 levels.

² <http://www.youtube.com/unrwatv>

Internal: LFO focused on increasing support provided at the school level, including extra lessons after the normal duty hours and during school holidays for all 9th graders. During these lessons teachers focused on training students on all the required competencies/skills for the test, including specific training for higher order thinking skills questions. Also, the support provided by education specialists in all schools was strengthened through additional recruitment and enhanced internal coordination.

One of the most important factors that pushed progress was strengthening the school-parent link, by involving and helping parents in supporting their children's home learning.

Through the implementation of the UNRWA Inclusive Education (IE) policy and strategy, awareness-raising sessions were carried out so that relevant education staff could start providing students with disabilities and learning difficulties with specific support. Internal coordination was enhanced as well as the coordination of NGOs working in this area.

Goal 3. A Decent Standard of Living

Strategic Objective 7

Reduce object poverty

Indicator	Location	Baseline 2011	Actual 2012	Actual 2013	Target 2013
(a) Percentage of refugees identified (or estimated) to be poor who receive a social transfer	WBFO	84.9	59.2	48.3	66.7
	SFO	33.3	33.3	N/A	N/A
	GFO	100.0	100.0	100.0	100.0
	LFO	32.5	32.8	34.5	44.0
	JFO	19.7	21.1	20.1	19.9
	UNRWA	76.1	70.7	70.4	70.2**
Source: UNRWA Refugee Registration Information System (RRIS); FSS and field-specific information systems					
Frequency: Annual					

Results Analysis

In 2013, the Agency met its target to serve 70 per cent of refugees identified as poor and provide them with a social transfer in the form of food, cash and cash-for-work. The way in which each field contributed towards this achievement, however, was not as planned when the target was set two years ago:

- In 2011, the West Bank Field Office acknowledged it would no longer be able to provide social transfers to the poor as it had in the recent past given the decline in Emergency Programme funding for this piece of work in the West Bank. Funding tapered-off much more significantly than anticipated so while the Social Safety Net Programme has continued to serve nearly 36,000 refugees with food and cash each quarter, cash-for-work has reached fewer refugees than planned.
- The situation in Gaza deteriorated over the course of the past two years and, in turn, the number of refugees receiving assistance increased since 2011. Between the Social Safety Net and Emergency Programmes, the GFO has been able to keep pace with the demand for food assistance with coverage maintained at 100 per cent. In addition, the high number of refugees receiving food assistance in Gaza in 2013 (840,000)³ skews the Agency's overall level of accomplishment towards this strategic objective.
- LFO set its target based on a strategy informed by the American University of Beirut study on the socio-economic situation of Palestine refugees in Lebanon conducted in 2010. The field's target was to provide social transfers to 44 per cent of the estimated 160,000 poor refugees residing in the country. In Lebanon there are few means with which to provide regular transfers, so although LFO was the only field to receive an increase in the Social Safety Net Programme funding ceiling in 2013, it was not sufficient to reach the target.
- JFO met its target through only one stream of programming, the Social Safety Net Programme (SSNP), and this reflects how challenging it is for UNRWA to provide social transfers to a large number of poor with only 20 per cent of the estimated poor Palestine refugees in Jordan enrolled in the programme (59,000 individuals). With that said, the target was informed by nationwide statistics on poverty, which were extrapolated and applied to the Palestine refugee population. With the upcoming release of Faf's research on the socio-economic situation of Palestine refugees in Jordan, it is hoped the Agency can set more precise targets for its work in this field.

³ This figure includes beneficiaries receiving assistance from the Emergency Appeal

The value of social transfers provided through the SSNP, in this case food and cash, is monitored on a quarterly basis based on the local market. Added to the US\$ value of the social transfer in the local market is the US\$ 10 quarterly cash supplement. This figure is compared to the abject poverty line, resulting in a percentage that reflects, on average, how far the social transfer went to covering families' basic food consumption needs. The values below are for the last quarter of 2013:

- Gaza: US\$ 57.3 / US\$ 136.5 = 42 per cent
- Jordan: US\$ 30 / US\$ 111 = 27 per cent
- Lebanon: US\$ 33.9 / US\$ 195 = 17.4 per cent
- West Bank: US\$ 46 / US\$ 188 = 24.5 per cent

* This indicator is not relevant in Syria given the crisis

** This target has been adjusted to remove Syria field's target for 2013

Strategic Objective 9

Offer inclusive financial services and increased access to credit and savings facilities, especially for vulnerable groups such as women, youth and the poor

