



# the harmonized results report 2014

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#### About UNRWA

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

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## Acronyms and Abbreviations

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

## Introduction: Reporting Results in 2014

Despite protracted conflicts, a restricted operational environment, and financial and other challenges confronted in 2014, UNRWA achieved remarkable results in terms of programme quality, depth and coverage. In accordance with the Paris Declaration on Aid Effectiveness, the Accra Agenda for Action, and the Principles of Good Practice of Humanitarian Donorship, the 2014 Harmonized Results Report highlights **the Agency's** performance by outlining achievements against its human development goals and presenting both accomplishments and challenges in delivering much-needed services to Palestine refugees. **To this end, 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 analyses for selected key indicators that outline results by field of operation.

UNRWA has engaged deliberate steps towards a more integrated and transparent methodology with respect to performance monitoring. In this regard, the UNRWA Medium Term Strategy (MTS) 2010-2015 was translated into a series of biennial programme plans for both field office (FO) and headquarters (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 monitoring of achievements takes place at two levels: on a quarterly basis at the field level through quarterly management reviews and on a semi-annual and annual basis at the Agency-wide level through midyear and annual results reviews. During these events, UNRWA focuses on reviewing how assistance has been used, how results were achieved and how these changes are progressing towards the achievement of human development goals.

The Agency relies on the Results-Based Monitoring (RBM) system to facilitate strategic results monitoring as it allows FOs and HQ departments to systematically capture and assess progress towards set targets. The RBM system also hosts monitoring structures such as emergency appeals, projects and other frameworks set out by the Agency and, where possible, establishes linkages between them.

UNRWA continues to demonstrate transparency within the context of results-based management through harmonized results reporting that details both achievements and where results were not fully attained. This also supports systematic planning and monitoring processes, as well as an improved quality of data reporting and analysis.

The Harmonized Results Report is the final report for 2014. Report development was coordinated by the Department of Planning using inputs received from UNRWA FOs and HQ departments. Agreed principles upon which the Harmonized Results Report is based are as follows:

- (i) Reporting takes place once per calendar year within 90 days of the year-end;
- (ii) Indicators are based on Agency-wide internal monitoring arrangements (i.e. biennium plans);
- (iii) Baselines and targets are derived from biennium plans;
- (iv) Indicators are disaggregated by FO and/or gender where possible;
- (v) An analytical and 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 (actual 2013)	Actual 2014	Actual 2015	Target 2015
Average daily medical consultations per doctor	WBFO	116.00	111.00		104.00
	SFO	N/A	80.00		N/A
	GFO	109.00	96.00		100.00
	LFO	92.00	108.00		83.00
	JFO	81.00	84.00		83.00
	UNRWA Excl. SFO	99.00 Excl. SFO	95.00		83.00 Excl. SFO
Source: UNRWA Health Department Reporting					
Frequency: Annual					

#### Results Analysis

All fields except for Lebanon show a real decline in the average daily medical consultations per doctor. Gaza consultations dropped the most of all fields, with a decline from 109 daily consultations to 96. Maintaining that level is a priority for 2015. The sharp increase in Lebanon is likely due to the increased burden on health centres as a result of use by Palestine refugees who have fled from Syria. Data relating to health centre use in Lebanon has indicated that not only do Palestine refugees from Syria (PRS) use health services more frequently than their Lebanese counterparts, but they see medical doctors specifically on a more frequent basis, which would directly affect the number of consultations. In the West Bank, health centres recently (2014) changed from a six-day to a five-day working week. This means that in the West Bank, while the actuals for 2014 show an increase, in reality, there was a decrease. Unfortunately, these health centres are seeing the same number of patients in less time, inevitably leading to increased workloads for the staff. The drop in Gaza is likely due to a combination of factors. The Family Health Team (FHT) approach has been successfully implemented in 17 of 22 health centres in Gaza; the increased efficiency and reduced workload seen in other fields due to the redistribution of work after implementation is likely present in Gaza as well. Additionally, rigorous application of the appointment system through e-Health has led to a more regulated client flow, thus reducing workloads. It is also possible that coordination within and outside the Agency with other stakeholders to avoid duplications of service – mainly for non-communicable disease (NCD) patients after the introduction of the joint NCD booklet with the Ministry of Health in Gaza – has led to a reduced workload for senior medical officers. In July, clinics in Gaza reported only a 28 per cent workload decrease (250,889), while August saw 127 per cent of pre-conflict visits (445,252). Levels were reached despite the fact that only 65 per cent (13 of 20) of health centres were open for the majority of the conflict (June, pre-conflict visits: 334,176, monthly average: 350,000).

Of 137 UNRWA health centres, 99 have successfully implemented the Family Health Team reform. Excluding health centres in Syria where the FHT transition has been delayed due to the ongoing conflict, the transition is 86 per cent complete, with 99 of 115 health centres currently operating under FHT. All 115 are on track to be implementing health reforms before the close of 2015, which is in line with goals. Two health centres in Syria will be launching FHT in March 2015, with a total of six scheduled to make the transition by the end of the year.

The total number of consultations provided by UNRWA doctors in 2014 was approximately 9.5 million Agency-wide: 1.72

million in Jordan, 1.3 million in Lebanon, 9.83 million in Syria, 1.3 million in the West Bank and 4.2 million in Gaza. In Lebanon, 1.01 million consultations were provided to Palestine refugees from Lebanon, while 262,706 were provided to Palestine refugees from Syria living in Lebanon. Despite variations throughout the fields, the Agency-wide average number of consultations per day has declined by 9 per cent since 2013; if this pace is maintained, the 2015 target should be approximated.

A more modest target for Syria will be set for 2015, with the understanding that the data collected may not be completely accurate. The ongoing conflict affects patient behaviours, but perhaps more importantly, data collection is not totally accurate given the circumstances. A priority for the Syria Field Office (SFO) in 2015 is to improve the accuracy of data collection.

The gender distribution of consultations, in addition to the volume, is provided in the table below.

Field of Operation	Male	Female	Total
Jordan	627,068	1,094,372	1,721,440
Lebanon PRL	396,728	616,719	1,013,447
Lebanon PRS	108,428	154,278	262,706
<b>Subtotal Lebanon (PRL+PRS)</b>	<b>505,156</b>	<b>770,997</b>	<b>1,276,153</b>
Syria	451,603	532,032	983,635
Gaza Strip	1,660,303	2,521,664	4,181,967
West Bank	517,335	776,625	1,293,960
<b>Total</b>	<b>3,761,466</b>	<b>5,695,690</b>	<b>9,457,155</b>

## Strategic Objective 1

### Ensure universal access to quality, comprehensive primary health care

Indicator	Location	2012	2013	2014	Target 2015
Total cost per capita	WBFO	53.97	57.39	63.34	58.9
	SFO	N/A	N/A	N/A	N/A
	GFO	28.07	27.18	15.40	33.9
	LFO	85.67	82.70	67.61	70.4
	JFO	18.62	17.54	16.10	20.3
	UNRWA Excl. SFO	30.72	31.97	28.23	35.2
Source: Multiple sources					
Frequency: Annual					

#### Results Analysis

Indicators of efficiency were introduced in health reform reports as a result of the Health and Education Efficiency Study, finalized in April 2013. The study forecasted health reform impact from the perspective of efficiency measures, such as per capita cost, in addition to the effectiveness indicators already monitored by UNRWA.

Simultaneously, UNRWA capitalized on its investment in ABC Costing to ensure that financial reporting available from the accounting system could be extracted for those direct costs and support costs could be extracted and apportioned to programme activities. These inputs are then combined with programme activities in order to compute the efficiency

indicators.

The programmatic element of this measure requires the computation of the served population from Health Department statistical data. Table 1.0 below provides an overview of the variances arising primarily from the conflict in Syria (affecting both Syria and Lebanon, and to a lesser extent, Jordan volumes).

Table 1.0 – Trending of served population

Health served population	2011	2012	2013	2014
Gaza	1,025,625	1,224,383	1,271,568	1,218,979
Lebanon	267,105	260,408	302,572	331,461
Syria	404,637	-	-	422,864
Jordan	1,074,251	1,175,021	1,197,793	1,227,156
West Bank	475,588	474,920	481,570	475,600
Total	3,247,206	3,134,732	3,253,503	3,676,060

With respect to input costs, there are significant variations between UNRWA fields of operations because of a number of factors including: salary levels, hospital tariffs and hospital admission/reimbursement levels. These are well known and documented with further explanations available in the Health and Education Efficiency Study. For example, Lebanon is expected to have the highest cost per capita in all UNRWA fields of operations because Palestine refugees greatly rely on UNRWA for access due to the regulatory environment. Additional factors include the reimbursement rate for secondary care at hospitals (100 per cent), and while the hospital market is competitive, price-wise, it is one of the highest among the UNRWA fields of operations. In contrast, Jordan is expected to have a lower per capita cost due to the positive regulatory environment, as Palestine refugees there have access to the full spectrum of Ministry of Health (MoH) services in the country.

The overall trend offers inconsistent conclusions against the served population. For instance, the served population remained stagnant (excluding Syria); however, the input unit cost decreased by 11.7 per cent. This shows a weakness in the methodology because it is likely that the calculation for the indicator does not include all funding sources.

A final note regarding hospitalization costs – in 2014, an initial hospitalization stocktaking review was conducted by an external consultant with the purpose of exploring how efficiency could be maximized in the face of financial constraints and improved effectiveness. As a result of this management report, plans are underway to collect additional data to determine if an UNRWA hospitalization strategy is required so as to ensure access in an efficient and effective manner.

Challenges with this measure under review by UNRWA:

- Requires further assessment as 2014 financial closing being undertaken (including impact of alternative financing streams);
- Methodological update to projections due to the volatile external operating environment in UNRWA fields of operations, the change from UNSAS to IPSAS accounting standards, alternative financing streams impact on projected efficiency and effectiveness measures, and harmonizing the methodology between ABC costing and the Study; and
- Sourcing the consultants to provide a 2015 updating of the Health and Education Efficiency Study.

## Strategic Objective 2 Protect and promote family health

Indicator	Location	Baseline (Actual 2013)	Actual 2014	Actual 2015	Target 2015
Percentage of pregnant women attending at least four antenatal care (ANC) visits	WBFO	83.40	81.50		85.00
	SFO	N/A	59.70		N/A
	GFO	93.00	91.70		93.50
	LFO	90.70	89.40		90.00
	JFO	83.40	84.10		84.50
	UNRWA	88.80 Excl. SFO	86.80		87.00 Excl. SFO
	Source: UNRWA Health Department Reporting				
Frequency: Annual					

### Results Analysis

The average for the four fields rose slightly in 2014, though it is still slightly under target. Overall, the figures correspond to a total of almost 71,000 patients in the programme. Data from Syria (1,316 mothers) was included for 2014, though not included in 2013 reporting. The figures for Jordan (20,297), Lebanon (4,051) and Gaza (34,789) are calculated using the new World Health Organization (WHO) standard of women, with four antenatal care (ANC) visits as a numerator and total live births as a denominator, while figures for Syria and the West Bank (10,417) use the legacy system of calculating this indicator using total pregnant women as the denominator. The UNRWA strategy is continuously evolving to target the 10-15 per cent of women who do not attend the minimum required number of antenatal care visits and to better understand their reasons for not seeking antenatal care at UNRWA health centres. It is also important to understand whether these women are receiving antenatal care elsewhere and the reasons why that may be. Efforts are being directed towards developing a robust survey tool within the Department of Health that can be used Agency-wide, targeting the women who delay seeking antenatal care until their second trimester or do not seek it at all. Pre-testing in Jordan field started in Quarter 1 of 2015.

