



Harmonised UNRWA-Donor Report 2011

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UNRWA (the United Nations Relief and Works Agency for Palestine Refugees in the Near East) provides assistance, protection and advocacy for some 4.7 million registered Palestine refugees in Jordan, Lebanon, Syria and the occupied Palestinian territory, pending a solution to their plight. UNRWA is funded almost entirely by voluntary contributions from UN member states.

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Acronyms and Abbreviations

Agency	refers to the United Nations Relief and Works Agency for Palestine Refugees in the Near East	MOSA	Ministry of Social Affairs
AUB	American University of Beirut	MOU	Memorandum of Understanding
BPRM	Bureau of Population, Refugees and Migration	MTS	Medium Term Strategy
CAT	Capacity Assessment Tool	NA	Not applicable
CBO	Community Based Organisation	NAfKE	National Assessment of Knowledge Economy Skills
CFW	Cash for Work	NCD	Non-Communicable Disease
DFID	Department for International Development	oPt	occupied Palestinian territory
EA	Emergency Appeals	PCSU	Programme Coordination and Support Unit
EC	European Commission	PECS	Palestinian Expenditure and Consumption Survey
EMIS	Education Management Information System	PISA	Programme for International Student Assessment
ETI	Education Technical Instruction	PMTF	Proxy Means Testing Formula
FIP	Field Implementation Plan	RBM	Results-Based Monitoring and/or Management
GBV	Gender-Based Violence	RRIS	Relief and Registration Information System
GF	General Funds	RSS(P)	Relief and Social Services (Programme)
GFO	Gaza Field Office	SAR	Syrian Arab Republic
HIP	Headquarters Implementation Plan	SEN	Special Education Needs
HLCM	High Level Committee on Management	SFO	Syrian Field Office
HQ	Headquarters	SHC	Special Hardship Case
HRCRT	Human Rights, Conflict Resolution, and Tolerance	SSN(P)	Social Safety Net (Programme)
IDF	Israeli Defence Forces	TIMSS	Trends in International Mathematics and Science Study
JCP	Job Creation Programme	UNDG	United Nations Development Group
JFO	Jordan Field Office	UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
LFO	Lebanon Field Office	WBFO	West Bank Field Office
M&E	Monitoring and Evaluation	WHO	World Health Organisation
MDG	Millennium Development Goal	WFP	World Food Programme
MIX	Microfinance Information Exchange		
MLA	Monitoring Learning Achievement		

Introduction

Harmonisation alignment and managing for results are two key concepts and commitments made in the 2005 Paris Declaration on Aid Effectiveness which were recently reaffirmed during the 4th High Level Forum on Aid Effectiveness held in December, 2011 in Busan, South Korea.

This results reporting framework exemplifies how donors and UNRWA use the strategic planning framework of the UNRWA Medium Term Strategy (2010-15) and field and headquarter implementation plans for the basis of reporting, as envisaged in the Declaration.

Furthermore, the common arrangements established using the methodology (outlined below) simplify and harmonise with UNRWA monitoring and reporting processes, which is also very much in the spirit of the Declaration.

Within the context of results-based management, this results reporting demonstrates how UNRWA has strengthened its transparency: it provides a detailed and technical results analysis, and manages for results using selected key indicators from programmatic outcomes and outputs used in strategic planning with identified baselines and targets.

This reporting is also in line with actions undertaken by UNRWA as a result of dialogue with the Advisory Commission whereby efforts to consolidate and improve the quality and consistency of monitoring and external reporting were welcomed by Members, as was the alignment in the 2010 Annual Report of the Commissioner General to the General Assembly with outcome and output indicators based on the Medium Term Strategy.

Background

UNRWA worked with donors in 2010 to review and analyse various reporting requirements. An informal Donor Reference Group was established as a mechanism to seek tangible inputs targeting donors providing substantive and/or multi-year contributions to the UNRWA General Fund. The aim of this Initiative was to harmonise the technical reporting content requested by donors and to align with the new strategic planning processes in UNRWA introduced through Organisational Development (OD).

The organisational strategy is communicated through the Medium Term Strategy (MTS) for the 2010-15 planning period, using Human Development Goals and Strategic Objectives. Cascading from the MTS, each of the five UNRWA Fields of Operation establish a two-year programme strategy communicated through Field Implementation Plans (FIPs) containing outcomes, outputs and indicators using an adapted Logical Framework Approach. The FIP contains the indicators to be monitored over the biennium in addition to baselines and targets for these indicators which are used to align internal monitoring with external reporting using a consistent methodology. This Initiative is an example of good practice as exemplified in the Aid Effectiveness agenda relating to alignment with organisational strategy and procedures, harmonised/common arrangements for monitoring and managing for results using results-oriented reporting. In 2011, the Initiative was cited as an example of best practice in the UNDG-HLCM Study on Results Reporting.

In 2010, the first reporting of the Initiative took place and the 2011 reporting represents the final reporting for the 2010-11 biennium. Since the inaugural FIP planning process took place in 2009, there were expectations of adjustments required to

the monitoring matrix and this is most evident from some planned actions that were cancelled in the 2010-11 biennium. The most significant of these relates to the education programme which underwent an extensive, external programme review, and an Education Reform Strategy was launched which deferred a number of activities like Monitoring of Learning Achievement testing until the 2012-13 biennium.

Methodology

The 2011 Results Reporting is prepared by the Programme Coordination and Support Unit using inputs received from Programme Departments and Field Offices. This Report is centred upon the four Human Development Goals found in the MTS and includes indicators related to Emergency Appeals and Process Monitoring.

The essential principles of the Harmonised UNRWA-Donor Reporting framework are as follows:

- (i) Reporting takes place once per calendar year within 90 days of calendar year-end;
- (ii) Indicators are based upon Agency-wide internal monitoring arrangements (i.e. the FIP);
- (iii) Baselines and targets are derived using the FIP planning framework;
- (iv) Indicators are disaggregated by Field Office and/or Gender where possible;
- (v) An analytical, technical narrative of the programmatic assessment of actual results against planned achievements is provided; and
- (vi) The monitoring matrix is updated every two-years in line with the biennium planning process.

GOAL 1 A Long and Healthy Life

Strategic Objective 1

Ensure universal access to quality, comprehensive primary health care

Indicator	Location	Baseline 2009	Actual 2010	Actual 2011	Target 2011
(a) Average daily medical consultations per doctor	WBFO	109	105	104	85
	SFO	83.2	97	95	90
	GFO	97	98	103	90
	LFO	107	107	117	80
	JFO	96.2	101	96	90
	UNRWA	98.5	101	104	90
Source: UNRWA Health Department Reporting					
Frequency: Annual					

2011 Results Analysis

Under the current circumstances, it is extremely challenging to achieve the target for this indicator. During 2011, the total number of medical consultations at UNRWA health centres increased to almost 10.7 million, compared with 10.4 million in 2010. During 2011 no additional medical officer positions were created and in some fields the number of medical officers decreased as funding for their positions could not be maintained.

However, 2011 saw the introduction of UNRWA's new family health team approach. The approach focuses on improved management of staff time and skills. Equitable workload distribution as a result of teamwork and shifting of some tasks from medical officers to nurses is helping to reduce the burden of work for medical officers. Introduction of an appointment system is helping to manage demand.

There are early indications from pilot health centres that the family health team approach will be able to achieve at least a measure of reduction in the average medical consultations per doctor in the future. However, if staffing levels are not increased, any improvements will ultimately be offset by an increase in the number of patients – the expected consequence of population growth.

Strategic Objective 2
Protect and promote family health

Indicator	Location	Historical 2003	Baseline 2009	Actual 2010	Actual 2015
(b) Infant mortality rate	WBFO	15.3	19.5	19.5	<i>Indicator reporting is conducted every 5 years</i>
	SFO	28.1	28.2	28.2	
	GFO	25.2	20.2	20.2	
	LFO	19.2	19.0	19.0	
	JFO	22.5	22.6	22.6	
	UNRWA	22.0	22.0	22.0	
Source: UNRWA Health Department Reporting or other sources					
Frequency: UNRWA reporting is based on surveys conducted every 5 years					

2011 Results Analysis (no change)

MDG targets for host countries based on the World Summit for Children are 22, 20, 22, 21 and 22, respectively (i.e. top-to-bottom). UNRWA notes that MDG targets are not always disaggregated for Palestine refugees.