Indicator	Location	Baseline 2011	Actual 2012	Actual 2013	Target 2013
(b) Total number of loans financed to refugee clients through all microfinance loan products	WBFO	2,095	2,662	2,167	6,521
	SFO	1,652	899	124	14,601
	GFO	2,953	3,054	3,144	7,333
	LFO	N/A	N/A	N/A	N/A
	JFO	5,961	8,472	6,178	25,870
	UNRWA	13,471	15,087	11,613	54,325
Source: UNRWA Microfinance loan management information system					
Frequency: Reported annually, monitored monthly					

Results Analysis

UNRWA's microfinance programme is a market-based, commercially-oriented programme that fits a wide range of the population's needs, including the poorest. The programme provides a variety of loan products to refugees and non-refugees and is able to achieve financial sustainability by covering its costs from the interest charged to its clients. While the programme financed 26,539 loans valued at US\$ 30.55 million in 2013, Palestine refugees only accounted for 44 per cent of clients. Poor and low-income refugees constituted a significant majority of refugee clients. The 2013 poverty scorecard survey indicated that a considerable share of its clients live below the national poverty line in each region and the majority live on low incomes of double the national poverty line.

Outreach to Palestine refugees continue closely to mirror their demographic weight in the regions where UNRWA operates. Geographically, Palestine refugees accounted for 86 per cent of clients in Gaza, 61 per cent in Jordan, 23 per cent of clients in the West Bank and just four per cent of clients in Syria. In terms of overall lending to Palestine refugees and non-refugees, the programme met less than half (49 per cent) of its outreach target in 2013. The original targets set were based on the 2009-2013 microfinance business plan, which foresaw a higher level of growth than was achieved. This was primarily due to insufficient funds to open new branch offices, which opened at a much slower rate than planned. Additionally, the assumption that the situation in Gaza would slowly improve during the five-year reporting period proved to be too optimistic.

As there are no plans to modify the geographical ratios of clients, the total number of loans in the future is expected to increase, a trend that has been rising on a year-on-year basis until 2013. There have been a number of factors affecting the programme's outreach to Palestine refugees and other clients. The two primary factors were: i) the armed-conflict in Syria which saw overall

outreach decline from 17,717 loans valued at US\$ 12.34 million in 2011 to just 3,392 loans valued at US\$ 0.91 million in 2013. Outreach to Palestine refugees was especially damaged due to the looting and destruction of the programme branch office in Yarmouk, which is home to the largest concentration of Palestine refugees in Syria; and ii) as UNRWA is currently not able to issue notarised and legally enforceable contracts in Gaza, the outreach of the programme declined from 12,685 loans valued at US\$ 10.36 million in 2005 to 3,661 loans valued at US\$ 5.56 million in 2013, and has significantly reduced the programme's ability to serve Palestine refugees in the most dense refugee settlement. A third factor has been a three-year decline in outreach to Palestine refugees in the West Bank, from 11,184 loans valued at US\$ 16.77 million in 2011 to 9,369 loans valued at US\$ 12.85 million in 2013. Although it is the second densest region of refugee settlement, Jordan also saw a 27 per cent decline in Palestine refugee outreach in 2013. This was mainly due to the tightening of programme lending and guarantee procedures in two large branch offices, which aimed to reduce the increasing risk in their portfolios. As long as these factors remain it will be necessary to recalibrate the target outreach to Palestine refugees.

In 2013, women accounted for 37 per cent of all clients, while Palestine refugee women accounted for 38 per cent of all Palestine refugee clients. The disaggregated picture is as follows:

Refugee clients			
Field	Female	Male	Total
WBFO	795	1,372	2,167
GFO	1,242	1,902	3,144
SFO	49	75	124
JFO	2,344	3,834	6,178
TOTAL	4,430	7,183	11,613

Thus, while the numbers vary, the ratio of Palestine refugee clients who are women is fairly constant, ranging from 37-40 per cent of all Palestine refugee clients in each field.



Strategic Objective 9

Offer inclusive financial services and increased access to credit and savings facilities, especially for vulnerable groups such as women, youth and the poor

Indicator	Baseline 2011	Actual 2012	Actual 2013	Target 2013
(c) The periodic review of social performance of the Microfinance Programme	Completed a social rating assessment for JFO. Completed three simple poverty scorecard surveys of clients in SFO, WBFO and JFO. Completed annual statistical survey of social performance management indicators for the programme and each field office	Completed simple poverty scorecard surveys of clients in JFO, SFO and GFO. Prepared quarterly surveys of social performance management indicators for clients in each field office and programme	Completed simple poverty scorecard surveys of clients in WBFO (May), JFO (May), SFO (June) and GFO (June). Prepared quarterly surveys of social performance management indicators for clients in each field office and programme	Social impact and rating assessments and/or sample poverty studies completed in all microfinance fields of operation
Source: UNRWA Microfinance studies				
Frequency: Reported/conducted annually				