Intensive health education and awareness-raising initiatives benefit women who utilize UNRWA health centres. The FHT model emphasizes the importance of perinatal and post-natal care to women and suggests a minimum of four visits during pregnancy. Ensuring that women attend all four visits is crucial, but it is becoming increasingly difficult to attain higher rates as UNRWA has had a high rate of compliance for over a decade. Despite these health gains, increased efforts are needed to maintain and improve adherence to antenatal care routines to ensure maternal and child health outcomes are sustained at high levels. UNRWA health centres carried out a set of activities aimed at increasing the number of antenatal visits, which included integrating preconception care as an essential part of maternal health care, encouraging all women to seek antenatal care as soon as they have missed their menstrual periods, and giving special attention and care to those identified as being at risk. Health centres have also encouraged that women with high-risk pregnancies should be visited at home if they miss a regularly scheduled appointment.

Health points, specifically in Syria, are another option for women who cannot access an UNRWA health centre due to closure or safety reasons. Staffed by a nurse (and doctor where possible), these health points allow for women to access antenatal care despite the circumstances.

ANC visit rates in Syria have declined from 76.6 per cent in 2012 to 59.7 per cent in 2014, though this may be a reflection

of the difficulty in data collection – especially as it relates to tallying the cumulative number of visits – rather than an actual reduction of use by mothers. Medical consultation rates for 2014 in Syria were at 92.7 per cent of pre-conflict levels; it may be reasonable to conclude that ANC and maternal health visits have increased in a comparable proportion. More accurate data collection is a priority in 2015, and the establishment of a 2015 target will be re-evaluated this year.

### Strategic Objective 3 Prevent and control diseases

Indicator	Location	Baseline (Actual 2013)	Actual 2014	Actual 2015	Target 2015
The total number of NCD patients in the programme <sup>1</sup>	WBFO	36,518	37,869		40,510
	SFO	N/A	20,210		N/A
	GFO	67,988	71,433		72,800
	LFO	23,690	28,058		24,000
	JFO	71,222	73,557		74,981
	UNRWA	153,973 Excl. SFO	231,127		255,534 Excl. SFO
Source: UNRWA Health Department Reporting					
Frequency: Annual					

#### Results Analysis

Jordan, Gaza and the West Bank are on track to surpass the target prior to the end of 2015, while Lebanon has already surpassed the 2015 target by 16.9 per cent. Reporting under this indicator includes Syria for the first time since 2011.

An ageing beneficiary population, coupled with sedentary lifestyles, smoking, unhealthy diets and obesity, has led to a growing prevalence of non-communicable diseases

such as diabetes and hypertension. This trend is reinforced globally, though the burden is likely higher on Palestine refugees given increased regional stressors such as prolonged displacement, chronic and acute conflict, inflation, unemployment and poverty.

Outreach efforts – such as the diabetes campaign – and community health awareness activities serve to increase the number of patients screened and consequently diagnosed for NCDs across the five fields. The FHT reform process has also increased awareness and detection of NCDs through the primary health-care model of care now administered throughout the majority of UNRWA health centres. Early diagnosis of diabetes, if followed by the provision of proper and timely medical care, has the potential to significantly improve the quality of life of patients and reduce the frequency and severity of debilitating complications. Additionally, it can reduce the associated cost burden for families and UNRWA, imposed by cost-intensive medical and surgical procedures to treat these complications.



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<sup>1</sup> This indicator replaces the indicator, “The total number of diabetes patients in the NCD programme”.

Overall, 6.6 per cent of the served population in UNRWA health centres currently have active NCD files. NCDs are the leading cause of death in all host countries in which UNRWA operates. They are estimated to be responsible for 85 per cent of deaths in Lebanon, 76 per cent of deaths in Jordan, 46 per cent of deaths in Syria and 86 per cent of deaths in Israel and the oPt. Treatment rates are not available for all fields, though this data suggests that the burden of disease among the Palestine refugee population is comparable to that in host countries. It is therefore imperative that UNRWA continues its outreach, screening, treatment and advocacy campaigns in an effort to improve the health status of its population.

Gender disaggregation for this indicator is as follows:

NCD patients	Jordan	Lebanon	Syria	Gaza	West Bank	Agency
Male	27,429	11,758	9,030	28,022	13,213	89,452
Female	46,128	16,300	11,180	43,411	24,656	141,675
Total	73,557	28,058	20,210	71,433	37,869	231,127

Adjusted targets for 2015 will be considered in order to account for those fields that have already surpassed this year's target or are on track to do so well within the year, while one will be developed for Syria.

### Strategic Objective 3 Prevent and control diseases

Indicator	Location	Baseline (Actual 2013)	Actual 2014	Actual 2015	Target 2015
Percentage of 18-month-old children that have received all expanded programme on immunization (EPI) vaccinations according to host country requirements	WBFO	100.00	100.00		100.00
	SFO	N/A	80.50		N/A
	GFO	99.70	99.50		100.00
	LFO	99.50	99.50		99.50
	JFO	98.80	98.20		99.50
	UNRWA	99.40 Excl. SFO	99.30		99.50 Excl. SFO
Source: Rapid assessment (i.e. infants born during March 2013 who reached one and a half years (18 months) of age by September 2013)					
Frequency: Annual					

#### Results Analysis

The 2014 results continue to be satisfactory in WBFO (2,354 of 2,397), GFO (3,048 of 3,064), LFO (374 of 376) and JFO (2,354 of 2,397), though additional efforts in 2015 will focus on identifying the defaulters in each field. UNRWA has continued to partner with the Ministries of Health, WHO and the United Nations Children's Fund (UNICEF) in host countries in order to help assure 'herd immunity' (community immunity) among all children living in each of the fields. This increased collaboration



will help meet targets under this indicator in 2015.

The Agency-wide average excludes Syria, since vaccination rates are low due directly to the ongoing conflict. Additionally, while data from Syria is being included in annual reporting for the first time since the start of the conflict, reporting remains inconsistent and data collection is not always reliable. In part, this is due to the loss of family files, children attending health centres other than the ones where their files are kept and outreach vaccination efforts that are not recorded. In 2014, UNRWA participated in 11 national vaccination campaigns to improve the vaccination rates for Palestine refugee children in the country. A target for 2015 will be considered that reflects both the difficulties faced in providing vaccinations in a conflict situation, as well as the challenge of collecting reliable and consistent data.

Gender disaggregation is not available for this indicator.

## Goal 2: Acquired Knowledge and Skills

### Strategic Objective 4

#### Ensure universal access to and coverage of basic education

Indicator	Location	Actual 2011/12	Actual 2012/13	Actual 2013/14	Actual 2014/15	Target 2014/15
Learner dropouts – Elementary Education (Male)	WBFO	0.92	0.30	1.02		0.92
	SFO	N/A	N/A	N/A		N/A
	GFO*	2.55	2.80	3.81		2.55
	LFO	5.10	4.46	4.78		5
	JFO	2.42	2.56	2.80		2.1
	UNRWA	2.64 Excl. SFO	2.62 Excl. SFO	3.38 Excl. SFO		2.4 Excl. SFO
Indicator	Location	Actual 2011/12	Actual 2012/13	Actual 2013/14	Actual 2014/15	Target 2014/15
Learner dropouts – Elementary Education (Female)	WBFO	0.27	0.12	0.25		0.27
	SFO	N/A	N/A	N/A		N/A
	GFO*	0.79	0.94	1.47		0.75
	LFO	3.68	2.81	5.01		3.50
	JFO	3.67	2.62	2.48		3.20
	UNRWA	1.70 Excl. SFO	1.33 Excl. SFO	1.78 Excl. SFO		1.40 Excl. SFO
Source: UNRWA Education Department Reporting, except * from GFO EMIS						
Frequency: School year						

#### Results Analysis

The reporting period for dropouts was again one of continued operational challenges with ongoing and new conflicts, most significant of which were the continued conflict in Syria, the 2014 hostilities and the blockade in Gaza, and the ongoing occupation in West Bank. Given that Gaza accounts for 48 per cent of registered UNRWA students, the increase in their dropout rate significantly affects the overall UNRWA figure. Here, GFO dropouts increased by 0.76 for males and 0.45 for females. Specifically, **boys' elementary dropouts** increased from 2.8 per cent to 3.81 per cent and **girls' elementary dropouts** increased from 0.94 per cent to 1.47 per cent. In absolute terms, this translates into a period-to-period increase of 169 boys and 80 girls in the elementary cycle. There is anecdotal information available regarding the reasons behind these changes. However, nothing from the information systems currently available provide a resolute, evidence-based factor or factors for these changes.

During the reporting period in Syria, only enrolment data (43,309) and the more specific education-in-emergency-related data, such as attendance, were available. The Agency is working to address this gap and hopes that this issue will be reflected in the next Harmonized Results Report (HRR). The impact of the Syria conflict can perhaps be seen in Lebanon, where there was a slight increase in the male dropout rate (4.46 per cent to 4.78 per cent) and a significant increase in dropout rates for girls (2.81 per cent to 5.01 per cent). The data on girls invites further analysis given an increase in grade two and grade three dropouts and a decrease in grades five and grade six dropouts. This is likely to be directly linked to increased insecurity and the resulting decision of families to keep their younger daughters at home. A targeted review to

better understand dropout patterns and their underlying reasons is planned by the field. In Jordan, there was a slight decrease in dropouts for girls and an increase for boys, which confirms previous trends.

Finally, although the West Bank observed a slight increase in female dropouts of 0.13 per cent (or almost double the previous period) and a 0.72 per cent increase for male dropouts, it did not contribute significantly to the overall Agency trend.

Dropout findings highlight the imperative to continue to implement, embed, sustain, and build upon Agency-wide reform. They also emphasize the importance of further strengthening holistic and integrated education in emergency response to ensure that it supports learning, psychosocial well-being, security and safety.

Within the overall reform, the implementation of the Agency-wide Education Management Information System (EMIS) remains paramount in order to ensure that within an evolving and resource-constrained environment, timely and systematic collection and analysis of data and research continue and that education policy decisions are efficient, effective and equitable.