UNRWA reporting is based on surveys conducted every five years; the baseline study was conducted in 1997, the first follow-up study was conducted in 2003 and the second one was in 2008.

No statistically significant changes were observed compared with the previous survey conducted in 2003. The findings of this survey indicate that the infant mortality rates of Palestine refugees are comparable to those of most host countries. The Millennium Development Goal for the reduction in the number of infant deaths has been met in Lebanon and in the occupied Palestinian territory. In Jordan this target is more likely to be achieved whereas in Syria the gap is larger and behind target.

For trending purposes, historical results from the 2003 Infant Mortality Report are provided. The 2008 Report is available upon request.

Strategic Objective 2 Protect and promote family health					
Indicator	Location	Baseline 2009	Actual 2010	Actual 2011	Target 2011
(c) Percentage of women who register in the first trimester	WBFO	73.4	76.4	68.7	82.0
	SFO	76.5	72.2	74.7	85.0
	GFO	80.4	76.6	77.3	87.0
	LFO	88.1	84.6	83.8	98.0
	JFO	74.4	71.1	76.3	78.0
	UNRWA	77.0	74.8	75.9	86.0
Source: UNRWA Health Department Reporting					
Frequency: Annual					
2011 Results Analysis					
<p>Supplementary feeding for pregnant women, considered a motivating factor for early registration, was phased out in 2010. However, increases have again been seen in some fields, possibly the result of UNRWA's recently introduced Preconception Care programme, where women are counselled before pregnancy on the importance of early registration. The decrease in early registration in the West Bank in 2011 may be the consequence of increasing limitations on movement and access to health facilities as a result of the occupation.</p>					

Strategic Objective 2 Protect and promote family health					
Indicator	Location	Baseline 2009	Actual 2010	Actual 2011	Target 2011
(d) Percentage recovery rate of children with growth retardation	WBFO	49.4	41.2	52.0	55.0
	SFO	36.5	46.6	55.8	75.0
	GFO	23.9	29.7	44.8	30.0
	LFO	51.7	56.9	60.2	55.0
	JFO	47.0	43.2	40.3	55.0
	UNRWA	39.0	36.5	46.1	54.0
Source: UNRWA Health Department Reporting					
Frequency: Annual					
2011 Results Analysis					
<p>While this indicator shows an improvement over 2010, interpretation is difficult as a result of a new monitoring system introduced during 2010, based on the revised WHO growth monitoring standards. The new system includes children aged zero to five years, while the previous system included only children zero to three years of age. Different fields are at different stages of implementation of the new system, making interpretation and comparison of aggregate data problematic. The improved system is expected to be fully implemented in all fields of operation by 2015.</p>					

Strategic Objective 3
Prevent and control diseases

Indicator	Location	Baseline 2009	Actual 2010	Actual 2011	Target 2011
(e) Percentage of late complications among NCD patients	WBFO	11.5	12.5	12.2	12.0
	SFO	13.9	15.7	14.0	14.0
	GFO	12.7	12.6	12.5	14.0
	LFO	9.8	12.3	12.8	11.0
	JFO	10.0	11.6	11.7	10.0
	UNRWA	11.5	12.6	12.4	12.2
Source: UNRWA Health Department Reporting					
Frequency: Annual					

2011 Results Analysis

During 2010, UNRWA's NCD programme focused on detection and reporting of late complications among NCD patients. As a result of improved detection practices, the percentage of cases with complications increased from 9.1 per cent in 2008 to 12.6 per cent by the end of 2010. During 2011, the focus of the NCD programme shifted to improving the quality of care of all NCD patients. Through improving the control status of patients, complications can be prevented. Therefore, it is expected that in time the percentage of late complications will stabilise and ultimately decrease, as quality of care and control status are improved. The results for 2011 show minimal changes in all fields, with a slight decrease Agency-wide, indicating that the detection and prevalence of late complications may be stabilising.

GOAL 2 Knowledge and Skills

Strategic Objective 4					
Ensure universal access to and coverage of basic education					
Indicator	Location	Baseline 2008-09	Actual 2009-10	Actual 2010-11	Target 2010-11
(a) Percentage of learner drop-outs - Elementary Education (MALE)	WBFO	0.44	0.78	0.46	0.32
	SFO	0.41	0.39	0.55	0.50
	GFO	0.47	0.46	0.30	0.31
	LFO	0.94	1.43	1.77	1.00
	JFO	0.59	0.65	0.75	0.70
	UNRWA	0.52	0.58	0.50	0.50
Source: UNRWA Education Department Reporting					
Frequency: School year					
Indicator	Location	Baseline 2008-09	Actual 2009-10	Actual 2010-11	Target 2010-11
(b) Percentage of learner drop-outs - Elementary Education (FEMALE)	WBFO	0.23	0.11	0.13	0.05
	SFO	0.32	0.40	0.51	0.40
	GFO	0.15	0.14	0.13	0.13
	LFO	0.44	0.63	0.76	0.50
	JFO	0.5	0.56	0.74	0.50
	UNRWA	0.29	0.30	0.28	0.20
Source: UNRWA Education Department Reporting					
Frequency: School year					

See 2011 Results Analysis note, in the following table below

Strategic Objective 4					
Ensure universal access to and coverage of basic education					
Indicator	Location	Baseline 2008-09	Actual 2009-10	Actual 2010-11	Target 2010-11
(c) Percentage of learner drop-outs - Preparatory Education (MALE)	WBFO	2.86	2.90	3.33	2.74
	SFO	4.24	3.81	6.68	3.00
	GFO	2.37	2.50	1.07	2.64
	LFO	2.94	3.27	3.18	2.41
	JFO	2.49	2.75	3.00	4.00
	UNRWA	2.97	2.83	2.65	3.0
Source: UNRWA Education Department Reporting					
Frequency: School year					
Indicator	Location	Baseline 2008-09	Actual 2009-10	Actual 2010-11	Target 2010-11
(d) Percentage of learner drop-outs - Preparatory Education (FEMALE)	WBFO	1.24	1.07	1.37	0.92
	SFO	3.33	2.07	2.35	2.50
	GFO	1.15	1.03	0.90	1.55
	LFO	1.79	2.06	2.47	2.00
	JFO	3.26	3.62	3.80	5.00
	UNRWA	2.05	1.99	1.91	2.50
Source: UNRWA Education Department Reporting					
Frequency: School year					

2011 Results Analysis

Overall, UNRWA achieved a decrease in learner drop-out this year, for both genders and all cycles of education. It did significantly better than its target at the preparatory level, after two successive years of improvement, and reached its target for male elementary drop-outs. For females at the elementary level, the decrease in drop-out which was achieved remains below the expected target.

More specifically, at the Field level:

There was a significant improvement this year in Gaza drop-out figures at all levels and both genders. While there had been a fear that drop-out at preparatory level may increase, the Gaza Field has succeeded in steadfastly decreasing drop-out figures for all cycles of education and (if one looks at detailed figures) also for all grade levels.

The situation is more contrasted in West Bank and Lebanon. In West Bank, there was an improvement last year in male elementary drop-out. Overall, data shows that there has been improvement above all in the lowest grades (1 to 3) and that efforts have been less successful at other grade levels. While West Bank still has some of the lowest drop-out rates in UNRWA, it had the ambition to achieve even lower drop-out rates.