Results Analysis

The programme completed seven poverty surveys of clients in all fields during 2012 and 2013, with one study in WBFO and two studies completed in SFO, GFO and JFO. It also produced separate annual reports on gender and youth outreach in 2012 and is currently preparing the annual reports for 2013. In addition to providing annual and quarterly reports on the social performance indicators for each period, the programme produced an annual financial statement for each year and quarterly financial statements for each field, together with quarterly financial ratios indicating the financial performance of the programme. In order to assess the situation in Syria the programme also undertook a damage assessment survey in June 2013 to gauge the impact of the current conflict in Syria on the businesses and households of clients. No social impact and rating studies were undertaken during this period as the programme was engaged in transformation planning and the only independent report during this period was prepared by Financial Systems Development Services (FIDES) on a "Strategy and Action Plan on the Spin-off of UNRWA's Microfinance Programme."

Strategic Objective 10

Improve Employability

Indicator	Location	Baseline 2011 for 2009-10 graduates	Actual 2012 for 2010-11 graduates	Actual 2013 for 2011-12 graduates	Target 2013 for 2011-12 graduates
(d) Percentage of graduates employed or continuing their studies among active job seekers (MALE)	WBFO	(90) 91	82	89	90
	SFO	(79) 85	75	45	85
	GFO	(69) 72	78	71	78
	LFO	(88) 92	92	69	85
	JFO	(91) 92	95	98	92
	UNRWA	(84) 87	85	78 (83 excluding Syria)	83
	Source: UNRWA Education Management Information System (EMIS)				
	Frequency: Annual; 12-months after school year				
Percentage of graduates employed or continuing their studies among active job seekers (FEMALE)	WBFO	(73) 76	66	77	90
	SFO	(80) 85	63	57	62
	GFO	(48) 51	53	49	54
	LFO	(62) 77	77	66	65
	JFO	(84) 87	81	93	86
	UNRWA	(73) 75	70	75 (76 excluding Syria)	76
	Source: UNRWA Education Management Information System (EMIS)				
	Frequency: Annual; 12-months after school year				

Results Analysis

Employment rates for UNRWA technical vocational education and training programme (TVET) graduates continue to be high at the Agency-wide level: 83 per cent employment rate for males and 76 per cent employment rate for females one year after graduation, if Syria is excluded; and 78 per cent and 76 per cent for males and females respectively including figures from Syria. The programme continues to be in demand, with UNRWA records in December 2012 showing that 6,924 students enrolled in the 2012/13 scholastic year, 40.5 per cent of whom were females.

With specific regard to Jordan and the West Bank, TVET graduates' employment rates have increased for both males and females. Employment rates now stand at 89 per cent for West Bank male TVET graduates and 77 per cent for West Bank female graduates; and 98 per cent for Jordan male graduates and 93 per cent for Jordan female graduates.

Relevant employment rates, the percentage of active job seekers who find a job in an area related to their study, or continue studying in a related field, has also increased, by 13 percentage points in Jordan to 93 per cent (94 per cent for males, 92 per cent for females) and by 11

percentage points to 77 per cent in the West Bank (78 per cent for males, 76 per cent for females).

In a context of very high youth unemployment rates – 26 per cent in Jordan in 2011,⁴ and 35.2 per cent in West Bank in 2012,⁵ – these employment rates suggest that the UNRWA TVET programme is providing very good opportunities for its graduates in Jordan and the West Bank.

In Gaza, the ongoing blockade has been impacting on employment opportunities and this explains the continuing low rates of employment for male and female graduates at the two colleges; 71 per cent for males and 49 per cent for females respectively (65 per cent for both taken together). In 2013, employment rates were further affected by the closure of the tunnels with Egypt. In a document published in February 2014 (*Is the closure of the tunnels from Egypt further suffocating the Gaza economy?*)⁶ the World Food Programme estimated that between mid-June and late-August 2013 “over 250,000 workers lost jobs across all sectors, including some 30,000 from the construction sector and over 40,000 workers as a result of the collapse of the tunnel economy.”

Within a context of higher unemployment rates, UNRWA Gaza 2012 TVET graduates have a definite advantage on the labour market compared to the average youth. Indeed, in 2012, the Gaza strip’s youth unemployment rate stood at 47.5 per cent. Despite the increasingly difficult situation, relevant employment rates for female UNRWA TVET graduates have increased. Relevant employment now stands at 49 per cent for males and 43 per cent for females.