#### Strategic Objective 4 Ensure universal access to and coverage of basic education

Indicator	Location	Actual 2011/12	Actual 2012/13	Actual 2013/14	Actual 2014/15	Target 2014/15
Learner dropouts – Preparatory Education (Male)	WBFO	4.34	1.64	4.37		4.34
	SFO	N/A	N/A	N/A		N/A
	GFO*	4.67	3.47	3.55		4.40
	LFO	10.31	8.20	6.89		8.80
	JFO	8.08	7.69	9.83		7.70
	UNRWA Excl. SFO	6.09	4.02	4.75		5.50 Excl. SFO
Source: UNRWA Education Department Reporting, except * from GFO EMIS						
Frequency: School year						
Indicator	Location	Actual 2011/12	Actual 2012/13	Actual 2013/14	Actual 2014/15	Target 2014/15
Learner dropouts - Preparatory Education (Female)	WBFO	1.58	0.95	1.23		1.50
	SFO	N/A	N/A	N/A		N/A
	GFO*	2.34	1.80	1.36		2.00
	LFO	4.55	7.26	4.56		4.55
	JFO	9.77	10.41	11.06		9.20
	UNRWA Excl. SFO	4.48	3.39	2.99		4.70 Excl. SFO
Source: UNRWA Education Department Reporting, except * from GFO EMIS						
Frequency: School year						

#### Results Analysis

The reporting period for dropouts in preparatory education was, as highlighted earlier, one of a continued challenging

operational context. For boys in Gaza, dropouts in preparatory education increased slightly from 3.47 per cent to 3.55 per cent, reflecting an actual change on a period-to-period basis of 21 children. For girls, there was a slight decrease from 1.8 per cent to 1.36 per cent, which translates into 40 fewer girls dropping out than last year's comparison figure. In the West Bank, there was an increase in both boys' and girls' dropout rates. The boys' dropout rate rose from 1.64 per cent to 4.37 per cent and the girls' dropout rate rose from 0.95 per cent to 1.23 per cent. Regarding the boys' dropout rate, further analysis of the previous school year's data is required as this year's data is more in line with the historical performance of the programme.

For Syria, only enrolment data (13,857) and the more specific education-in-emergency-related data, such as attendance, were available in this reporting period. The Agency is working to address this gap and hopes that this will be reflected in the next HRR.

In Lebanon, the dropout rate has improved for boys, dropping from 8.2 per cent to 6.89 per cent. For girls, it decreased from 7.26 per cent to 4.56 per cent. This is in contrast to the trends in elementary education and highlights the need for a targeted review of dropout patterns at the field level. In Jordan, the overall dropout rate increased from 7.69 per cent to 9.83 per cent and from 10.41 per cent to 11.06 per cent for girls.

It is difficult to link the fluctuations in dropout rates to specific reasons other than the destabilizing factor of the regional conflicts and those identified in the Agency-wide dropout study, which highlighted academic engagement, underachievement, repetition, student frustration, fear of exams and disinterest in study as key dropout determinants. The Agency can and is responding to issues related to academic achievement through the reform and is actively addressing the provision of education in emergencies. There will be continued emphasis on both elements as we move forward to the next reporting and MTS period.

#### Strategic Objective 4 Ensure universal access to and coverage of basic education

Indicator	Location	2011/12	2012/13	2013/14	Target 2015
Pupil input unit cost (US\$)	WBFO	1,244.17	1,265.47	1,494.50	-
	SFO	-	-	-	-
	GFO	802.93	816.39	808.11	-
	LFO	1,734.67	1,997.46	1,704.57	-
	JFO	907.23	966.59	907.04	-
	UNRWA	951.61 Excl. SFO	991.63 Excl. SFO	976.17 Excl. SFO	≤ 974.60 Excl. SFO
	Source: Multiple sources				
Frequency: Annual					

#### Results Analysis

Indicators of efficiency were introduced in the health reform reports as a result of the Health and Education Efficiency Study, finalized in April 2013. The study forecasted education reform impact from the perspective of efficiency measures such as per capita cost, as complementing effectiveness indicators are already monitored by UNRWA.

UNRWA formerly reported input unit costs in the Education Reform Report without including indirect costs. UNRWA is now able to compute indirect as well as direct costs. The 2013 figure is US\$ 976.41 per pupil for basic education, decreasing from US\$ 991.63 in 2012 or by approximately 1.5 per cent using data, including available Syria data. Using the same methodology and including Syria results in a unit cost of US\$ 941 for UNRWA, almost a 1 per cent change against

reported GF expenditures. The figures above have been retroactively computed for uniform purposes to demonstrate the unit costs without the variances in Syria.

As was reported in the 2013 Education Reform Report, there is a difference in the forecasted and the effective unit costs due to two primary factors. The first is that the figures are affected by the lower enrolment in Syria, which tends to skew costs in an upward fashion. The other factor is the transition from UNSAS to IPSAS accounting standards in 2012, which increased non-cash expenses by US\$ 25 million for items such as depreciation.

Enrolment figures are a key factor in computing cost. Table 1.0 provides an overview of the variances arising primarily from the consistent growth of enrolment in Gaza and fluctuations in Syria due to the conflict.

Enrolment	2010/11	2011/12	2012/13	2013/14
Gaza	212,371	218,048	225,098	232,384
Lebanon	28,764	28,350	28,026	28,192
Syria	67,242	66,127	67,292	43,309
Jordan	119,543	116,706	115,803	116,953
West Bank	54,027	52,633	51,695	51,327
Total	481,947	481,864	487,914	472,165

With respect to input costs, there are significant variations between UNRWA fields of operations due to a number of factors that also affect the health programme, such as salary levels. Other factors are unique to education and include rented versus purpose-built schools, the degree to which UNRWA relies on host government education materials to teach the curriculum, and the fact that the school year does not follow the financial or calendar year. An additional factor in the variation by field is the weighting of indirect cost components which have a current base year of 2011. Finalization of updated full-time equivalent or FTE-determined weightings for 2013 and 2014 will have an impact on the unit costs by field. These factors and others are well documented and available in the Health and Education Efficiency Study.

The overall trend cannot be solely linked to enrolment. For instance, overall enrolment decreased by approximately 2.6 per cent, while overall unit costs decreased by 1.3 per cent. We need to better understand the impact of the variables on the unit costs.

Challenges with this measure are under review by UNRWA:

- Requires further assessment as 2014 financial closing being undertaken (including impact of alternative financing streams);
- Methodological update to projections due to the volatile external operating environment in UNRWA fields of operation, the change from UNSAS to IPSAS accounting standards, alternative financing streams impact on projected efficiency and effectiveness measures, and harmonizing the methodology between ABC costing and the Study; and
- Sourcing the consultants to provide a 2015 updating of the Health and Education Efficiency Study.

**Strategic Objective 5**  
**Enhance education quality and outcomes against set standards**

Indicator	Location	Baseline 2009/10	Baseline 2009/10* IRT scale Mean=250	Equated Actual 2012/13	Equated Target 2012/13
The mean score obtained by students from Monitoring of Learning Achievement (MLA) testing (Grade 4 – Math)	WBFO	44.40	237.74	236.55	244.90
	SFO**	47.60	N/A	N/A	N/A
	GFO	46.70	239.08	226.94	251.31
	LFO	41.60	229.20	226.30	238.50
	JFO	43.90	234.93	215.62	240.64
	UNRWA	45.30	236.65 Excl. SFO	224.80 Excl. SFO	244.90 Excl. SFO
	Source: UNRWA Education Department Reporting				
Frequency: Conducted once per biennium					
Indicator	Location	Baseline 2009/10	Baseline 2009/10* IRT scale Mean=250	Equated Actual 2012/13	Equated Target 2012/13
The mean score obtained by students from MLA testing (Grade 4 – Arabic)	WBFO	45.60	235.87	265.20	245.88
	SFO**	48.10	N/A	N/A	N/A
	GFO	45.90	234.47	266.83	245.88
	LFO	38.50	206.18	247.34	226.91
	JFO	41.00	219.02	242.87	230.11
	UNRWA	44.20	227.30 Excl. SFO	258.19 Excl. SFO	239.60 Excl. SFO
	Source: UNRWA Education Department Reporting				
Frequency: Conducted once per biennium					
Indicator	Location	Baseline 2009/10	Baseline 2009/10* IRT scale Mean=250	Equated Actual 2012/13	Equated Target 2012/13
The mean score obtained by students from MLA testing (Grade 8 – Math)	WBFO	40.70	208.16	228.70	223.78
	SFO**	42.80	N/A	N/A	N/A
	GFO	45.80	222.22	226.98	237.21
	LFO	40.00	205.23	227.36	221.84
	JFO	40.20	206.79	223.48	219.89
	UNRWA	42.00	211.48 Excl. SFO	226.3 Excl. SFO	225.71 Excl. SFO
	Source: UNRWA Education Department Reporting				
Frequency: Conducted once per biennium					

Indicator	Location	Baseline 2009/10	Baseline 2009/10* IRT scale Mean=250	Equated Actual 2012/13	Equated Target 2012/13
The mean score obtained by students from MLA testing (Grade 8 – Arabic)	WBFO	24.80	172.50	250.40	196.99
	SFO**	37.10	N/A	N/A	N/A
	GFO	26.90	175.69	263.06	204.03
	LFO	34.60	204.10	243.95	223.62
	JFO	25.90	176.14	239.59	196.99
	UNRWA	28.30	178.01 Excl. SFO	252.15 Excl. SFO	207.43 Excl. SFO
	Source: UNRWA Education Department Reporting				
Frequency: Conducted once per biennium					

### Results Analysis

*\*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 to 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 MLA tests and repeated in the 2013 tests. The 2009 MLA results have also been re-analysed 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 the 2014-2015 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.*

With international tests not being implemented in all UNRWA fields and the need for a strong Agency tool to measure and compare student achievement within and between the Agency's fields of operation, UNRWA undertook its first Monitoring of Learning Achievement (MLA) in 2009. The 2013 MLA was conducted in all UNRWA schools in the West Bank, Gaza, Lebanon and Jordan. The situation in Syria did not allow for implementation of the MLA.

Lessons learned as to both the process and the substance of the 2009 MLA were reflected in the design, analysis and implementation of the 2013 MLA. With regard to the substance, the 2013 MLA reflected the aspirations of the Education Reform and international standards for monitoring learning. As such, it was designed to provide information on key **aspects of the quality and equity of students' achievement**. For example, it went beyond examining how many students are achieving at, below, or above their grade performance level. Furthermore, the MLA gives key insights into the status of learning in UNRWA schools, with information on **students' performance in relation** to the content and cognitive domains of both subjects, as well as in Higher Order Thinking Skills (HOTS). This strengthens our understanding of the type of learning in our classrooms and how this aligns with the aspirations of the education reform.

The 2013 MLA test results were equated with the 2009 results to ensure comparability. Both the original (non-equated) and equated results for 2009 were reported in the 2013 Harmonized Results Report. The IRT-equating techniques used to conduct the analysis and results are reported on a percentage scale with a mean of 250. The equated results show us that there were significant improvements in the mean score for Arabic in both grades and a slight improvement for mathematics in grade eight, but results declined slightly for mathematics in grade four. For grade four Arabic, the Agency-wide mean score improved from 227.3 (in 2009) to 258.19 (in 2013) and for grade eight Arabic from 178.01 to 252.15. For grade four mathematics, results fell from 236.65 to 224.8, although results increased for grade eight

mathematics from 211.48 to 226.33.