In Lebanon, the values from the previous years were obtained through the HQ EMIS system. Values for this year are provided by the School Counsellors, which track students individually and tend to provide more precise, higher, values for drop-out. When one compares data from the same system, one can see that the Field has achieved a decrease in drop-out rates for preparatory students and elementary males, while drop-out rates for elementary girls have increase slightly. In the 2009-10 school year, 289 students (215 boys, 74 girls) dropped out of elementary education. During the 2010-11 school year, a total of 247 students (171 boys, 76 girls) dropped out of the elementary cycle. In preparatory education, in the 2009-10 school year, according to LFO data, 376 students (218 boys, 158 girls) dropped out of preparatory education. During the 2010-11 school year, a total of 254 students (131 boys, 123 girls) dropped out of the preparatory cycle. While these decreases are encouraging, they fall short of the set targets for both male and female students. Providing students at risk with sufficient support as well as viable alternatives to regular education remains a challenge in Lebanon.

In Jordan, the drop-out has increased steadfastly for both genders and all cycles of education. Targets were more ambitious for elementary education than preparatory, hence preparatory targets were achieved while elementary ones were not. Compared to 2003, the drop-out rate has increased at elementary level and decreased at preparatory level.

Finally, Syria has achieved its target for preparatory females but not for males, nor for either gender at any other level of education. The drop-out rate has been increasing at all levels of education, which calls for increased support to efforts to curb drop-out. To this effect, UNRWA is undertaking a joint research, led by the Gaza Field, on the reasons for drop-out in all five Fields. This research will look into a random sample of ten per cent of the schools in each Field, with the data collection and analysis being finalised by the end of the summer, and a joint publication produced by end 2012. The study seeks to improve the monitoring of drop-out in line with the framework of the Agency-wide, school-based EMIS to be established as part of the Education Reform

Strategy, and UNRWA's ability to address drop-out in all Fields. The results of the study will be: (i) accurate data on dropout, comparable across Fields, (ii) monitoring of reasons for dropout, and (iii) information which can be used to develop responses to dropout. These responses will inform the training of education professionals being developed as part of the Education Reform (e.g. School Based Teacher Development).

Strategic Objective 5 Enhance education quality and outcomes against set standards					
Indicator	Location	Baseline 2005	Field Specific Testing	Field Specific Testing	Target 2011
(e) The mean score obtained by students from MLA testing Math: 4, 8	WBFO	44.43	<i>Please refer to 2011 Results Analysis</i>	<i>Please refer to 2011 Results Analysis</i>	<i>MLA testing was deferred to the 2012-13 biennium</i>
	SFO	47.60			
	GFO	46.66			
	LFO	41.62			
	JFO	43.89			
	UNRWA	45.33			
Source: UNRWA Education Department Reporting					
Frequency: Conducted once per biennium					
Indicator	Location	Baseline 2005	Field Specific Testing	Field Specific Testing	Target 2011
(f) The mean score obtained by students from MLA testing Arabic: 4, 8	WBFO	45.60	<i>Please refer to 2011 Results Analysis</i>	<i>Please refer to 2011 Results Analysis</i>	<i>MLA testing was deferred to the 2012-13 biennium</i>
	SFO	48.10			
	GFO	45.90			
	LFO	38.50			
	JFO	41.00			
	UNRWA	44.20			
Source: UNRWA Education Department Reporting					
Frequency: Conducted once per biennium					

2011 Results Analysis

UNRWA was not in a position to undertake the Agency-wide Monitoring of Learning Achievement (MLA) testing in 2011. This was due to the efforts related to the Education Reform Strategy resulting from the UNIVERSALIA review of the education programme. Therefore the 2010-11 reporting on learning achievements provides instead an overview of UNRWA learning achievements compared to the host country. There are already two specific indicators for GFO and LFO on unified testing, so the following analysis will focus particularly on JFO, SFO and WBFO.

Jordan Field Office Learning Achievements:

The most recent results are those of Jordan's PISA study of 2009, which were released at the start of 2011. Table 1 shows the testing results for PISA for 2009 and 2006. Throughout the period, UNRWA has maintained itself at a significantly higher level of achievement than government schools in 17 tests out of 24, the difference being insignificant in the remaining 7 tests (this includes TIMSS and NAfKE results, not shown). While UNRWA is performing better than government schools, achievement results within UNRWA have increased over time in only around half of the tests: UNRWA Jordan has therefore been more successful in maintaining its advantage

over government schools than in generating improvement as compared to its own previous achievement level.

Table 1 2009 PISA study results (released 2011)

Year	Test	Subject	UNRWA	Government
2009 (2006)	PISA	Math	404.74 (406.57)	377.69 (373.24)
2009 (2006)	PISA	Reading	417.03 (416.22)	398.22 (388.47)
2009 (2006)	PISA	Science	434.93 (447.14)	407.00 (409.96)

West Bank and Gaza Learning Achievements:

Results of international achievement tests (for West Bank and Gaza) and national exams show that UNRWA schools have been consistently outperforming government schools in WB-Gaza (both Fields' data being together). There has also been a decline in test results, in West Bank and Gaza, both in UNRWA and government schools; hence, there are efforts in all field offices and at headquarters to address this decline through reforms.

Table 2 TIMSS Math and science results for West Bank and Gaza

Year	Test	Subject	UNRWA	Government
2007 (2003)	TIMSS	Math	380.96 (403.79)	355.75 (379.77)
2007 (2003)	TIMSS	Science	414.05 (445.17)	394.53 (425.84)

Syria Field Office Learning Achievements:

UNRWA schools have been consistently outperforming government schools.

Table 3 Syrian Arab Republic results for national examinations

Year	Test	Subject	UNRWA	Government
2009	SAR – National Exam	Brevet	89.30	63.74
2010	SAR – National Exam	Brevet	90.20	68.40
2011	SAR – National Exam	Brevet	87.76	69.75

Lebanon Field Office Learning Achievements:

UNRWA schools have demonstrated improvements in the past two school years under review. More details are provided in the LFO specific indicator. Please refer to Indicator (i) for LFO-specific learning achievement testing results.

Strategic Objective 6

Improve access to education opportunities for learners with Special Educational Needs

Indicator	Location	Baseline 2008-09	Actual 2009-10	Actual 2010-11	Target 2010-11
(g) Percentage of SEN (special education needs) children of all children enrolled	WBFO	-	<i>Baseline not established</i>	11.70	<i>Establish baseline for SEN</i>
	SFO	-		9.70	
	GFO	-		1.50	
	LFO	-		6.20	
	JFO	-		0.60	
	UNRWA	-		4.10	
Source: Field Office Education Programme Reporting					
Frequency: Annual					

2011 Results Analysis

A baseline has been established as planned in all Fields. Data regarding SEN children have been included in the School Data Sheet; hence data per school regarding identified children with intellectual, motor, sensory, communication, emotional, or health disabilities are now available. This should enable UNRWA to follow up on the number of SEN children who have access to its schools as well as the level of identification (which is a first step towards providing appropriate services to these children).

The values above correspond to SEN children in regular classrooms only, but UNRWA also collects data for SEN students in specialised classes. The total number of SEN children who are provided with services by UNRWA (either in an inclusive or in a specialised setting) is 22,054 (Jordan Field excluded), that is to say 4.6 per cent of the population of the Fields with data.

These data alone will provide information on the Agency's progress towards inclusiveness: are SEN children accessing UNRWA schools and staying there? What proportion is mainstreamed in normal UNRWA classrooms? Who are these children? For example, at present, children with intellectual or learning disabilities make up around 80 per cent of children with SEN in specialised learning support / SEN centres or classes, while they represent less than 50 per cent of SEN children enrolled in normal classes. In the framework of the Monitoring and Evaluation of the Education Reform, the Agency plans on following up on these data and refining them, and on complementing this quantitative information with qualitative information regarding SEN students' school experience.

Field Specific Strategic Objective (Gaza)
Sustain UNRWA's Schools of Excellence achievements and exceed them

Indicator	Subject	Baseline 2008-09	Actual 2009-10	Actual 2010-11	Target 2010-11
(h) GFO unified testing pass percentages	Arabic	81.80	85.60	86.14	85.00
	Math	69.60	75.50	75.80	75.00
Source: GFO Education Programme Reporting					
Frequency: School year					

2011 Results Analysis

Stable progress has been made on academic achievement levels as evidenced through the pass rates recorded in UNRWA unified tests. Pass rates show a trend towards improvement, even exceeding the targeted pass rates for both Arabic and Math.