In Lebanon, employment rates for UNRWA TVET graduates have decreased to 69 per cent for males and 66 per cent for females. Of note is that relevant employment rates are 44 per cent for males and 43 per cent for females. This constitutes the largest gap between employment and relevant employment rates in the Agency. This decrease was unfortunately expected and is predicted to further worsen in 2014. The arrival of refugees from Syria has severely affected the Lebanon job market and the World Bank even expects that unemployment will double between 2013 and 2014.⁷ Palestine refugees are among the most affected by the crisis, with refugees from Syria competing for the same low-skilled and low paying jobs that Palestine refugees usually hold. However, reflecting the World Bank’s analysis (pp. 83, 91), there is an estimated 34 per cent unemployment rate for youth in Lebanon, and up to a dismal 90 per cent unemployment rate for the most vulnerable population of Palestine refugees from Syria. The UNRWA TVET graduates are again doing relatively well in comparison with Lebanese youth, with unemployment rates at 31 per cent for male graduates and 34 per cent for female graduates, although the bleak labour market has meant that many of them have had to take up any job that was available, whether related to their studies or not.

Finally, in Syria, TVET programmes continued in 2012 with 546 graduates, versus 719 in 2011. Employment rates were 44.8 per cent for males and 56.7 per cent for females, relevant employment being at 24.2 per cent for females and 19.4 per cent for males. Keeping the TVET programme running, particularly with the Damascus training centre hosting IDPs, is an achievement. Here diversification of approaches in TVET training provision in Syria will be important, with more flexibility of course provision, a particular emphasis on short courses based on market needs assessments, and alternative education delivery tools such as Open Distance Learning based on TV broadcasting and modular web-based trainings. Training of this sort seeks to provide content through computer simulations, videos and interactive games organized in thematic modules delivered online. These innovative ways can pave the way for new approaches in all fields.

In conclusion, the UNRWA TVET programme has proven its capacity to provide Palestine refugee youths with job opportunities in an often constrained economic environment. Initiatives in all fields, such as strengthened communication between unemployed graduates, placement services through Facebook, courses in emerging trades such as elevator installation or food processing, upgrading of equipment, revision of curricula and extension of on-the-job training for students,

⁴ <http://unstats.un.org>

⁵ <http://www.imf.org/external/country/WBG/RR/2013/091113a.pdf>

⁶ http://unispal.un.org/pdfs/WFP_SpFocus-GazaTunnels.pdf

⁷ *Lebanon: Economic and social impact assessment of the Syrian conflict*; http://www-wds.worldbank.org/external/default/WDSPContentServer/WDSP/IB/2013/09/24/000333037_20130924111238/Rendered/PDF/810980LB0box379831B00P14754500PUBLIC0.pdf

have helped the UNRWA TVET programme maintain its good results.

In order to retain this advantage in a difficult environment, the TVET Strategy, developed by all fields with the support of the Swiss Agency for Development and Cooperation (SDC) and the German Society for International Cooperation (GIZ), will build upon the innovations and achievements at the field level but ensure increased coherence and overall impact. The Strategy will encompass a number of strands. These will increase access to the TVET programme through a diversity of routes, enable students to take advantage of opportunities that exist through relevant and appropriate training and linkages with the labour market, and enable students to make opportunities for themselves and adapt to crisis, towards which entrepreneurship skills are key. The UNRWA TVET strategy focuses on strengthening the overall governance, structures and quality assurance while allowing for field specifics, especially with regard to labour market linkages through partnerships with local communities and the strengthening of entrepreneurship skills. The strategy also focuses on access, allowing fields to identify partners, and, with regard to the current conflict, it also addresses TVET in emergencies, crises and wars.

As the Agency moves forward with a focus on poverty in the new Medium Term Strategy, TVET plays a crucial role in responding to the needs of at risk/vulnerable youth. The draft TVET strategy was circulated to UNRWA TVET stakeholders for review, substantive feedback and endorsement and implementation is expected to begin in 2014. The implementation plan will be used to provide a platform for stakeholder/donor engagement and partnership development.