However, the greater insights that the 2013 MLA analysis provides, with regard to the key dimensions of equity and **quality of children’s learning, strongly endorses the need** for continued emphasis on the systemic change introduced through the education reform. Here, although 62 per cent of students had sufficient or comprehensive understanding (achieved/ advanced levels) in grade eight Arabic, less than 50 per cent of students reached these levels in grade eight mathematics or in either subject in grade four. The performance in each subject being stronger for grade eight students than grade four, and performance in Arabic stronger than that in mathematics, suggests the need for further analysis, for example, to understand if there is any link with student repetition or dropout rates. By looking at the performance levels **in relation to the students’ performance in the cognitive domains, the Agency is better placed to highlight the need for additional support to teaching and learning.**

At the field level, students from Gaza and the West Bank had a stronger performance than those from Jordan and Lebanon in Arabic (in Gaza, 45 per cent of grade four students and 69 per cent of grade eight students were at achieved/advanced levels; in the West Bank, there were 45 per cent of grade four students and 60 per cent of grade eight students at achieved/advanced levels).

There was less variation in the mathematics results, although West Bank had slightly stronger results (grade four: 43 per cent at achieved/advanced levels) and Jordan had weaker results (grade four: 27 per cent at achieved/advanced levels; grade eight: 33 per cent at achieved/advanced levels).

The analysis of the 2013 MLA provides a clear way forward for measuring the achievement of the UNRWA education system into the future. It serves as the basis for the new indicators that focus on the quality and equity of student performance. These new indicators – with the 2013 baseline – are reflected in the 2016-2021 Medium Term Strategy (MTS).

The new MLA indicators for the 2016-2021 MTS will focus on:

- Achievement dimension: Students meeting required levels in MLA tests
- Quality dimension: Students meeting required standards in higher-order thinking skills
- Equity dimension: Difference in student performance between performance levels in MLA testing

## Strategic Objective 6 Improve access to education opportunities for learners with special education needs

Indicator	Location	Baseline (Actual 2011/12)	Actual 2012/13	Actual 2014/15	Target 2013/14
The percentage of all children enrolled in UNRWA schools identified as having a disability	WBFO	8.00	10.10	6.15	3.00
	SFO	N/A	N/A	N/A	N/A
	GFO	3.20	3.70	3.35	2.30
	LFO	0.32	1.40	3.93	5.00
	JFO	1.35	1.30	1.67	2.00
	UNRWA	3.07 Excl. SFO	3.60 Excl. SFO	3.74 Excl. SFO	2.90 Excl. SFO
	Source: Field Office Education Programme Reporting				
Frequency: Annual					

## Results Analysis

The current results were updated using interim data available for the 2014/15 school year using the RBM system. The data reflected no significant change on an Agency-wide level but large variations in two fields, namely WBFO and LFO, from the previous reporting period. The overall number of children currently identified as having a disability is slightly over 15,000 with the current set of preliminary figures (around 3 per cent of UNRWA students). It is difficult to gauge whether this level is what would be expected, although it seems likely that it is lower. The Global Burden of Disease Survey (2004) estimates that among children aged 0-14 years, 5.1 per cent had “moderate or severe disability” and 0.7 per cent experienced “severe disability”. However, UNICEF states that there are no reliable global estimates on childhood disability. The percentage of children with disability also varies by region. It is known that rates of disability are significantly higher in low- and middle-income countries than in richer countries. For the Middle East and North Africa (MENA) region, a 2004 survey carried out by the World Bank in Egypt, Jordan and Yemen estimated that between 5 and 10 per cent of children under the age of 18 have at least one type of disability. In the MENA region, research also suggests that cultural practices may lead to a higher rate of congenital disabilities, with overall systemic weaknesses with regard to appropriate health and social interventions also contributing to disability rates. Given global and regional studies and the impact of conflict, higher rates of disability may be expected in UNRWA fields of operations. Within this context, UNRWA is working to strengthen its own ability to define and address the needs of children with disabilities. More specifically, the identification of children with disabilities and other needs is now being explicitly addressed through the ‘Teacher’s Toolkit for Identifying and Responding to Students’ Diverse Needs’; this supports teachers and education cadres in identifying and responding to students’ learning, health and psychosocial needs.

As dissemination of the toolkit has only recently begun, it is likely that the discernible impact will become more visible in subsequent school years. The emphasis in the future will not only be on the identification of needs but on specific and appropriate support to children with special education needs. With the move towards an Agency-wide EMIS, the data system itself will be strengthened.

## Field Specific Strategic Objective (Gaza)

### Sustain and exceed achievements in UNRWA schools of excellence

Indicator	Subject	Actual 2011/12	Actual 2012/13	Actual 2013/2014	Target 2013/14
GFO unified testing pass rates	Arabic	78.96	80.99	83.41	80.00 for boys and 93.37 for girls
	Maths	70.71	71.00	81.17	72.00 for boys and 81 for girls
Source: GFO Education Programme Reporting					
Frequency: School year					

## Results Analysis

In 2008, GFO began implementing final unified exams at the end of every academic semester for students in grades four through nine. These exams were instituted in order to measure students’ achievements against the standards identified for each grade in each major subject. According to UNRWA regulations, a passing score in Arabic and mathematics on each final unified exam is required for students to advance to the next grade level.

In the 2013/14 school year, students tested better in both Arabic and mathematics. Arabic pass rates recorded 83.41 per cent compared to 81 per cent last year (a 2.41 per cent improvement). In mathematics, students achieved a pass rate of 81.17 per cent vs. 71.01 per cent last year (an increase of 10.16 per cent). This improvement could be explained by achievement variations in two geographical areas (North Gaza and Rafah have shown considerable recovery this year). Girls achieved a pass rate of 90.52 per cent (lower than targeted achievement) in Arabic and 85.24 per cent in mathematics for 2013, while boys scored 76.74 per cent and 77.35 per cent, respectively. In both Arabic and mathematics across both semesters, girls very clearly outperformed the boys. Pass rates, however, do not show the real improvement **of the students' achievement levels**. Mean scores reflect the real image of student achievement levels and progress. Unified exam mean score results in 2013/14 for all students in all areas (for two semesters combined) in Arabic is 71.1 per cent, while in the previous year it was 69.9 per cent (1.2 per cent improvement in the mean score). Unified exam mean score results in 2013/14 for all students in all areas (for two semesters combined) in Mathematics was 68.54 per cent compared to 64.81 per cent in 2012/13 (3.73 per cent improvement in mean score).

GFO achievement against targets for the reporting year evidenced improvement at a slower rate than initially envisioned. UNRWA is seeking to maintain incremental improvement, which is more realistic given the limited resources and the socioeconomic context.

The total number of students who were identified as failing their final unified exams was 5,881, compared to 7,910 students last year. This indicates a drop of 13.5 per cent (2,029 students) in the number of students who failed, noting that students who fail any other school subject(s) aside from Arabic and mathematics may repeat the grade level. The 2013 results of the UNRWA school dropout study indicated that students who have repeated a grade are over ten times more likely to drop out.

In 2013/14, UNRWA schools accommodated 232,384 students under the tutorage of 7,923 teachers, including 360 teachers who were appointed on a fixed-term basis. Currently, over 240,413 students are studying in 252 UNRWA schools. The Agency's **top priority is fulfilling refugees' right to education by providing quality schooling to children in grades one through nine**. The student population during the same period grew by about 8,029 students. Such demographic growth will continue to increase pressure on UNRWA education infrastructure and related resources.

The sixth annual Summer Learning Event for 2014/15 was attended by 33,303 students. It provided an additional opportunity for students from grades four through nine who did not pass Arabic, mathematics, or both, to study and develop basic skills for six weeks over the summer. At the end of the term, 84.84 per cent of students passed the required examination and successfully moved on to the next grade.

The UNRWA TV channel continues to produce supportive lessons in Arabic, mathematics, English and science for six scholastic grades. While both the number of lessons produced and viewership increased, GFO took a very serious look at how best to increase its effectiveness in the years to come. Accordingly, an assessment was undertaken by the monitoring and evaluation (M&E) unit in April of last year to measure viewership and obtain feedback from students, parents and teachers on how to better tailor lessons and increase relevance for both teachers and students. Some key preliminary findings show that over two thirds of surveyed students acknowledged watching UNRWA TV lessons, while stating that their performance levels had improved as a result. The same sentiment was voiced by parents and teachers who witnessed this improvement in terms of monthly test marks, overall achievement, independence in doing their homework, better memorization of lessons learned at school, enhanced classroom participation, and improved listening and reading skills. Through UNRWA TV, teachers gained knowledge of new educational techniques such as using technology inside the classroom, using simple methods to provide skills, and gaining insight into lesson plan development. Based on recommendations for improvement received from those who participated in the exercise,

UNRWA will seek to enhance the quality and variety of interactive teaching methods and align the school curriculum with broadcast timing, etc.

As reported in 2013, the practice of unified exams across grades four through nine was being questioned by multiple stakeholders both internal and external to UNRWA (academicians, sector specialists, etc.). This has resulted in the re-adoption of school-based examinations that will continue as an interim solution until an alternative is created.

During the reporting period, a greater level of interaction was witnessed between school administration and parents throughout the school year and particularly before examinations. Meetings and workshops were held for parents to instruct them on dealing with children before and during exams. Other topics included raising awareness on handling children while taking into consideration their psychological and educational dimensions.

UNRWA aims to improve access to protective, inclusive and child-friendly quality education for boys and girls through various interventions including: special children, special needs, the Interactive Learning Programme and the provision of stationery materials. These measures are in addition to Reform Policy initiatives such as School-Based Teacher Development (SBTD), Technical and Vocational Education and Training (TVET) and Leading for the Future.

### Field-Specific Strategic Objective (LFO)

#### Improve achievement levels in UNRWA schools

Indicator	Location	Actual 2011/12	Actual 2012/13	Actual 2013/14	Actual 2014/15	Target 2014/15
Pass rates (National exams for preparatory)	LFO	51.90	63.58	N/A		M: 55.0 F: 66.30
	Source: LFO Education Programme Reporting					
	Frequency: School year					

#### Results Analysis

In the 2013/14 school year, all grade nine students who sat for the Brevet official exam were awarded the Brevet certificate. This was due to a major May-June 2014 industrial action by the **teacher's syndicate**. Within this conflict, the syndicate instructed teachers not to correct the Brevet exams while the Ministry of Education (MoE) instructed that all students would be awarded a certificate. This resulted in all UNRWA grade nine students (2,381 boys and girls) being awarded the Brevet. As a comparison, 1,538 students out of 2,419 passed in 2013 and 1,251 out of 2,414 in 2012. The main impact of the Lebanese MoE decision were: (1) a dramatic increase in the number of students promoted to grade 10, which also impacted class formation in 2014/15 (additional grade 10 sections were created while existing grade 10 classroom sizes increased); (2) the need to recruit additional teachers; and (3) additional cost of accommodating all grade 9 students (such as stationery, textbooks, etc.).