In the 2011-12 school year, UNRWA is running 243 schools in 125 school buildings with a school population of 218,048, constituting a growth in student population by approximately 7,000 compared to the 2010-11 school year. Demographic pressures are expected to add strains on already overstretched infrastructure and resources. While there are currently 19,166 students in grade 9 (a 4.5 per cent increase from 2010-11), the number of students in Grade 1 has reached 29,374. GFO anticipates that its school population will grow by a further 10,000 students in the 2012-13 school year and may reach 230,000 in the 2012-13 school year. This reflects a 3.5 per cent population growth, improved access to UNRWA schools as buildings recently approved by Israeli authorities are built, as well as ongoing parental preference among refugees for their children to attend UNRWA schools over governmental schools, which are currently operated by the de facto authorities in Gaza.

Of the 40,479 students who took part in Summer Learning (June/July 2011), 87.65 per cent passed and successfully moved up a grade. This is a notable improvement on the already positive results from the 2010 Summer Learning (a 75 per cent pass rate).

The results of first semester unified exams show Mathematics results to be on track, while boys' performance in Arabic is unchanged. Historically, the results of first semester unified exams tend to be lower than that of the year overall. While GFO continues to address established levels of chronic under-performance, more emphasis is placed on preventative measures such as managing class sizes in grades 1, 2, 3 and 4. The expansion of the use of generalist teachers, already established at Grades 1 and 2, and into 70 per cent of Grades 3 as of 2010-11, will continue. The results of the first semester unified test results in January 2011 have shown an improvement in the scores of students taught by a generalist class teacher as opposed to specialist teachers. The benefits of enabling both teacher and student to build up a more in-depth relationship at elementary grade are well established, as well as being a more cost-effective intervention.

The GFO overall pass rate in the second semester unified exams reached 71.32 per cent. This was above the target of 70 per cent and demonstrates progress over time from a baseline of 64.95 per cent. For both semesters, the Mathematics pass rate is ahead of plan at 75.80 per cent, as compared to the baseline of 69.60 per cent and target of 75.00 per cent. The Arabic pass rate is ahead of plan at 86.14 per cent, as compared to a target of 85.00 per cent, and a baseline of 81.80 per cent, and 79.75 per cent in the first semester. Results disaggregated by gender are equally on track or ahead of plan, as are improvements in mean scores.

Field Specific Strategic Objective (LFO)					
Improve achievement levels in UNRWA schools					
Indicator	Location	Baseline 2008-09	Actual 2009-10	Actual 2010-11	Target 2010-11
(i) Pass percentages (National exams in LFO for preparatory)	LFO	50.40	57.40	57.96	55.00
	Source: LFO Education Programme Reporting				
	Frequency: School year				
2011 Results Analysis					
<p>The 2011 Brevet pass rate (first and second session combined) was at 57.96 per cent, a slight improvement on last year, and compares well with the pass rate of 42.00 per cent for the Brevet trial exam in April 2011. Following the trial exam, funds were made available to the schools' learning support committees and every school prepared and implemented an intervention plan in preparation for the Brevet exam. While the pass rate slightly decreased in two areas (CLA, Saida), it increased in the other three (Beqaa, NLA, Tyre). The pass rate in all subjects except Math improved. The pass rate was significantly higher for girls (62.32 per cent) than for boys (51.54 per cent). UNRWA schools in Lebanon are generating improved learning achievement outcomes for the period under review and are ahead of plan.</p>					

GOAL 3 A Decent Standard of Living

Strategic Objective 7

Reduce abject poverty

Indicator	Location	Baseline 2009	Actual 2010	Actual 2011	Target 2011
(a) Percentage of SSN individuals who are abject poor	WBFO	32	32	32	51
	SFO	31	33	33	38
	GFO	72	72	72	73
	LFO	45	52	52	50
	JFO	23	23	52	39
	UNRWA		46	48	54
Source: UNRWA Refugee Information Registration System (RRIS)					
Frequency: Annual					

2011 Results Analysis

In November, RSSP's Sustaining Change Plan was endorsed by the Advisory Committee. In the plan, several pieces of work are proposed in order for RSSP to effectively mitigate and alleviate poverty. The first task is to "develop the Agency's ability to identify and classify poverty in the refugee population." RSSP has advocated the use of a proxy-means test formula (PMTF) in the five fields to improve the accuracy of targeting and to help build a common understanding of poverty amongst Palestine refugees. Both the Jordan and Gaza Fields are using the PMTF developed by HQ (see discussion below) and work is taking place bilaterally with the other Fields that have not yet implemented the Social Safety Net Programme (SSNP). It has been agreed with the West Bank Field Office to update the PMTF in coordination with MOSA/Ramallah to ensure consistency with the host government. RSSP is also working with the Lebanon Field Office to develop a targeting mechanism based on the 2010 AUB Socio-Economic Survey that ensures a common understanding of poverty Agency-wide and is easy to communicate with the refugee community. While the Syria Field Office is in agreement with the PMTF and has received training on the SSNP methodology, the current conflict is not conducive to the roll-out of a new targeting method.

At the end of 2011, the SSNP was being implemented in both the Jordan and Gaza Fields. Jordan began applying the PMTF in April 2011. In turn, there was a significant increase in the proportion of SSNP-supported families who are abject poor (from 23 per cent to 52 per cent), helping to ensure that those refugees who need UNRWA's assistance the most receive it. In Gaza Field, the SSNP has been operational for four years and in the Fall the PMTF was updated with the 2009 PECS data to ensure it better reflected the socio-economic situation on the ground. When the updated PMTF was applied in Gaza, staff reported back to HQ concerns that the targeting mechanism was not accurately identifying the abject poor, and so a monitoring mission was undertaken in order to meet with staff and refugee families to understand their concerns. As a result, HQ revised the PMTF to improve its accuracy and will send it to Gaza in March 2012 for testing. RSSP anticipates Gaza staff will have more confidence in the recently updated PMTF, which in turn means non-abject poor families will be removed and replaced with new abject poor applicants. The developments in Jordan, Gaza, West Bank and Lebanon should result in an increase of the percentage of SSN individuals who are abject poor in 2012.

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 2009	Target 2010	Target 2011	Target 2011
(b) The periodic review of social performance of the Microfinance programme	Completed social impact assessment for SFO and a social rating assessment of WBFO and GFO	Complete the social rating assessment for SFO	Complete the social rating assessment for JFO	Social impact and rating assessments completed in all UNRWA Microfinance fields of operation
Source: UNRWA Microfinance Department				
Frequency: Annual				

2011 Results Analysis

UNRWA has received a Platinum Award for 2011 for its social performance reporting to the MIX. UNRWA is among 600 microfinance institutions from around the globe that report social and financial performance to the MIX. The UNRWA microfinance programme is one of just 22 microfinance institutions from 15 countries that were awarded the platinum level award and the only one from the Middle East region to receive this level of recognition. The award is presented by the Consultative Group to Assist the Poorest, the Michael and Susan Dell Foundation and the Ford Foundation. During the previous two years the programme received the gold level award. The MIX is the primary benchmarking institution for the microfinance industry worldwide. UNRWA has received this level of award for reporting on the social outreach of the microfinance programme, and it shows that UNRWA is in the top five per cent globally and the leader in the MENA region.

Social rating was completed for the oPt during 2009, and for Jordan during the year 2011. A social rating for Syria was not done due to the current situation. In addition a poverty scorecard for oPt was developed by the end of December 2009. The poverty scorecard for Syria was completed by June 2010, and the one for Jordan by the end of October 2010. The three poverty scorecards are currently available, and used to conduct poverty surveys by the Microfinance Department.