Strategic Objective 11

Improve the urban environment through sustainable camp development and upgrading of substandard infrastructure and accommodation

Indicator	Location	Baseline 2011	Actual 2012	Actual 2013	Target 2013
(e) Number of identified SSN refugee families living in substandard shelters that have improved living conditions	WBFO	220	3	182	550
	SFO	12	11	0	123
	GFO	79	60	203	3,882
	LFO	185	195	653	1,237
	JFO	0	0	6	60
	UNRWA	496	269	1,044	5,852
Source: UNRWA Infrastructure & Camp Improvement					
Frequency: Annual					

Results Analysis

Over the course of 2013, a total of 1,044 SSN refugee families benefited from improved living conditions. Progress under this indicator continues to be challenged by financial constraints as the programme remains driven by project funding. As a result of the limited contributions received in 2013, UNRWA was able to improve the living conditions of 182 families in West Bank, 653 families in Lebanon, 203 families in Gaza and 6 families in Jordan. With the support of SDC, the European Commission (EC) and Japan, the Agency was able to rehabilitate 653 shelters in Ein El Hilweh, Rashidieh and in other camps in Lebanon and 6 shelters in Jerash camp in Jordan. The shelter rehabilitation works in Talbieh, Jerash and Husn camp and in other fields are still ongoing. Due to the deteriorating security situation in Syria, no rehabilitation works were undertaken in 2013.

In the climate of declining funding, the targets set for the rehabilitation, reconstruction and repair activities could not be reached. In 2013, 182 shelters are being rehabilitated in the West Bank as a result of SFD contribution (work is ongoing) and in Gaza 167 shelters had undergone rehabilitation works as a result of contributions from Japan and Canada. Works in Khan Younis, Rafah and Deir-el-balah are progressing after obtaining approvals for construction material to enter the Gaza strip.

Goal 4. Human Rights Enjoyed by All

Strategic Objective 14

Strengthen refugee capacity to formulate and implement sustainable social services in their communities

Indicator	Location	Baseline 2011	Actual 2012	Actual 2013	Target 2013
(a) CBOs level of performance on CBO standards (percentage)	WBFO	65	63	69	65
	SFO	70	N/A	N/A*	90
	GFO	74	81	85	85
	LFO	72	83	88	88
	JFO	68	79	83	70
	UNRWA	68	77	80	71
Source: Relief & Social Services Programme					
Frequency: Annual					

Results Analysis

2013 was the third year of implementation of the community-based organisation (CBO) Capacity Assessment Tool (CAT), which provides an opportunity to see trends within each field and across the Agency. The data show steady improvements in the CBOs' capacities in governance, financial management and quality social service provision, albeit at different rates of improvement in each field. The CBO CAT provides CBOs and UNRWA staff with a useful planning framework that allows them to prioritize UNRWA's interventions and direct efforts where they may be most effective.

Some field offices have begun to devolve the process of administering the CAT with the aim of CBO Local Administrative Committees (LACs) overseeing the process entirely on their own in the coming year. This approach is in line with the process that will be taking place during the 2014-15 biennium in which UNRWA fields will begin to engage CBOs in partnerships that are mutually beneficial and specifically serves poor refugees in the CBOs' communities.

* Target has been adjusted with Syria field removed

Strategic Objective 15

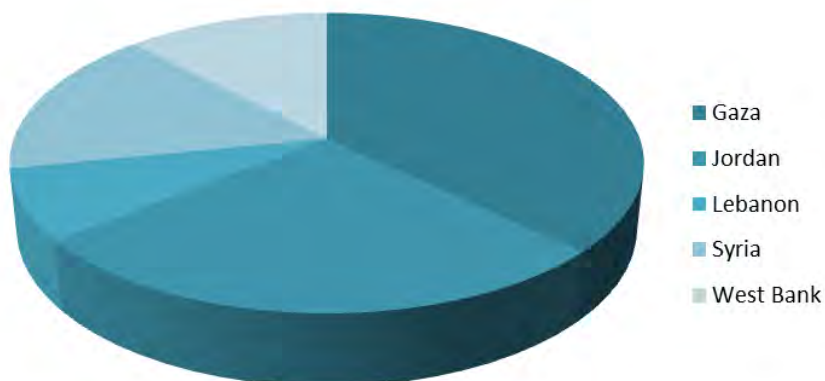
Ensure Palestine refugee registration and eligibility for UNRWA services are carried out in accordance with relevant international standards

Indicator	Location	Baseline 2011	Actual 2012	Actual 2013	Target 2013
(b) Percentage of new inscriptions meeting UNRWA standards	WBFO	75	92	100	95
	SFO	N/A	N/A	N/A	100
	GFO	99	100	100	99
	LFO	100	100	50	100
	JFO	96	94	100	92
	UNRWA	95	95	99	91
Source: Relief and registration Information System (RRIS)					
Frequency: Annual					

Results Analysis

In 2013, the target for ensuring applications from field offices to enroll new individuals as Palestine refugees was exceeded with only one application – one of the two applications received from LFO – for new inscription returned to a field for further documentation. In terms of numbers, there was an overall reduction in the number of new inscription applications in 2013, which may have allowed field staff to consider these applications more thoroughly before recommending them to UNRWA HQ for new inscription. A total of 60 new inscription applications were received, out of which 17 new inscriptions belonged to female applicants with their descendants. It is important to note there was no corresponding decrease in the number of routine registration transactions, such as registrations of marriages, births, deaths and divorces, during the same reporting period.