## Goal 3: A Decent Standard of Living

### Strategic Objective 7 Reduce abject poverty

Indicator	Location	Baseline 2014	Actual 2014	Actual 2015	Target 2015
Percentage of SSNP individuals who are abject poor <sup>2</sup>	WBFO	7.17	30.00		81.00
	SFO*	N/A	N/A		N/A
	GFO	40.00	73.60		40.00
	LFO	New	5.00		30.00
	JFO	41.00	92.00		75.00
	UNRWA	41.40	55.30		45.50**
		Excl. SFO	Excl. SFO		Excl. SFO
Source: UNRWA Refugee Registration Information System (RRIS), food security survey (FSS) and field-specific information systems					
Frequency: Annual					

#### Results Analysis

This indicator reflects the identification of abject poor who cannot meet their basic food needs among the registered individuals in the Social Safety Net Programme (SSNP). Through the application of a poverty-based targeting system, a proxy-means test formula (PMTF) supports the identification of individuals who need UNRWA assistance the most and their eligibility for benefits based on household position in relation to the relevant poverty line. This relatively new targeting system has been rolled out in all fields at different times and adapted to the sociopolitical context of each field.

The SSNP is mainly funded through the General Fund with additional project funding from Japan, Belgium and France. As a result of the generous contribution of donors in 2014, the SSNP served an average of 294,152 individuals each quarter through the provision of food baskets and cash relief. The local market values of the SSNP food basket and cash relief (except in Gaza) were monitored on a regular basis to estimate the percentage of the abject poverty line relieved through the social transfer. The values presented below are for the last quarter of 2014 and illustrate that while the transfer is significant, it is far from covering refugee families' food consumption needs.

Gaza: US\$ 162/US\$ 559 = 28.90 per cent

West Bank: US\$ 212/US\$ 654 = 32.40 per cent

Jordan: US\$ 158/US\$ 625 = 25.40 per cent

Lebanon: US\$ 148/US\$ 909 = 16.30 per cent



<sup>2</sup> This indicator replaces the indicator, 'Percentage of refugees identified (or estimated) to be poor who receive a social transfer'.

The latest escalation of violence in Gaza has left the population extremely vulnerable. The SSNP worked in a complementary manner with the emergency programme to maximize food security coverage for those in need. The caseload is expected to increase substantially, exhausting the ceiling through the transfer of 7,120 abject-poor cases from the emergency programme to the SSNP to ensure that these individuals receive support.

The Lebanon Field Office has identified 3,079 new SSNP beneficiaries as abject poor out of 61,648 SSNP individuals, representing 5 per cent of the total receiving social transfers. An additional 230 are on the waiting list. Those newly identified abject poor represent approximately 18 per cent of total abject poor identified by a 2010 American University of Beirut (AUB)-UNRWA socioeconomic survey (around 16,000 Palestine refugees). The field has exhausted its rations ceiling of 61,709 and is unable to admit new beneficiaries until some of the current SSNP families, assessed as no longer eligible, are replaced by those newly identified abject poor.

The West Bank Field Office continued to apply the PMTF in 2014; as a result, data presented in the table indicates an increase in the percentage of abject-poor cases in the SSNP. It should be noted that the 2014 baseline figure appears low because it was set according to the previous targeting mechanism 'Da'am'.

The Jordan Field Office, operating in what can be considered the most favourable environment, is able to move closest towards the complete removal of non-abject cases in the SSNP through the application of the PMTF. Since the previous targets have been exceeded, a new target is now set at 97.5 per cent for 2015, leaving a remaining 2.5 per cent for appeal cases, which could be replaced with abject-poor individuals should the appeal cases be less than 2.5 per cent.

*\* This indicator is not relevant in Syria Field as they provide blanket coverage due to the crisis.*

*\*\* Target has been adjusted with Syria Field's target for 2015 removed*

<b>Strategic Objective 9</b>					
<b>Offer inclusive financial services and increased access to credit and savings facilities, especially for vulnerable groups such as women, youth and the poor</b>					
Indicator	Location	Baseline (actual 2013)	Actual 2014	Actual 2015	Target 2015
Total number of loans financed to refugee clients through all microfinance loan products	WBFO	2,167	2,479		2,812
	SFO	124	222		508
	GFO	3,144	2,587		5,116
	LFO				
	JFO	6,178	7,248		11,993
	UNRWA	11,613	12,536		20,429
	Source: UNRWA Microfinance Loan Management Information System				
Frequency: Annually reported, monitored monthly					

## Results Analysis

In 2014, the microfinance programme financed 34,967 loans valued at US\$ 34.38 million, of which 36 per cent went to Palestine refugees with a value of US\$ 15.70 million. Palestine refugees accounted for 87 per cent of clients in Gaza, 64 per cent in Jordan, 23 per cent in the West Bank and just over 2 per cent in Syria. Outreach to Palestine refugees improved by 8 per cent in all fields except Gaza, where it retrenched by 18 per cent as a result of the July-August 2014 conflict.

Of the 34,967 loans issued in 2014, women received 37 per cent valued at US\$ 9.85 million. Women received 42 per cent of all loans issued in Jordan, 40 per cent in Gaza, 36 per cent in the West Bank and 32 per cent in Syria. Youth received 28 per cent of all loans financed at a total value of US\$ 9.26 million. Youth received 37 per cent of all loans in the West Bank, 30 per cent in Jordan, 26 per cent in Gaza and 16 per cent in Syria.

With the exception of Gaza, every field increased loan outreach activities in 2014 as reflected in a 32 per cent outreach growth rate, with growth of 189 per cent in Syria, 17 per cent in the West Bank and 12 per cent in Jordan. Outreach in Gaza declined by 19 per cent due to the summer 2014 hostilities. The geographic distribution of outreach changed between 2013 and 2014, with Syria increasing its share of outreach from 13 to 28 per cent. This pushed down the share of outreach in other regions, with Jordan declining from 38 per cent to 33 per cent and the West Bank declining from 35 per cent to 31 per cent, even as their outreach grew in absolute numbers. The outreach share in Gaza declined in both relative and absolute terms from 14 per cent to just 8 per cent.

The challenge in the coming period is to increase the capital base of the programme, especially in Syria, to meet 2015 targets. This will require additional capital of between approximately US\$ 7 and 8 million. While the West Bank and Jordan still face a relatively stable market context, the programme in Syria continues to operate in an extremely high-risk environment in which it has managed to maintain the best level of efficiency across the programme. It remains, however, challenged by volatility in the value of the Syrian pound. This has resulted in a significant currency valuation loss that has led to significant capital devaluation (requiring an injection of around US\$ 3.5 million to restore its capacity). The situation in Gaza has been severely affected by the eight-year long crisis that has laid economic siege to the economy. The programme is most affected by the United Nations and international boycott of Hamas, which has proscribed the programme from working with standard instruments of commercial contact law. This has reduced the programme capacity by 75 per cent.

## 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	Actual 2014	Target 2015
Periodic review of the social performance of the microfinance programme	One poverty study in Gaza	Complete at least one social-rating assessment and one poverty-scoring assessment for each field office in the biennium.
	Source: UNRWA microfinance studies	
	Frequency: Annually reported/conducted	

## Results Analysis

No social rating studies were undertaken in 2014 due to the deteriorating security situation in Gaza and Syria, with international rating agencies leery of sending staff on mission to the area. One poverty study was completed in Gaza just

before the July-August 2014 conflict, which will be followed by an additional study in 2015. The poverty study showed that 36 per cent of clients lived below the poverty line. Forty-eight per cent of clients in Khan Younis and Rafah live below the poverty line, compared to 35 per cent in the middle area and 29 per cent in the Gaza City area. Women clients were poorer than others, with 41 per cent of women clients living in poverty. Some 84 per cent of clients live on an income of less than double the national poverty line. Additional poverty studies will be undertaken in the West Bank and Jordan in 2015. A separate client satisfaction study was also completed in Gaza in 2014, which showed that 70 per cent of clients were satisfied with the products and services. 76 per cent of clients indicated that receiving such services was easy or very easy. Only 5 per cent of clients considered their relationship with the microfinance programme bad, 33 per cent assessed their relationship as good, and 57 per cent considered it excellent. Almost half of the clients (49 per cent) considered UNRWA microfinance services to be the best in comparison to other microfinance providers, with 73 per cent satisfied with their current loan size and 54 per cent indicating that the loans enabled them to expand their business activities. Separate client satisfaction surveys are planned for the West Bank and Jordan in 2015. Finally, a separate damage assessment study on the impact of the summer conflict in Gaza indicated that 35 per cent of clients fled their homes and were internally displaced during the war, while 25 per cent hosted relatives or friends in their homes. Some 57 per cent of clients reported a decrease in their monthly income and 78 per cent reduced their food purchases. The homes of 38 per cent of clients were damaged, while 16 per cent of client businesses were damaged. Because of the difficult situation in Syria, no further studies are planned there at this time.

### Strategic Objective 10 Improve Employability

Indicator	Location	Baseline 2014 (Actual 2013) for 2011/12 graduates	Actual 2014 for 2012/13 graduates	Actual 2015 for 2013/14 graduates	Target 2015 for 2013/14 graduates
Percentage of graduates employed or continuing their studies among active job seekers (male)	WBFO	89.00	83.42		82.11
	SFO	45.00	74.44		N/A
	GFO	71.00	48.37		80.00
	LFO	69.00	43.32		92.00
	JFO	98.00	98.62		95.00
	UNRWA	78.00 83.00 Excl. SFO	72.29 72.11 Excl. SFO		87.80 Excl. SFO
	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	77	57.65		66.45
	SFO	57.00	40.16		N/A
	GFO	49.00	33.74		54.00
	LFO	66.00	55.94		77.00
	JFO	93.00	93.20		80.50
	UNRWA	75.00 76.00 Excl. SFO	60.61 62.94 Excl. SFO		71.30 Excl. SFO
	Source: UNRWA Education Management Information System (EMIS)				
Frequency: Annual; 12 months after school year					

## Results Analysis

Employment rates for UNRWA TVET graduates have decreased at the Agency-wide level since last year. The Agency-wide employment rate was 75 per cent for female 2012 graduates, which decreased to 60.61 per cent for 2013 graduates. For male 2012 graduates, the Agency-wide employment rate was 78 per cent, which fell to 72.29 per cent for 2013 graduates. If Syria is excluded, the employment rate also decreased over the last year, from 76 per cent for female 2012 graduates to 62.94 per cent for 2013 graduates. For male 2012 graduates, the employment rate was 83 per cent, which fell to 72.11 per cent for 2013 graduates.

The chart below shows the employment rates for UNRWA TVET 2013 graduates divided by field and gender, as well as general and relevant employment rates.



The sharp decline in employment rates, which are calculated Agency-wide one year after graduation, is an expected and understandable trend. The ongoing conflict in Syria has affected the continuity of certain industries and disrupted schooling. The unstable situation and mobility restrictions in the West Bank have had a negative impact on the graduate employment rate for females, which can be explained by **security and cultural concerns that particularly affect women's** mobility. The fields are looking further at this with regard to current course provision. Political, social and economic constraints; instability; and the ongoing blockade on Gaza have also had a major impact on the overall achievement of TVET targets. Moreover, the unemployment rate for youth aged 15-24 is estimated to be 66.9 per cent in Gaza (Palestinian Central Bureau of Statistics or PCBS as of April-June 2014). This explains the continuing low rates of employment in Gaza. In addition, the employability of Palestine refugees living in Lebanon is challenged by decades of restrictive government policies, as well as the arrival of refugees from Syria, which has severely affected the Lebanese job market, particularly for Palestine refugees. The previous trend in the male and female employment rate in Lebanon has continued, with the male employment rate falling from 69 per cent in 2013 to 43.32 per cent in 2014 and the female employment rate falling from 66 per cent in 2013 to 55.94 per cent in 2014.