The Microfinance Department which contributes to UNRWA's human development goal of advancing "a decent standard of living", is managed on a sustainable, self reliant, and operationally self-sufficient basis. This means that it is necessary to provide credit to both refugees and non refugees to develop optimal economies of scale that enable the programme to fully cover its costs. During the year 2011, the programme increased its branch office network from 20 to 21 branch offices.

Table 4 2011 results and 2012 projections

	West Bank		Gaza		Jordan		Syria		Total	
	2011	2012	2011	2012	2011	2012	2011	2012	2011	2012
No. of loans	11,184	13,586	3,443	4,103	7,654	14,666	17,717	39,818	39,998	72,173
Value of Loans (\$)	16.77m	21.31m	6.20m	7.62m	9.05m	17.04m	12.35m	29.01m	44.38m	74.98m
% of loans to refugees	26	25	86	87	78	79	9	9	34	37
Active loans	10,401	11,775	2,821	3,417	7,132	12,655	11,459	28,559	31,813	56,406
Outstanding	9.93m	12.35m	4.81m	5.09m	5.02m	9.19m	4.43m	12.51m	24.19m	39.14m
% growth in active loans	28.0	13.2	-0.6	21.1	28.0	77.4	17.1	49.2	20.9	77.3

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 2009	Actual 2010	Actual 2011	Target Biennium*
(c) Total number of loans financed to refugee clients through all Microfinance loan products	WBFO	2,219	2,659	2,905	6,268 (13,080)
	SFO	2,570	2,444	1,652	6,818 (36,431)
	GFO	2,219	3,108	2,953	6,196 (13,080)
	LFO	NA	NA	NA	NA
	JFO	5,054	4,723	5,961	11,758 (39,116)
	UNRWA	12,062	12,934	13,471	31,040 (101,707)
Source: UNRWA Microfinance loan management information system					
Frequency: Annually reported, monitored monthly					
<i>* Refers to the target for the 2010-11 biennium. Following the global economic downturn the biennium targets planned in 2009 (denoted in brackets) were downwardly adjusted.</i>					
2011 Results Analysis					
<p>During the year 2011 the microfinance department financed 13,471 loans to Palestine refugees valued at USD 17.98 million, with 5,961 loans worth USD 7.14 million financed in Jordan, 2,953 loans worth USD 5.58 million extended in Gaza, 2,905 loans worth USD 4.26 million disbursed in the West Bank, and 1,652 loans worth USD 0.99 million financed in Syria. Lending to Palestine refugees was mainly concentrated in business products, with refugees receiving 9,561 business loans worth USD 11.87 million through the programme's microenterprise credit. Microenterprise credit plus solidarity group lending and women's household credit products all are used to develop and sustain enterprise. A further 3,581 consumer loans worth USD 3.82 million were financed to help refugee families build household assets and pay for education, healthcare and other household expenses, while some 329 housing loans worth USD 2.28 million were provided to refugee households in the West Bank and Gaza to buy land for house building, for construction of new houses and additional rooms, for repair and maintenance and for home improvement.</p>					

Strategic Objective 10					
Improve Employability					
Indicator	Location	Baseline 2009 for 2007-08 graduates	Actual 2010 for 2008-09 graduates	Actual 2011 for 2009-10 graduates	Target 2011 for 2009-10 graduates
(d) Percentage of technical and vocational training graduates employed after 12 months of graduation (MALE)	WBFO	88	82	90	91
	SFO	93	89	79	97
	GFO	50	36	69	35
	LFO	85	79	88	80
	JFO	87	85	91	96
	UNRWA	79	76	84	82
Source: UNRWA Education Management Information System (EMIS)					
Frequency: Annual; 12-months after school year					

(e) Percentage of technical and vocational training graduates employed after 12 months of graduation (FEMALE)	WBFO	76	85	73	83
	SFO	81	85	80	85
	GFO	60	43	48	35
	LFO	62	51	62	80
	JFO	81	88	84	93
	UNRWA	74	78	73	80
Source: UNRWA Education Management Information System (EMIS)					
Frequency: Annual; 12-months after school year					

2011 Results Analysis

In Gaza, the trend has been towards a particular improvement, for both men and women. There has been an increase in both men and women employment, with a particular increase in the share of relevant employment for males. As a consequence, Gaza surpassed its targets for both men and women.

In Lebanon, there has been an upward trend this year for both genders, the bigger relative increase being for females. However, targets are met only for male graduates, as female graduate employment has solely returned back to the level of 2008. It is to be noted, however, that during the same period, the proportion of female graduates choosing to continue their study ("bridging") at a higher level has increased. Actually, if these additional females who chose to continue their study had gone to the job market and found jobs at the same rate as others, then the employment figure would have risen to slightly above 80 per cent and the target would have been achieved.

In West Bank, the male employment rate has increased this year after a decline last year, reaching 90 per cent, just below the original target of 91 per cent. The trend has been opposite for females, with a significant downward trend. As in the case of Lebanon, more females have been choosing to continue their study, and, if these additional females who continue their studies had chosen to go to the job market instead and found jobs at the same rate as others, employment figures would then be 77.7 per cent. Though this is higher than the current 73 per cent, this remains lower than the target and than last year's figures.

In Syria, there has been a decline in employment and relevant employment for both males and females. This drop is particularly significant for males and is not explained by variations in the number of those who choose to continue studying.

In Jordan, there has been an increase in male employment rates and a decline in females'. Both values fall short of the initial (and ambitious) target but still reflect relatively strong rates of employment considering the economic environment.

Overall, UNRWA is reaching the target for males and not for females. Trends in Syria and for female graduates in West Bank will have to be addressed. The females' choice to continue studying has, in several cases, impacted on the final employment value. The most noteworthy aspect of this year's trend, though, is certainly the encouraging recovery in Gaza's employment – and particularly relevant employment.

Strategic Objective 11

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

Indicator	Location	Baseline 2008	Actual 2010	Actual 2011	Target 2011
(f) Number of identified SSN refugee families living in substandard shelters which have improved living conditions	WBFO	285	36	220	NA
	SFO	75	8	12	NA
	GFO	0	0	79	NA
	LFO	163	148	185	343
	JFO	66	0	0	NA
	UNRWA	589	192	496	343
Source: UNRWA Infrastructure & Camp Improvement					
Frequency: Annual					

2011 Results Analysis

This indicator is driven by project funding. Achievement or non-achievement of targets is entirely dependent on whether donor funding was provided or not. Nil targets indicate that no funding was in place at the time of planning or expected. Overall, in 2011 under the Shelter Rehabilitation Programme, 635 shelters were rehabilitated across the 4 fields (i.e. Gaza, Syria, Lebanon and West Bank) which benefited 650 families (includes 496 SSN/SHC families).

In addition to the regular shelter rehabilitation projects in Gaza (as mentioned in the table above), repairs for shelters damaged by the Israeli Defence Forces (IDF), on self-help basis, were also carried out. Towards the end of 2011, repair and reconstruction of 2,468 IDF damaged-shelters were carried out. Although these projects were not for shelter rehabilitation of SSN cases and were for repair or reconstruction due to IDF damage, 264 SSN families were benefitted. In total 2,596 refugee families benefitted from the repair and reconstruction of 2,468 shelters suffering from IDF damage in the Gaza strip. In the regular shelter rehabilitation programme in Gaza, 157 shelters were rehabilitated which benefitted a total of 166 families (including 79 SSN families).

As for the other 4 UNRWA fields of operation (Jordan, Syria, West Bank and Lebanon), Jordan Field did not receive any funding for shelter rehabilitation. In the West Bank Field, cooperation between the Shelter Rehabilitation Programme and the Job Creation Programme (JCP) proved very effective in covering more shelters in need of rehabilitation. Overall, in West Bank 220 shelters (220 SSN families) were rehabilitated. In Lebanon, by following and implementing the "Self Help" approach, 224 shelters (185 SSN/SHC families) were rehabilitated. In Syria, following the "Self Help" approach 34 shelters were rehabilitated but they were part of the Neirab Rehabilitation Project.