In addition to new inscriptions, the Agency also processed registration applications relating to a number of other areas, including new descendants, reinstatements with information, and reinstatements without information. It also included removing those registrations from deceased Palestine refugees. In total, well over 110,000 transactions regarding applications and deaths were processed. The total number of applications processed by each field in 2013 is presented in the pie chart below:





Emergency Appeals

Strategic Objective 8

Mitigate the effects of emergencies (both small-scale family emergencies and national crises) on individuals

Indicator	2012 Actual	2012 Target	2013 Actual	2013 Target
(a) Timely reporting of Emergency Appeals for 2013	2012 Semi Annual Report Achieved (August 15)	2012 Semi Annual Report 90 days	2013 Semi Annual Report Not achieved (September 30)	2013 Semi Annual Report 90 days
	Annual Report (April 30) Achieved	Annual Report 120 days	Annual Report (estimated 30 April) 120 days	Annual Report 120 days
Source: Department of Planning, RBM system				
Frequency: Annual				

Results Analysis

The Agency remains committed to strengthening monitoring and reporting activities to reinforce accountability of results. In 2013, the monitoring frameworks of Emergency Appeals for the oPt and the Syria Crisis Response have been completely integrated within the results-based monitoring system, which facilitated regular tracking of quarterly and year-end achieved results. The Department of Planning continued to provide support to the oPt and Syria Regional Coordination team for further development of performance monitoring tools and structures to ensure quality data collection and reporting. Although UNRWA has committed to produce timely semi-annual progress reports, the reports were produced after 120 days. The interim reporting will therefore be restructured to align with progress reporting in a bridged format. In October 2013, this was relayed during discussions with donors and no objections were received. The report structure will use a similar structure to the harmonized results report and report against a set of indicators.

Process Monitoring and Organisational Development

Strategic Objective 16

Well-managed stakeholder relationships that ensure adequate funding, and effective representation and communication

Indicator	Baseline 2011	Actual 2012	Actual 2013	Target 2015
(a) Overall contributions to the General Fund from diversified sources (%)	11	13.1	14.67	16
Source: External Relations and Communications Department				
Frequency: Annual				

Results Analysis

In line with UNRWA's 2012-2015 resource mobilisation strategy (RMS), the Agency exerted every effort to further diversify its donor base through a continued and systematic focus on emerging markets, Arab partners, non-traditional donors (NTDs), and private partners.

As the indicator illustrates, the RMS continues to yield results. From a 2011 baseline of 11 per cent, overall General Fund (GF) contributions from diversified sources rose by over 2 percentage points in 2012 and by another 1.5 percentage point in 2013. If the trend continues, the 2015 target could already be achieved in 2014, a year ahead of schedule.

Combined GF contributions from diversified sources increased from US\$ 76.6 million (or 13.13 per cent) in 2012 to US\$ 88.2 million (or 14.67 per cent) in 2013. Arab partners accounted for a share of the GF increase though this was caused by contributions to projects in the oPt. As a result, GF income from Arab donors rose from 4.53 per cent in 2012, equivalent to US\$ 26.4 million, to 6.60 per cent or US\$ 39.7 million in 2013. 2013 saw a decrease in GF contributions from emerging markets from US\$ 9.6 million in 2012, equivalent to 1.65 per cent of the total GF, to US\$ 4.3 million in 2013 or 0.73 per cent. The decrease is primarily due to the deferred delivery of a multi-million dollar in-kind donation from Brazil, which once received will bring the emerging markets' share of the GF closer to the 2012 level. Efforts in 2013 to step up outreach in Asia are also expected to translate into increased financial support in 2014. GF contributions from NTDs increased from 1.80 per cent in 2012, or US\$ 10.4 million, to 1.87 per cent in 2013, equivalent to US\$ 11.2 million. Overall income from private partners also rose from US\$ 8.6 million in 2012 to US\$ 9.3 million in 2013.