While the Agency-wide employment rate declined, high and stable employment rates have been maintained in Jordan and the male employment rate increased in Syria. For Syria, the employment rate for male graduates increased from 45

per cent in 2013 to 74.44 per cent in 2014. The increase in the male employment rate in Syria, despite the conflict and unstable security context, is a particular achievement. This could be explained in part by UNRWA outreach efforts, as well as the relocation of small- and medium-size industries from unstable areas to safer areas, which has created new job opportunities in the labour market. The same has not been achieved for female graduates in Syria, as the employment rate has decreased from 57 per cent in 2013 to 40.16 per cent in 2014. This constitutes a large gap between male and female employment rates, most likely a result of security concerns due to the current conflict.

The inclusion of graduates continuing their studies in the indicator reflects the fact that ‘bridging’ into university courses is actually a sign of success among TVET graduates and not a sign that the student has failed to find a job. It is worth mentioning here that the number of graduates from the UNRWA TVET programme continuing their studies is very small compared to the graduate employment rates. Only 275 graduates are continuing their studies out of the 3,316 graduates from 2013 (representing 8.29 per cent).

In conclusion, the UNRWA TVET programme has proven its capacity to provide Palestine refugee youth with job opportunities in an often-constrained economic environment. Despite regional challenges, UNRWA TVET graduates have relatively good employment rates in comparison to general employment rates for youth in the region.

This data raises two key points that require further analysis. First and foremost, the increase in the employment rate for males in Syria needs to be looked into further to see if initiatives there can be implemented in other areas where the employment rates have decreased due to crisis and instability. Secondly, Jordan’s high and stable employment rates are impressive and further research is requested to see whether this is merely a result of the comparatively stable environment or whether additional factors are at play that could be valuable for other fields.

The TVET Strategy has now been developed and endorsed. It will put in place systems and structures to enhance the relevance and responsiveness of the TVET programme. The TVET Strategy provides the foundation to realize the main principles for the development of TVET to better equip Palestine refugee youth with relevant, market-oriented skills and abilities that will contribute to sustainable livelihoods. The implementation of the TVET Strategy will now require the commitment and support of all stakeholders within UNRWA, as well as partners in the labour market and the donor community.

## Strategic Objective 11

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

Indicator	Location	Baseline (Actual 2013) <sup>3</sup>	Actual 2014	Actual 2015	Target 2015
Number of identified SSNP refugee families living in substandard shelters benefited through improved rehabilitated shelters	WBFO	201	594		1,050
	SFO	0	0		N/A
	GFO	203	0		6,756
	LFO	1,011	404		2,890
	JFO	6	70		193
	UNRWA	1,421	1,068		10,889 Excl. SFO

<sup>3</sup> Please note that, due to error, the 2013 actuals (baselines) for WBFO and LFO were misreported. The previously reported 2013 actual for WBFO was 182. The previously reported 2013 actual for LFO was 653. These data differentials affected the 2013 Agency-wide actual, which previously stood at 1,044.

Source: UNRWA Infrastructure and Camp Improvement

Frequency: Annual

#### Results Analysis

This indicator continues to be driven by project funding, which in general has been very limited in all fields of operation. Although the West Bank and Lebanon Field Offices have recently received project funding, both fields are still far beyond meeting camp needs. The Jordan Field Office continues to lag behind in terms of the level of funding. Since Gaza and Syria concentrated their efforts to respond to the effects of the crisis, both field offices were not able to contribute much to the regular shelter rehabilitation programme in the camps.

In 2014, 70 SSNP refugee families in Jordan living in substandard shelters benefited from rehabilitated shelters. The same applied to 404 SSNP refugee families in Lebanon and 594 SSNP refugee families in the West Bank. In comparison with the Agency-wide target of 10,889 shelters for rehabilitation, less than 10 per cent could be achieved. This was the result of the shortage of funding and the engagement of the Syria and Gaza Field Offices in responding to the emergency crisis.

The figures in the above table exclude repair and construction cases after emergencies (Gaza and Nahr el-Bared camp in Lebanon). During the reporting period, 41,217 families benefited from shelter repair after the recent conflict in Gaza. In Rafah, new shelters were constructed for the benefit of 953 families, replacing their demolished shelters. In Lebanon (Nahr el-Bared project) more than 250 shelters were reconstructed to replace the refugees' original shelters demolished in 2007.

Excluding emergency cases in Gaza and Lebanon, 1,068 shelters were rehabilitated in 2014 for the benefit of SSNP families.

Due to the natural deterioration of shelters and the poor economic conditions of refugees, combined with a shortage of funding, it is expected that the number of substandard shelters in need of rehabilitation in camps will increase substantially in the coming years. Per UNRWA estimates, there are currently around 44,000 substandard shelters in camps that are in need of rehabilitation (excluding camps in Syria). This number does not include shelters that were affected by conflict and war. In order to achieve substantial impact on refugee living conditions, increased funds are required for shelter rehabilitation works. Under the assumptions that there will not be any restrictions on the entry of construction materials to Gaza and that there will be timely approval from Lebanese Armed Forces (LAF) in Lebanon, approximately US\$ 150 million is required to meet targets in 2015.

## 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 2014	Actual 2014	Actual 2015	Target 2015
Number of partnerships established with community-based organizations (CBOs)	WBFO	New Indicator	<i>Indicator reassessment by the Relief and Social Services Department and field offices; recommend to change to completion of consultant report (2015)</i>		27
	SFO	N/A			N/A
	GFO	New Indicator			18
	LFO	New Indicator			6
	JFO	New Indicator			8
	UNRWA	-			
Source: Relief and Social Services Programme					
Frequency: Annual					

#### Results Analysis

An external consultant was hired in 2014 to develop plans to institutionalize the fields' partnerships with community-based organizations (CBOs). The resulting report was produced in late 2014 and will be reviewed by the Relief and Social Services (RSS) Programme to help guide the fields on how to proceed with the implementation of recommendations. Note that UNRWA has, and continues to have, many informal memoranda of understanding (MOU) with CBOs as indicated above (figures according to the RBM Common Monitoring Framework). The RSS department has identified the need to formalize these partnerships through a standardized Agency-wide approach and will be doing so under the new 2016-2021 MTS. Should this indicator look only at those partnerships currently operating under formalized MOUs, the actual figures for 2014 would all be zero and only LFO and JFO would have set targets of 6 and 8 respectively. Thus far, the circumstances in many fields were not conducive to quick progress on this indicator, but they are working to identify which CBOs are best to establish partnerships with. In Lebanon, the assessment of the **CBOs' capacity of being an effective partner** is still pending agreement on the appropriate standardized tool. Meanwhile, LFO is moving ahead in implementing some recommendations of the consultant in respect of developing the capacity of CBOs in specific areas and conducting a 'Knowledge, Attitude and Practice' (KAP) study to measure their impact on the beneficiaries. In Jordan, the legal office is working on developing a partnership agreement that will be used in 2015 for the distribution of CBO subsidies based on submitted project proposals. Thus, while the numbers appear to indicate no progress, the current work to clear these MOUs will allow partnerships to be established in 2015.

\*Historically CBOs in Syria operate as part of UNRWA programming, and in light of the current conflict, this indicator is not applicable for SFO.

## Strategic Objective 15

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

Indicator	Location	Baseline (Actual 2013)	Actual 2014	Actual 2015	Target 2015
Percentage of new inscriptions meeting UNRWA standards	WBFO	100.00	92.00		100.00
	SFO	N/A	69.00		100.00
	GFO	100.00	100.00		100.00
	LFO	50.00	100.00		100.00
	JFO	100.00	100.00		100.00
	UNRWA Excl. SFO	99.00	90.00		100.00
Source: Relief and Registration Information System (RRIS)					
Frequency: Annual					

### Results Analysis

In 2014, the results indicate that all fields were fully committed to ensuring Palestine refugee registration and eligibility for UNRWA services are carried out in accordance with relevant international standards. Three out of the five fields have achieved this target. The Syria Field Office has not been able to reach the target due to the impact of the current crisis and the prevailing political situation, which prevents Palestine refugees from obtaining the proper documentation and makes it difficult for them to reach UNRWA registration centres. In 2014, 62 new inscriptions were received, reviewed and approved by UNRWA headquarters. The breakdown of the number of new inscriptions is as follows:

- Gaza: 4
- Jordan: 31
- Lebanon: 2
- Syria: 12
- West Bank: 13

## Process Monitoring and Organizational Development

### Strategic Objective 16

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

Indicator	Baseline (Actual 2013)	Actual 2014	Actual 2015	Target 2015
Overall contributions to the General Fund from diversified sources	14.72	13.70		16.00
Source: External Relations and Communications Department (ERCD)				
Frequency: Annual				

#### Results Analysis

During the reporting period and in line with the UNRWA 2012-2015 Resource Mobilization Strategy (RMS), UNRWA has managed to widen its donor base, strengthen its relations with Arab donors, engage new private partners, build its presence in emerging markets and deepen relations with traditional donors. In particular, significant gains have been realized with private and Arab donors. Contributions from Arab private partners nearly doubled from 2.3 per cent of overall contributions (US\$ 28 million) in 2013 to 4.5 per cent (US\$ 59.6 million) in 2014. Arab donors continue to contribute substantially to the overall budget with a total of US\$ 218.5 million in 2014. The overall income from other private partners tripled, having moved from 0.8 per cent in 2013 (US\$ 9.6 million), to 2.5 per cent in 2014 (US\$ 33.5 million). Last year's Harmonized Results Report reflected a provisional overall GF contribution of 14.67 per cent for 2013 instead of the actual reconciled 14.72 percentage.

As the figures illustrate, over time the RMS has yielded substantial gains in non-traditional donor funding. From a 2011 baseline of 11 per cent, overall General Fund (GF) contributions from diversified sources increased by 24.5 per cent.

Total contributions to the General Fund increased by one third to reach US\$ 335.3 million in 2014. At the same time, overall contributions to the General Fund from diversified sources slightly decreased as a percentage from 2013 to 2014. GF contributions from diversified sources decreased from 14.73 per cent in 2013 (equivalent to US\$ 88.7 million) to 13.70 in 2014 (equivalent to US\$ 83.3 million). This decrease in overall GF contributions can be largely attributed to the fact that non-traditional donors have focused their contributions on Gaza Reconstruction, especially following the 2014 conflict. Arab partners contributed a total of US\$ 227.8 million towards Gaza Reconstruction in 2013 and 2014 or approximately 83 per cent of the total pledged for Gaza Reconstruction. Emerging markets and private donors also increased their support to the General Fund; in 2013, the **emerging markets'** contribution to the GF increased by 7 per cent reaching US\$ 4.6 million in 2014, while the private donors' share increased by 44 per cent, totalling an amount of US\$ 5.4 million in 2014.