Achieving the targets will require additional funding from donors that will enable UNRWA to alleviate hardship and hazard on the refugees living in substandard shelters. UNRWA is continuously working on formulating a fundraising strategy that showcases the actual situation of shelters in the five fields of operation, and the urgent need of funding to rectify the substandard living conditions of Palestine refugees.

Emergency Appeals

Indicator	Location	Baseline 2009	Actual 2009	Actual 2011	Target 2011
(g) Number of job days of employment created for poor families	WBFO	1,181,918	2,140,120	1,446,063	1,434,680
	GFO	2,768,748	3,174,267	2,303,477	4,693,000
Source: Emergency Programme Reporting					
Frequency: Annual					

2011 Results Analysis

GFO

In the Gaza Strip, UNRWA provided short-term job opportunities to a total of 31,972 unemployed refugees. Overall, the JCP programme created a total of 2,303,477 work days, equivalent to 7,998 full-time positions, and injected an estimated USD 28 million in the local economy. In full-time equivalents, the number of jobs created represented an estimated 7.4 per cent of the total unemployed labour force and approximately 11.0 per cent of the refugee unemployed labour force in Gaza.

However, the JCP programme faced increasing funding constraints by the end of 2011 with wide repercussions. For example, eight projects supporting the fishing and agriculture sectors, providing jobs to 1,500 refugees living in highly vulnerable community located in "access restricted areas," had to be interrupted during the year. UNRWA services have also been directly affected as JCP contracts that had supported UNRWA institutions, including schools and health clinics, were critically reduced. JCP financial constraints led to reductions at the health clinics affecting both health providers and patients. After the September cuts, medical officers saw an average of 115.2 patients daily, a notable increase from the baseline of 103 patients daily. This correlates to decreased time with the patient - in the fourth quarter medical officers spent only 2.86 minutes per patient in general outpatient services. In 2010-11 academic year, the JCP provided 1,545 support teacher positions; these positions have been discontinued (see more under SEN indicator). Similarly, at the outset of 2011, JCP contracts supported 36 external partners; budgetary constraints meant closing positions for 28 out of the 36 external partners. Approximately 13 per cent of the external positions were retained, primarily sanitation labourers assigned to the municipalities, however, they are not expected to extend into 2012.

The annual Summer Games generate a peak JCP employment time given that over 10,000 contracts were issued in 2011 to cover the Summer Games; this includes approximately 9,000 youth. UNRWA used 156 locations (126 school buildings, and 30 purpose built beach locations) across the Gaza Strip to host the Games. Each location operated in two shifts and offered three two-week cycles of the Games, in order to provide as many children as possible with the opportunity to participate. This included a tailored programme which aimed to reach 20,000 children with special needs, including orphaned and hospitalised children and children with disabilities (programme two). Each location is managed by an area manager supervising a team of "Animators" (activity facilitators) to implement the Summer Games programme. These Animators are short-term job opportunities through UNRWA's Job Creation Programme, for the duration of the Summer Games, and receive some training. About 70 per cent of hired staff have been taken from the JCP data base according to: Specialisation (Sports, Arts and Human sciences), Date of application, Area of residence, Gender, Age (20-34 years old).

Table 5 Breakdown of JCP activities

Total number of people hired		Total number of active contracts during the reporting period		Total number of dependants (not including hired workers)
Male	Female	Male	Female	
17,113	6,245	21,770	9,202	143,912

GFO conducted a survey to assess how JCP beneficiaries spend the salaries; it covered 123 randomly selected active and recently finished JCPs in different job categories. Key findings shed light on the role JCP plays in providing short term relief to families with someone who is employed through the JCP and basic needs the salaries cover. For 55 per cent of JCPs, the job opportunity was the only source of income for the whole family. More than 40 per cent of JCP salary is spent on food; for unskilled JCPs this goes up to 55 per cent. Buying food (31 per cent) and paying off accumulated debts from local food stores (10 per cent) are the main types of expenses for JCP beneficiaries. As described, people are able to take basic foods from local shops and stores in credit and pay them off as soon as they have income. However people have to pay in cash for fresh vegetables, fruits and frozen meat (chicken). Up to 10 per cent of salary is spent to cover transportation costs to/from JCP work.

WBFO

56,837 job opportunities were created in the West Bank supporting 27,387 food insecure and food vulnerable refugees and their 166,077 dependents. Many of the beneficiaries have limited access to other job opportunities as a consequence of restrictions on access and movement. Refugees residing in camps, close to settlements, in area C or the Seam zone are most vulnerable. The salary for the temporary jobs enabled these vulnerable families to buy food and other essential non-food priorities.

Table 6 Breakdown of vulnerable groups

Vulnerable Group	Actual (%)	Actual (#)	Planned (%)
Women	41	11,172	35
Youth 18-24	19.5	5,335	20
Herders	3	863	3
Disabled	4.8	1,327	0.5

Approximately 41 per cent of the beneficiaries were women, exceeding the target of at least 35 per cent female beneficiaries. Female participation has increased steadily. At the present, women's demand for jobs outstrips supply, to which the JCP team has responded by encouraging implementing partners to specifically consider expanding the number of posts that can be taken by women and, possibly, expanding the understanding of which jobs can be held by women. This was achieved through a series of training workshops on gender mainstreaming. Nearly 5 per cent of the beneficiaries were persons with disabilities, greatly exceeding the target of 0.5 per cent. WBFO progressed significantly in its implementation of projects tailored to fit the needs of persons with disabilities. Pre-planning in workshops, special training with heads of municipalities, village councils and camp committee representative, allowed for job opportunities for people with disabilities to be an integrated part of job-creating opportunities for beneficiaries. The outreach targets for youth and herder were also met.

Targeting system

WBFO Da'am Targeting Programme helped identify the food insecure and food vulnerable beneficiaries and geographical areas for intervention. The Da'am targeting system builds on questionnaires, home visits, and refugee poverty profiles, which defines the refugee family's food security level. Families can appeal their eligibility. Despite highlighted implementation efforts and achievements, UNRWA experienced challenges in the selection process of beneficiaries during the year. Certain camp committees did not agree with the list of selected beneficiaries from UNRWA Da'am targeting programme, which led to a shutdown of the Agency offices in the North at various instances. By adopting a broader distribution agreement with the local camp committee, UNRWA reduced the length of contracts and distributed employment opportunities to a larger number of beneficiaries.

Community participation and benefit

As part of its job creation programme WBFO applies a participatory approach in cooperation with municipalities, NGOs and camp committees with the aim of creating jobs opportunities which not only benefit the individual refugee but also their communities.

- Between April and December 2011 JCP conducted 756 outreach workshops in camps, municipalities and village councils targeting partners, community representatives and beneficiaries to discuss needs, planned projects, how to include vulnerable groups in their plans, JCP rules and regulations and beneficiary selection criteria.
- Between April and December 2011, JCP signed 474 Memorandums of Understanding with municipalities and village councils
- Between April and December 2011, JCP implemented 1,167 projects, consisting of 367 large scale projects and 800 small-scale projects of which 35 are environmental projects and 19 are protection tailored projects.

Indicator	Location	Baseline 2009	Actual 2009	Actual 2011	Target 2011
(h) Percentage of daily caloric needs (2,100 kCals) met through UNRWA's emergency food aid programme	WBFO	27	50*	50-65	50-65
	GFO	50	Absolute Poor: 40 Abject Poor: 76	Absolute poor: 41.6 Abject poor: 73.8	Approximately 76
	Source: Emergency Programme reporting				
*WBFO reporting on actual figures is finalised with emergency appeal reporting period which ends March 31, 2010.					
Frequency: Annual					

2011 Results Analysis

GFO

In the face of high demographic growth and persisting humanitarian needs, GFO improved targeting efficiency which resulted in a slight caseload reduction for those receiving Emergency Food Assistance. All eligible families were provided with quarterly food rations composed of six staple items: flour, sugar, rice, oil, corned beef and whole milk, with the exception of the last distribution round when milk was cut due to funding shortages. The food assistance covered 73.8 per cent of the caloric needs for abject poor as well as 41.6 per cent for the absolute poor families. Note that food aid was 51 per cent funded in 2011.