Strategic Objective 17

Develop and sustain UNRWA, enabling it to carry out its mandate

Indicator	2012 Targets	Organisational milestones:
(b) Organizational milestones are achieved for Agency-wide initiatives in 2013	Q1 by FD	The activity-based costing project is completed with an ABC model
Source: Multiple departments reporting with coordination of analysis by DP		
Frequency: Annual		

Results Analysis

The activity-based costing project has completed testing of a system which has applied the ABC methodology that was developed between 2012 and 2013. In terms of next steps, the allocation of full-time equivalents and overhead costs will be validated with the Field Offices and Departments during Q1 and Q2, 2014. This will include providing the systematic reports that are generated by the ABC system. After validation, the ABC reports will be shared along with the Monthly Financial Performance Reports as another tool to be used in financial and programmatic decision

management. The ABC system will be integrated with the ERP system which may also provide an opportunity to further improve the reports that are provided with more key performance indicators and disaggregation.

Strategic Objective 17

Develop and sustain UNRWA, enabling it to carry out its mandate

Indicator	2013 Targets	Organisational milestones:
(c) Organizational milestones are achieved for Agency-wide initiatives in 2013	Q1 by ERCD	Establishment of an internal communications framework for the Agency
	Q2 by DP	Biennium plans for the 2014-15 biennium are prepared and shared with the AdCom ²
	Q4 by HRD	Managers are trained so that all staff use a systematic, result-based performance review process through the e-Per system ¹
	Source: Multiple departments reporting with coordination of analysis by DP	
Frequency: Annual		

Results Analysis

ERCD: An internal communication framework has been developed to ensure the steady flow of communication on Agency related matters and to create a platform for a meaningful and timely dialogue between UNRWA management and staff members. A two-person Internal Communication Unit supervised by ERCD's Chief of Strategic Communications, was established at HQ Amman. The unit conducted a thorough technical and business assessment to identify the most beneficial development approach and best practices.

A company was recruited to create an Agency-wide staff portal, an Arabic language intranet site. 2013 marked the launch of the staff portal. Referred to as the Staff Gateway, Bawwabat Al Mowathaf, the portal enhances downward communication whilst "Have Your Say", Qol Ma Eindak, fosters upward communication. Throughout the year, the Staff Gateway was successfully piloted in JFO. The pilot stage proved invaluable, with lessons learned used to further enhance and adjust the system. Today, the Staff Gateway is operational Agency-wide.

The West Bank strike exposed the disconnect that exists between staff and UNRWA management and underlined the dire need and importance of coherent and structured internal communication work, tools and mediums. In 2014, greater efforts will be invested to improve communication of staff with senior management to create a more transparent environment whereby staff will have a better comprehension of the Agency's internal and external efforts, as well as the continuous challenges being faced.

DP: UNRWA delivered five completed biennium plans to the Agency's Advisory Committee in June 2013. The plans outline UNRWA's field-by-field strategy for 2014-15, as defined by the framework of the 2010-15 Agency Medium Term Strategy (MTS), and details the objectives and direction of the Agency's programme and support departments. The development of the plans was guided by feedback received throughout previous biennium planning processes and the 2010-15 MTS mid-term review. The process sought to strengthen engagement between programme and field departments, and to ensure greater uniformity across plans. The planning process also provided an opportunity for UNRWA to strengthen its internal monitoring framework, with a detailed review of all existing indicators. In particular, the Agency focused on ensuring quality and consistency in the monitoring framework for the Syria crisis response.

HRD: UNRWA has continued to support and train its managers to implement its new performance policy and systems. By the end of 2013, 85 per cent of supervisors, approximately 39 per cent females, had received training, advice and support. As a result, in excess of 75 per cent of staff are now being evaluated in the new Electronic Performance Review (e-Per) system, from senior staff to teachers to labourers. This is significant progress given the new concept, relative low levels of computer literacy among some staff and access limitations to technology in some of the fields. While it is taking time for all managers to fully understand the new performance management

policy and its procedures, performance management is gradually being viewed as a key pillar for managing and developing staff. This is a major cultural change for the Agency and UNRWA continues to have this as a HR priority. A number of good examples of work plans, objectives and indicators are emerging as a result of the training, which are being shared with other managers and teams who are still developing skills in these areas. The training has also identified some capacity gaps, particularly in areas of critical thinking / communication, in addition to the need to more clearly define some of UNRWA's leadership competencies. As such, initiatives to address these are underway and have contributed to improved performance expectations and dialogue in the Agency. Imbedding a quality performance management culture in the Agency is a long-term effort and will require continual investment and focus.