Overall, the Agency's resource mobilization efforts yielded positive results, with a total pledged amount of US\$ 1.3 billion in 2014, an increase from the total pledged in 2013 of US\$ 1.2 billion.

## Emergency Appeals

Indicator	Actual 2014	Target 2014	Actual 2015	Target 2015
Timely reporting of Emergency Appeals for 2014 and 2015 Annual Reporting	Achieved	2014 Semi-Annual Report 90 days (September 30)		2015 Semi-Annual Report 90 days
	Achieved	Annual Report 120 days (estimated 30 April)		Annual Report 120 days
Source: Department of Planning, RBM system				
Frequency: Annual				

### Results Analysis

UNRWA continues to proactively strengthen performance monitoring and reporting to reinforce accountability for results through the ongoing monitoring of achievements and timely reporting.

The 2014 emergency appeal monitoring frameworks have been developed with the support of HQ departments and field offices for stronger coherence and synergy within the overall common monitoring framework for the Agency. In addition, the RBM system has been further developed to ensure that the synergies between various frameworks are integrated and further facilitate data reporting activities.

The Department of Planning has also dedicated focal points to support the overall planning, monitoring and reporting of results on a quarterly and year-end basis and remained actively engaged throughout the year with field offices to ensure timely and quality reporting of data.

Semi-annual progress reports have been produced for both emergency appeals. The status update of the 2014 Syria Crisis Response was issued in June 2014 followed by the oPt progress report in September 2014. The annual progress reports for both appeals, as committed by the Agency, will be issued by 30 April 2015.

## Strategic Objective 17

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

Indicator	2014 Milestones	2015 Milestones
Organizational milestones are achieved for Agency-wide initiatives in 2014	A. Evaluation plan established (Q1)	-
	B. Establishment of 2014-2015 HRR (Q1)	Updated planning framework established for next MTS cycle (Q2)
	C. ERP launch or 'Go Live' (Q3)	Strategic Responses to MTS developed and shared (Q3)
	D. MTS 2016-2021 presented to AdCom (Q4)	(Q4) New Resource Mobilization Strategy developed and shared for 2016-2021 MTS (Q4)
Source: Multiple departments reporting with coordination of analysis by the Department of Planning (DP)		
Frequency: Annual		

## Results Analysis

### A. Evaluation plan established

Work on the Evaluation Work Plan for 2014 started in mid-2013 and included a thorough analysis of the different strategic areas of UNRWA and the implementation of programming under the regular programme as well as the emergency programme. The methodology used was participatory with discussions involving all field offices and headquarters departments. The plan was also coordinated with key donors of UNRWA to avoid overlap.

The plan outlines the evaluations to be conducted by the centralized evaluation function and some of the evaluations planned by the decentralized function. It also outlines how the evaluation function will be strengthened during 2014, focusing on improved processes and the quality assurance of evaluations. The methodology used to establish the evaluation plan, as well as the methodology to conduct evaluations, is described in greater detail in the Evaluation Plan for 2014.

The draft plan was finalized towards the end of 2013 and approved by the Advisory Committee for Internal Oversight in 2014. It was then finalized and presented to the Commissioner-**General's office**.

### B. Establishment of 2014-2015 HRR

The Agency initiated the process of developing the 2014-2015 biennium plans at the end of 2012. The Department of Planning coordinated extensive reviews and bilateral discussions involving all field offices and HQ departments with the aim to review the 2012-2013 biennium indicators in greater detail as well as to introduce new performance measures. Some of the new indicators are included in this report. Agreement on the overall common monitoring framework for the current biennium was concluded by the end of the first quarter of 2013, while setting baselines and targets was achieved by the end of the second quarter. Following the presentation of the finalized field implementation plans to the donors in late 2013, the structure of the 2014-2015 Harmonized Results Report was launched, including the updated baselines and targets for the 2014-2015 biennium.

### C. ERP launch or 'Go Live'

UNRWA is in the process of implementing a new ERP system to provide an integrated information system that will fully support the growing needs of the Agency and enable the effective management of human, financial and physical resources. A key goal is to increase operational efficiency by establishing consistent and reliable processes across the fields and by diminishing the Agency's **reliance on manual and paper-based data** in key areas such as distribution logistics, project management/reporting and grant management.

The Agency had planned to go live with its new system in January 2015, but it decided in October 2014 to delay the 'Go Live' until April 2015 based on the following considerations:

- a) The need to have extra time to incorporate software changes deemed vital and required for 'Go Live';
- b) The need for extra time to recover from the Gaza conflict that had a strong impact on data migration and training activities;
- c) The need to ensure that staff are as sufficiently and strongly trained as possible in using the system; and
- d) The need to ensure that staff understand as fully as possible the process and procedural changes that will accompany the new system.

The move to an April 'Go Live' will allow the Agency to turn on its new system with minimal risk and additionally allow us

to 'Go Live' with all functional streams (finance, public sector management, supply chain management and human resources) simultaneously, thereby reducing the need for parallel systems or complicated interfaces. Work is on track and 19 April 2015 is scheduled to be the official 'Go Live' for REACH.

D. MTS 2016-2021 presented to AdCom

The final draft of the Medium Term Strategy (MTS) for the period 2016-2021 was presented to and endorsed by the Advisory Commission in November 2014. The MTS presents the UNRWA strategic vision and objectives for its programmes and operations for the period 2016-2021, with the aim of maximizing its use of resources and the impact of the Agency's operations in serving refugees. It reaffirms the UNRWA commitment to advocating and providing for the human development and protection needs of Palestine refugees. The MTS development process began in early 2013 and is the product of substantial discussion and consultation with external and internal stakeholders. Donors, host authorities and several hundred staff from headquarters and field offices have been engaged at different stages in the development process. The Strategy will be accompanied by a monitoring framework, currently under development, to ensure accountability and track progress against commitments made.

**Organizational Development:  
Agency-wide active strategy on gender-based violence (GBV) in all UNRWA fields of operations**

Indicator	Baseline 2014	Actual 2014	Actual 2015	Target 2015
Referral systems to detect survivors of GBV in all UNRWA fields	5 functional referral systems in all UNRWA fields	Maintained 5 functional referral systems in all UNRWA fields		Maintain 5 functional referral systems in all UNRWA fields
	Source: Relief and Social Services Department (RSSD)			
	Frequency: Annual			

Results Analysis

During 2014, the GBV referral system has continued to expand in the five fields, building on progress in previous phases and expanding to new areas within each field. Training for front-line staff and CBOs has continued to be one of the main pillars of the referral system. Through 1,189 basic trainings, 626 in-depth trainings and 636 specialized trainings, addressing GBV within the context of UNRWA core programming is taking root. As a result, the number of survivors detected from December 2013 to November 2014 was 2,539, with 3,061 services accessed (counselling, legal aid, medical care and social support). The number of services accessed is greater than the number of survivors detected because of the multisectoral approach to GBV, which means that the same survivor could access multiple services depending on their needs.

The integration of PRS in Syria, Lebanon and Jordan into the referral system continued in 2014 and has resulted in the detection of 787 GBV survivors in Syria and more than 70 survivors in Lebanon and Jordan.

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

Indicator	Baseline (Actual 2013)	Actual 2014	Actual 2015	Target 2015
The percentage of education staff who successfully completed the HRCRT training programme	20.00	76.00		100.00
Source: Education Department				
Frequency: Annual				

### Results analysis

During the reporting period, significant progress was made towards achieving the target of training 100 per cent of all education staff on HRCRT, which reflects the holistic approach to strengthening human rights education across the Agency. A key initial stage in this process was the development of the HRCRT Policy and its subsequent adoption in May 2012. The HRCRT Teacher Toolkit was then developed to support the implementation of the Policy by providing methodologies and classroom and school activities for the integration of HRCRT into the teaching of all subjects and across all grades.

The training of education staff on the use of the toolkit began in 2013. During the reporting period (2014 only), 15,687 education staff were trained on the application of the toolkit in their classrooms. The training targeted teachers, education specialists, school principals and deputy school principals. By the end of 2014, 17,884 education staff members (76 per cent) had successfully completed HRCRT training. Evaluation of the training was positive, with 93.75 per cent of the trainees stating that they felt better able to teach human rights.

To further strengthen the impact of the training, multimedia tools have been developed, top-up training has taken place, and a bimonthly HRCRT Bulletin is disseminated to all education staff. In the 2013/14 school year, following the training of teachers on the HRCRT Toolkit, 355 schools completed their HRCRT Planning Tools and moved on to implementation of the toolkit at the school level.

The training of teachers on the HRCRT Toolkit also covers how to increase student participation and empower school parliaments in line with the seven toolkit themes. With this additional guidance, school parliaments, with the support of their teachers, developed concrete action plans to promote a culture of human rights in their schools and communities. A total of 648 school parliaments successfully completed and implemented their HRCRT Action Plans during the reporting period.

## Annex 1 - Results Not Achieved

(i) Gaza 2014				
Indicator/Planned Achievement	Planned Target	Actual/Achieved in 2014	Funding type (GF/EA/Projects)	Constraint
Number of refugees benefiting from short-term Cash for Work (CFW) (TOTAL)	49,191	11,452 refugees M: 8,331 F: 3,121	Emergency Appeal	Funding shortfall of US\$ 51,416,543
Total number of full-time job equivalents (FTE) created	17,988	2,161 full-time equivalents M: 1,680 F: 481		
Number of loans disbursed	4,692	2,967 loans Women: 1,179 Poor: 36.30 per cent of total recipients Youth: 804	Projects	Factors hampering the output and productivity of the programme in 2014 included: (i) the July-August 2014 conflict in Gaza resulting in the closure of operations for almost three months, which reduced outreach by 19 per cent over the previous year and (ii) the internal regulatory environment in Gaza that is not conducive to efficient and effective loan provision
Value of loans disbursed	US\$ 7,147,100	US\$ 4,768,590 Women: US\$ 1,327,640 Poor: 36.60 per cent of total recipients Youth: US\$ 1,154,200		
Number of families receiving transitional shelter cash assistance (TSCA)	1,965	1,374	Emergency Appeal	Funding shortfall
<p><b>Impact</b></p> <p>Due to a funding shortfall, the Job Creation Programme (JCP) reached only 23.3 per cent of its planned target, which limited the programme's ability to mitigate food insecurity and poverty.</p> <p>The microfinance programme is operating in a shrunken market, where productivity is at its lowest level since 1996. The programme achieved 63 per cent of its outreach target and 67 per cent of its financing target, which threatens the achievement of the double-bottom-line of cost recovery and social performance targets.</p> <p>Pre-existing shelters that were not repaired added a further burden to the delivery of services resulting from the summer hostilities seen in the form of displaced people in collective centres. The inability to engage more houses for repair meant a lower percentage of employment in the reconstruction sector.</p>				

## (ii) EMERGENCY APPEALS – Syria Crisis Response 2014

Indicator/Planned Achievement	Planned Target	Actual/Achieved in 2014	Funding type (GF/EA/Projects)	Constraint (US\$)
Palestine refugees affected by the conflict in Syria and those displaced in Lebanon, Jordan and Gaza receive humanitarian assistance	Over 480,000 Palestine refugees in Syria  44,000 PRS in Lebanon  15,000 PRS in Jordan	Emergency assistance to Palestine refugees was provided mainly through cash and the continued provision of UNRWA services	2014 Regional Syria Response Plan	Total Appealed: 417 million  Total Received: 216 million  Funding shortfall: 200 million

### Impact

With the support of UNRWA donors, the 2014 Syria Crisis Response appeal was 53 per cent funded. The individual assistance UNRWA provides has been reduced in order to continue serving vulnerable Palestine refugees. The impact of the underfunding has been seen in all fields, and development achievements made during past decades are in danger of being lost. The Agency's **regular** services also continue to suffer as a result of the steady decline in investment and the pressure on the Agency's **resources** due to the conflict.