In accordance with UNRWA Gaza commitment to improve targeting to ensure assistance reaches the poorest of the poor, the poverty status of over 140,000 refugee families was assessed using the Poverty Survey. Approximately 33 per cent of families reviewed were classified "abject poor," which equates to living on less than USD 1.6 per day; a further 38 per cent were classified "absolute poor," living on less than USD 4 per day. There has been a slight increase in the overall number of families receiving Emergency Food assistance mainly due to the fact that GFO has not yet been able to re-screen families who have been assessed as poor one or two years ago – and that the humanitarian situation has not drastically improved so far. Less than 20 per cent of the poor among refugee families receive food assistance through the SSN programme, while the remainder, including those identified as abject poor through the poverty survey, are dependent upon the chronically under-funded Emergency Programme for their food assistance, as the scale of poverty in Gaza has vastly outstripped GFO's General Fund (GF) allotment. This means not only that the assistance that they receive is precarious, but also that they receive less of their daily caloric needs than SSN persons.

WBFO

Table 7 Food parcels and beneficiaries 2011 (food insecure refugees Area C and Seam Zone)

Types	Planned (#)	Actual (#)
Food parcels	22,800	19,904
Families	5,700	5,556
Beneficiaries	32,700	37,029

The implementation period was changed from 12 months (March-March) to 9 months (March-December) in

order to close the year on 31 December 2011. The food basket was designed to target 1,060 kilo-calories per person per day which represents 50 per cent of the needed daily intake following WFP guidelines. The food baskets were composed of the following percentages: flour 63, lentils 10, salt 4, oil 10 and sugar 13.

A total of 19,904 food parcels were distributed to 5,700 food insecure and food vulnerable refugees with physical impediments to food, especially those in area C and the Seam zone. The food assistance mitigated the effects of food insecurity as 50 per cent of the daily caloric needs were met for the beneficiaries of the food parcels.

Using the Da'am targeting mechanism to identify food insecure and food vulnerable refugees further improved the efficiency and transparency of the food intervention. Three food distribution rounds were implemented during the implementation period March-December 2011 as follows:

- 7,611 parcels distributed in July
- 7,611 parcels in September/October
- 4,500 parcels in December (reduced amount due to shift to cash beneficiary list)

There were slightly fewer parcels distributed than planned as some beneficiaries benefit from cash instead of food support. WBFO also cooperated with WFP to distribute food to those in area C from Bedouin and herders families (among 50 per cent of these are non-refugees).

Table 8 Food parcels and beneficiaries 2011 (Food insecure vulnerable groups in Area C)

	Planned (#)	Actual (#)
Food parcels	27,752	27,590
Families	4,038	4,514

GOAL 4 Human Rights Enjoyed to the Fullest

Strategic Objective 12

Ensure service delivery meets the protection needs of beneficiaries, including vulnerable groups

Indicator	Location	Baseline 2009	Actual 2010	Actual 2011	Target 2011
(a) Percentage of UNRWA schools implementing the violence free / child friendly schools programme	WBFO	NEW	Indicator methodology pending finalisation of Education Reform Strategy	Field Specific Initiatives	100
	SFO				100
	GFO				100
	LFO				100
	JFO				100
	UNRWA	-	-	-	100
Source: Reporting mechanisms between HQ Education and Field Offices					
Frequency: Annual					

2011 Results Analysis

The selected indicator did not have a common indicator methodology in all UNRWA Fields of Operation and as a result, a specific, measurable, achievable, relevant and timely indicator was not possible to report against. UNRWA has opted to provide an outline of highlights undertaken in some Field Offices in 2011.

UNRWA's Education Technical Instruction (ETI 1/08) on "Establishing discipline in a violence-free environment" sets the standards for violence free / child friendly schools. All schools are therefore mandated to implement the violence free / child friendly schools programme. Concrete activities to promote violence free / child friendly school environments are regularly undertaken in all Fields.

In Gaza, the Respect and Discipline Initiative was launched in 2009 to further advance Gaza's excellence in academic achievement, promote positive behaviour and instil good values consistent with those of the local community and the Palestinian culture. The Respect and Discipline Initiative relies on a range of activities like establishment of class councils to support the participation of students, establishment of values found to promote positive behaviour among students, conducting activities towards the local community to increase their participation and their communication with the school and organising a series of open meetings between students and teachers to bridge the gap between them. Progress on this initiative is monitored through a "respect and discipline" index. Between 2010 and 2011, the number of schools with a "respect and discipline" index higher than 80 per cent grew from 54.3 per cent to 67.2 per cent. Furthermore, there were no schools with a "respect and discipline" index lower than 70 per cent, while in 2010 4.3 per cent of schools were in that situation.

In Syria, activities to promote child friendly schools have been undertaken:

- Seven training workshops on Child Friendly Schools for 185 Education staff (area education officers, education specialists, head-teachers and teachers) in Damascus and Aleppo. These aimed to enhance a child friendly school culture and staff acquired skills in creating safe and stimulating school environments for all students, concentrating on students' growth and development.

- Specific child friendly school activities were implemented within 35 schools:
 - Student committees have been activated through enjoyable and fun activities, and students' participation increased.
 - Strategies of child protection and alternative punishment have been employed.
 - Good mutual relations and respect with the local community have been established.
 - Students with special education needs in schools were better integrated.
- Furthermore, training material on child friendly school standards has been produced and distributed to all schools in SAR field.

In 2011, in the Jordan Field, a perceptual analysis in this regard has been undertaken in four schools order to develop programmatic responses that are now being piloted in these same schools.

Strategic Objective 14 Strengthen refugee capacity to formulate and implement sustainable social services in their communities					
Indicator	Location	Baseline 2009	Actual 2010	Actual 2011	Target 2011
(b) Number of vulnerable refugees benefiting from CBO Services	WBFO	28,228	16,621	22,073	28,000
	SFO	52,090	60,427	14,113	52,000
	GFO	94,591	88,952	44,179	94,000
	LFO	16,096	13,732	8,610	16,000
	JFO	23,144	30,461	11,061	23,000
	UNRWA	214,419	210,193	100,036	213,000
Source: Relief & Social Services Programme					
Frequency: Annual					

2011 Results Analysis

Vulnerable refugees = women, children, youth and persons with disabilities

One of the key recommendations from the RSS Programme Review (2010) was for UNRWA to stop assuming the role of both a multi-lateral agency and an actor in civil society, representing the work of community-based organisations it is affiliated with yet has no direct authority over. While RSSP is aware of some of the reasons why there was a decrease in the number of vulnerable refugees benefiting from CBOs in 2011 (e.g. refugees' inability to pay for CBO services; the crisis in Syria; changes in responsibility for programmes for certain groups, such as youth; and, questionable reporting by the community-based organisations, to name a few) the fact of the matter is that UNRWA cannot definitively monitor how the CBOs track their provision of services.

Starting in 2012, RSSP will no longer report on the number of refugees that CBOs claim to be serving, and instead will report on CBOs' capacity to deliver sustainable social services in support of the Agency's MTS and Strategic Objective 14. In 2010, a CBO Capacity Assessment Tool (CAT) was developed through a participatory process with Field and CBO staff. The CBO Assessment Tool measures CBOs' capacities in three domains:

governance, financial management and technical capacity to deliver social services. The CBO CAT has now given staff the means by which to develop plans in partnership with the CBOs and to measure CBO progress towards improved service provision and sustainability. In 2010, the assessment tool was developed and pilot-tested on a representative sample of 21 CBOs in the five fields of operation. The results showed that the average score of the CBOs in the three domains combined was 65 per cent. In 2011, the five fields implemented the CBO CAT with all CBOs showing an increase in the results at 70 per cent.