Below is the breakdown of staff trained on performance management by field office:

Location	No. of supervisors (grades 1-15), Senior Area and International Staff	No. of staff trained on PM	Total (%)	% Female
JFO	631	537	85	46
HQA	309	260	84	29
SFO	295	210	71	52.5
LFO	397	397	100	31.5
WBFO	410	325	79	36
GFO	571	520	91	36

Organisational Development:

Agency-wide active strategy on domestic violence in all UNRWA fields of operation

Indicator	Baseline 2011	Target 2012	Target 2013	Target 2013
(d) Referral systems to detect and refer women victims of violence in all UNRWA fields	5 functional referral systems in all UNRWA fields	Maintain 5 functional referral systems in all UNRWA fields	Maintain 5 functional referral systems in all UNRWA fields	Maintain 5 functional referral systems in all UNRWA fields
Source: Relief and Social Services				
Frequency: Annual				

Results Analysis

During 2013, the gender-based violence (GBV) referral system has expanded in all five fields (Gaza, West Bank, Jordan, Lebanon, and Syria) and continued the twin-track approach of building/consolidating partnerships and introducing the project to new regions. Building the capacity of the frontline staff from the main programmes continued: 715 staff received basic training; 561 received in-depth training; and 586 received specialized training. As a result, the number of survivors detected between December 2012 and November 2013 is 2,360 with 2,913 services accessed. The number of services accessed is higher than the survivors detected because of UNRWA's multi-sectoral approach to GBV, which means that the same survivor could access multiple services depending on their needs.

The Syria crisis has had a huge impact on the referral system, not only in Syria but also in Lebanon and Jordan which have integrated Palestine refugees from Syria (PRS) into their referral systems. In 2013, 516 GBV cases were detected in Syria showing the vast efforts staff have exerted towards rolling out the referral system in Damascus, Hama, Latakia, Deraa and Homs. The rollout of the referral system in IDP shelters resulted in the detection of GBV cases and provided a venue for awareness-

raising activities for the refugees displaced in these shelters. Furthermore, in Lebanon, 33 PRS GBV cases were detected and 15 survivors have accessed services. In Jordan, 9 PRS GBV cases were detected, 8 of whom have accessed services.



Agency policy on Human Rights, Conflict Resolution, and Tolerance (HRCRT) Education

Indicator	Baseline 2011	Actual 2012	Target 2012	Actual 2013	Target 2013
(e) Percentage of education staff who successfully completed the HRCRT training programme	Draft HRCRT Policy adopted	Pilot HRCRT training in JFO, WBFO	Rolling out of HRCRT training Agency-wide	9.5 (provisional)	20
Source: Education Department					
Frequency: Annual					

Results Analysis

After the endorsement of the HRCRT Policy in May 2012, the first half of the reporting period has been devoted to embedding the policy in the fields. A copy of the HRCRT Policy, a fact sheet and a PowerPoint presentation on the policy were provided to all schools and 6,700 UNRWA staff were reached through policy awareness sessions.

In order to support the implementation of the policy and update the teaching and learning of HRCRT in UNRWA schools, in line with international best practices, a toolkit for teachers was developed. The HRCRT Toolkit provides a general guide on human rights, planning tools for its integration at schools, and 40 activities that help to develop the knowledge, skills, and attitudes of

students towards a culture of human rights. The HRCRT Toolkit was developed following a highly participatory process involving all stakeholders from the different fields and pre-tested in West Bank and Gaza during the period November 2012-April 2013. The Toolkit was then improved in accordance with the feedback received and lessons learned. A workshop was conducted with all fields in July 2013 to introduce the Toolkit and plan for the training of all UNRWA teachers on the Toolkit and HRCRT.

HQ trained 40 trainers in each field, except Syria as only 12 trainers were trained with their colleagues in Lebanon field. As a result, around 170 trainers Agency-wide were ready to train other education cadre, education specialists, school principals and deputy school principals, who will support training of school teachers. Copies of the Toolkit were also provided to all teachers. The Toolkit and the trainings ensure a coherent rights-based approach to education in all fields and the enhanced delivery of the HRCRT education.

Field-level training on the HRCRT Toolkit then began in the second half of the reporting period. Training is now ongoing in all Fields, and close to 10 per cent of staff have been trained since August 2013. Therefore, the difference between the 2013 actual achievement and the target can be explained by the additional emphasis given, and thus time spent, on ensuring full understanding and ownership of the policy at field level, and the time required to improve the Toolkit through a participatory process. This provides a solid and meaningful foundation for the trainings that are reaching all UNRWA teachers and school principals.



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united nations relief and works agency
for palestine refugees in the near east

وكالة الأمم المتحدة لإغاثة وتشغيل
اللاجئين الفلسطينيين في الشرق الأدنى