Strategic Objective 15					
Ensure Palestine refugee registration and eligibility for UNRWA services are carried out in accordance with relevant international standards					
Indicator	Location	Baseline 2009	Actual 2010	Actual 2011	Target 2011
(c) Percentage of new inscriptions meeting UNRWA standards	WBFO	90	50	75	95
	SFO	90	100	NA	100
	GFO	100	99	99	100
	LFO	85	100	100	95
	JFO	90	92	96	95
	UNRWA	94	89	95	97
Source: Relief and registration Information System (RRIS)					
Frequency: Annual					

2011 Results Analysis

In the previous year, calculating Eligibility and Registration indicators, including the one above, was done manually. In 2011, the new inscription applications were processed through the RRIS, allowing for more accurate reports to be generated and for improved learning on where Eligibility and Registration Services can be strengthened.

The results for Gaza, Jordan and Lebanon are high and very similar to previous years. Although the West Bank performs a bit lower than the other fields, it has improved over the previous year and the results highlight an area where improvements can be made working with staff individually. In Syria, there were no new inscriptions during 2011.

Note: This indicator reflects the work done in the fields to screen and study new inscription applications before sending them to HQ with their recommendation to approve the application. It is important to note that all new inscription applications are studied by four different staff in the field, including senior staff, before being sent to HQ, where the application is again considered by two staff, including the Director of Relief and Social Services. The Director of RSS has the final say in approving new inscription applications.

Process Monitoring

Organisational Development: Programme results in visible changes to UNRWA's effectiveness				
Indicator	Baseline 2008-09	Target 2009-10	Target 2010-11	Target 2011-12
(a) Biennium plans and budgets produced that are prioritised, evidence based, monitored periodically within the overall MTS	2010-2011 Resource allocation based on (MTS)	2010-11 Biennium plans produced from the MTS	2012-2013 Resource allocation based on the MTS	2012-13 Biennium plans produced from the MTS
	Source: Programme Coordination & Support Unit			
	Frequency: Annual			
2011 Results Analysis				
<p>The biennium plans (FIPs and HIP) have been produced based on the MTS as in the last biennium. In addition, the resource allocation: both the initial resource allocation as well as the budget hearing exercise confirming the draft plans were based on the priorities provided in the MTS.</p>				

Organisational Development: Programme results in visible changes to UNRWA's effectiveness				
Indicator	Baseline 2009	Target 2010	Target 2011	Target 2012
(b) UNRWA M&E system providing timely and accurate management and programme information	Resources are put into place to envision a central M&E system	A functioning system in place	Reports used to monitor progress and make programmatic decisions	Reports used to monitor progress and make financial & programmatic decisions
	Source: Programme Coordination & Support Unit			
	Frequency: Annual			
2011 Results Analysis				
<p>Supporting the strategic planning process, the Programme and Coordination Support Unit (PCSU) developed and implemented an Agency-wide Results-Based Monitoring system (RBM) in March 2010 to facilitate data collection, monitoring and reporting needs. In 2011, the platform of the RBM was used to support and strengthen management by establishing an agreed upon methodology and systematic process for quarterly implementation monitoring and evaluation of biennium plan achievements against planned results (known as the Quarterly Management Review). In April, 2011, the Agency held a mid-term review of implementation progress of biennium plans. Chaired by the Deputy Commissioner General, presentations from Field Office Directors were made and discussions with Programme Directors and other staff took place using analytical self-assessments of progress. This management tool and process known as the Results Review is planned to be undertaken on an</p>				

annual basis using a Common Monitoring Matrix extrapolated from the Field and Headquarters Implementation Plans. The results analysis provided for managers are used at the Strategic Objective and Goal levels and also include opportunities to identify Lessons Learned as they relate to Successes and Challenges.

Figure 1 Managing and Reporting Results for UNRWA Management (internal)



The benefits of the RBM system and methodology have been applied for external reporting purposes as evidenced by the Harmonised UNRWA-Donor Reporting Framework which was reported in 2011 for 2010 results against planned achievements. The inaugural reporting significantly reduced UNRWA transaction costs for reporting against GF contractual reporting obligations, and the quality of information provided also improved as a result of using indicators from the Common Monitoring Matrix, using a standardised template and unified frequency of reporting. This is also an excellent practical application of the Aid Effectiveness partnership commitments.

Achievements in strengthening M&E systems or capacity are by no means complete but have been recognised in a number of external reports/evaluations:

1. 2011 OD Evaluation – A more results-focused Agency by the effective RBM system which will help strengthen results orientation of the Agency;
2. 2011 HLCM-UNDG Results Reporting Study – The Harmonised UNRWA-Donor Reporting Framework and methodology was cited as an example of best practice.

Organisational Development:
Agency wide active strategy on domestic violence in all UNRWA fields of operation

Indicator	Baseline 2009	Target 2010	Target 2011	Target 2012
(c) Referral systems to detect and refer women victims of violence in all UNRWA in all fields	No referral system	2 functional referral systems in Gaza and West Bank	5 functional referral systems in all UNRWA fields	Maintain 5 functional referral systems in all UNRWA fields
Source: Programme Coordination & Support Unit				
Frequency: Annual				

2011 Results Analysis

Overall, in all fields,¹ referral systems were defined with the involvement of stakeholders, and procedures were developed to increase coordination and cooperation among internal and external service providers. A total of 37 MOUs have been signed,² and manuals and procedures were developed to institutionalise the referral system.

Trainings on gender based violence (GBV) took place in every field to implement the referral system. The trainings benefited a total of 1,316 UNRWA staff and 255 staff and volunteers from Community Based Organisations (CBOs). These trainings have built capacities to respond to GBV and further in-depth trainings were deemed necessary. Furthermore, UNRWA developed a practical manual for frontline staff on addressing GBV.

In order to increase awareness about GBV and the assistance UNRWA is providing to GBV survivors through the referral system, a total of 16 communication tools were produced and 104 events were held. These activities targeted community members and leaders, as well as frontline staff.

Database systems were developed in four fields (Gaza, West Bank, Jordan, Syria), and Lebanon is in the process of building the system after a pilot in Tyre region. The database (or information) systems enable the case managers and service providers to effectively and safely collect, store, analyse and share data related to the reported incidents of GBV. The systems are continuously being adjusted to respond to the needs of GBV survivors and frontline staff using the system. However given limited funding and IT infrastructure, it has been difficult to build a sustainable database system facilitating "case management."

The trainings, advancement of the referral system and the database, and the increased awareness through communication tools and outreach activities constitute dynamic continuing processes contributing towards the achievement of the main goal of the referral: survivors' increased access to services. So far a total of 561 survivors were detected and assisted.

Overall challenges are experienced with regards to staff capacity, their time and commitment, and to the lack of IT infrastructure to support and consolidate the database. In 2012 UNRWA will consolidate and expand the system while addressing these challenges.

¹ Lebanon defined a pilot intervention in Tyr, assessed it and is currently extending it.

² The information concerns Gaza, Jordan, Syria and West Bank.

Agency policy on Human Rights, Conflict Resolution, and Tolerance (HRCRT) Education				
Indicator	Baseline 2009	Actual 2010	Actual 2011	Target 2012
(d) The percentage of education staff who successfully complete the HRCRT training programme	-	New	Draft HRCRT Policy developed	To be determined based on finalised project plan
	Source: Education Department			
	Frequency: Annual			
2011 Results Analysis				
<p>A review of the existing HRCRT UNRWA programme and materials has been undertaken collaboratively by Headquarters and Fields. A “partnership forum” of key stakeholders was also held to facilitate dialogue with partner agencies addressing Human Rights education in the region.</p> <p>Following this, an HRCRT Policy was drafted. It is now submitted to UNRWA Management for discussion and if endorsed will be disseminated to key stakeholders (educationalists, parents, etc.).</p> <p>It is now planned to develop student and teacher HRCRT materials and pre-test them in two Fields, Jordan and West Bank, before the training can be rolled-out.</p> <p>Meanwhile, Human Rights activities have continued in all Fields, including co-curricular activities regarding child rights and human rights, school parliament activities and related training.</p>				

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