## (iii) ABJECT POVERTY – Social Safety Net Programme

Indicator/Planned Achievement	Planned Target	Actual/Achieved in 2014	Funding type (GF/EA/Projects)	Constraint
Percentage of abject-poor refugees receiving UNRWA social transfer	294,152 SSNP individuals (2014, Q4)  31,577 eligible individuals on SSNP waiting list  1,391,781 individuals in the emergency programme		GF, Emergency, projects	US\$ 3,198,844  (Cost to cover SSNP waiting list's quarterly food baskets and cash subsidies)

### Impact

Despite the goal of providing Palestine refugees with a decent standard of living, our ability to identify those with the greatest need and our mechanism of targeting the abject poor, we are unable to serve all of the eligible abject-poor cases. As a result, there is an ever-growing waiting list for the SSNP. In light of the emergency situations in Gaza and Syria, coverage is provided through the additional emergency funds and there are no waiting lists. The SSNP waiting lists in Jordan, the West Bank and Lebanon would cost US\$ 3,198,844 to cover for one year. Covering those already identified

and waiting for service would not only benefit those in need but would also contribute to the overall respect, reputability and trust in UNRWA. Though this matter may seem trivial, it does in fact affect the safety and well-being of our front-line field staff. As the waiting lists grow, so too does the frustration among refugees and the risk to the staff who communicate that we are unable to honour our commitment to support their most basic needs.

**(iv) NAHR EL-BARED (NBC) RECONSTRUCTION – Displacement of NBC families**

Indicator/Planned Achievement	Planned Target	Actual/Achieved in 2014	Funding type (GF/EA/Projects)	Constraint
Number of families returned to their homes	3,225	1,665 overall including 400 in 2014	Projects	US\$ 142 million

**Impact**

Out of the original population of approximately 27,000 Palestine refugees that were originally displaced following the 2007 crisis, about 22,000 are expected to return. As of January 2015, 1,665 families (7,353 residents) returned to live in their new apartments and 450 shops have been provided for traders. The remaining 3,202 displaced families (14,631 residents) continue to live in temporary accommodation in NBC-adjacent areas and in Beddawi camp. With the funds currently available, a further 5,000 are set to return by the middle of 2016. This will leave just under 10,000 still displaced. The total cost of the reconstruction of NBC is an estimated US\$ 345 million. US\$ 203 million in donations were received by February 2015, leaving a shortfall of US\$ 142 million to finalize reconstruction by 2021. The issues faced in implementation are massive, especially when understood in financial, logistical and political terms.

## Annex 2 – Indicator Methodology

Average daily medical consultations per doctor			
Calculation	$\frac{\text{Total workload (All patients seen by all medical officers)}}{\text{No. of medical officers X working days}}$		
Data Source	Routine reports and FO data		
Definition	The numerator should capture all the patients seen by medical officers (MOs) in the various clinics of the health centre and exclude those seen by specialists, nurses and/or midwives only.		
Relevance	Reflection of the workload of MOs; used as a proxy measure for quality of care.		
Interpretation	Seasonal variations are expected, but we hope to see a downward trend, particularly when comparing the same quarter in successive years, i.e. Q1 of Year 2 should show an improvement over Q1 of Year 1. In measuring achievements at the end of 2013, both the annual averages as well as the quarterly values should be reviewed and interpreted according to context.		
Frequency of Collection	Quarterly	Time of collection	Q1, Q2, Q3, Q4
Total cost per capita			
Calculation	$\frac{\text{Total health-care cost}}{\text{Total served population}}$		
Data Source	Activity-based costing reports		
Definition	<p>The annual cost of all inputs divided by the total number of served refugees.</p> <p>The numerator should capture all costs involved in delivering health services, including indirect costs such as finance, human resources, legal, etc.</p> <p>The denominator (served population) is estimated by multiplying the number of active family files at each health clinic (HC) by the estimated average family size within a field office.</p> <p>Note that there may be significant differences between fields, principally due to combinations in the effects of salary levels, consultation rates, prescription rates, hospital tariffs and hospital admission volumes.</p>		
Relevance	Input unit costs are a fundamental indicator for management decisions and policy development. They may provide an indication of the need to re-assess health expenditures and/or towards the making of long-term decisions.		
Interpretation	The indicator is intended to incorporate movement in all direct and indirect unit costs, while at the same time reflecting the volume of population covered by UNRWA health services. Movement in this indicator should be considered in relation to the change in the key cost drivers.		
Frequency of Collection	Annual	Time of collection	Q4
Percentage of pregnant women attending at least 4 ANC visits			
Calculation	$\frac{\text{No. of pregnant women attending at least 4 ANC visits}}{\text{No. of live births}} \times 100$		
Definition	Percentage of pregnant women attending antenatal care visits		
Relevance	Reflects the minimum standard for antenatal care attendance; can also be used as a proxy measure of client perception of service quality.		
Interpretation	We expect that the current high levels of coverage are maintained and improved. Both quarterly values as well as annual averages are assessed when interpreting programme achievements.		
Frequency of Collection	Quarterly	Time of collection	Q1, Q2, Q3, Q4
Total number of Diabetes patients in the programme			
Calculation	Total number of diabetes patients in the programme		
Data Source	Routine reports		
Definition	Total number of patients 'remaining' under care at the end of the quarter		
Relevance	This indicator reflects the success of the service in recruiting new patients as well as maintaining patients in the programme.		
Interpretation	From 2009 to 2010, the total number of NCD patients increased by 6 per cent. As screening coverage is expected to increase, we propose to increase by 8 per cent per year. We expect to see an increasing quarterly trend, but assess annually against a target of 8 per cent increase per year over the baseline.		
Frequency of Collection	Quarterly	Time of collection	Q1, Q2, Q3, Q4

Percentage of 18 months old children that have received all EPI vaccinations according to host country requirements			
Calculation	$\frac{\text{No. of children 18 months old that received all doses for all required vaccines}}{\text{Total no. of children 18 months old}} \times 100$		
Data Source	Routine reports and registered children aged 1 to less than 2 years		
Definition	Refers to booster doses that are administered by 18 months of age		
Relevance	Immunization coverage is a key indicator of under-five preventive health care. It has major implications for mortality and morbidity at both the individual and population levels. While UNRWA has achieved very high coverage rates for many years, it is nevertheless essential to continue to maintain this as a core indicator.		
Interpretation	Very high coverage of EPI vaccinations can be interpreted positively and indicates the Agency's successful efforts to reduce child mortality through the complete coverage of immunization and decreasing disease occurrence.		
Frequency of Collection	Annual	Time of collection	Q4
Cumulative drop-out rates for preparatory education (Male/Female)			
Calculation	The cumulative dropout rate in a given cycle of education is calculated on the basis of the reconstructed cohort method. A formula and calculation template has been provided to the field offices.		
Data Source	Male/female repetition rate per grade – EMIS Male/female dropout rate per grade – EMIS		
Definition	Dropout pupils (or students) are pupils (or students) who are enrolled in a given grade during a given school year and who are no longer enrolled in any school (UNRWA or other) in the following school year. The cumulative dropout rate for a given cycle of education is the proportion of a cohort of pupils (or students) enrolled in the first grade of the cycle who drop out before reaching the last grade of the cycle.		
Relevance	This indicator helps us to measure the occurrence of pupils from a cohort leaving school before completion and its effects on the internal efficiency of education systems. Additionally, it supports the analysis of trends and projection of promotion rates from one grade to another within the education cycle.		
Interpretation	In an ideal system, the rate should approach zero. However, a high rate and/or increase in percentage of dropouts indicate problems/internal deficiencies in the education system.		
Frequency of Collection	Annual	Time of collection	Q4
Cumulative drop-out rates for elementary education - (Male/Female)			
Calculation	Cumulative dropout rate in a given cycle of education is calculated on the basis of the reconstructed cohort method. A formula and calculation template has been provided.		
Data Source	Male/female repetition rate per grade – EMIS Male/female dropout rate per grade – EMIS		
Definition	Dropout pupils (or students) are pupils (or students) who are enrolled in a given grade during a given school year and who are no longer enrolled in any school (UNRWA or other) in the following school year. The cumulative dropout rate for a given cycle of education is the proportion of a cohort of pupils (or students) enrolled in the first grade of the cycle who drop out before reaching the last grade of the cycle.		
Relevance	This indicator helps us to measure the occurrence of pupils from a cohort leaving school before completion and its effects on the internal efficiency of education systems. Additionally, it supports the analysis of trends and projection of promotion rates from one grade to another within the education cycle.		
Interpretation	In an ideal system, the rate should approach zero. However, a high rate and/or increase in percentage of dropouts indicate problems/internal deficiencies in the education system.		
Frequency of Collection	Annual	Time of collection	Q4
Pupil input unit cost for basic education			
Calculation	$\frac{\text{Total GF expenditure (direct and indirect) for year X}}{\text{Total number of students at the annual school census}}$		
Data Source	Activity-based costing reports		
Definition	The annual cost of all recurrent inputs divided by the total number of relevant students.  Direct costs include teacher, school administrator and staff salaries (including daily paid and short-term staff) and related costs and allowances at the school level, including teaching materials, utilities and the maintenance of school buildings.  Indirect costs include the support services provided at the field level such as administration, personnel and finance, as well as similar support provided at HQ Amman and Gaza.		
Relevance	Input unit costs are a fundamental indicator for management decisions and policy development. They may provide an indication of the need for the realignment of teacher numbers or the making of long-term policy decisions regarding schools.		
Interpretation	An increase in unit costs suggests the need to revisit education expenditures, as well as current and projected changes in enrolment, salary scales and other operational costs.		

Frequency of Collection	Annual	Time of collection	Q4
The mean score obtained by students from MLA testing (Grade 4 & 8) (Math and Arabic)			
Calculation	Average of the scores of all students (Male/Female) in grades four and eight who took the Arabic and mathematics test		
Data Source	School data sheets		
Definition	<b>MLA testing is a tool that tracks progress of learners' achievements relative to the average</b> progress made by the same cohort of students in two subjects (Arabic and mathematics). The MLA testing takes place once every two years and targets students in grades four and eight.		
Relevance	Monitoring MLA test results provides reliable information on literacy, numeracy trends and competencies that guide policy and recommendations for decision-makers and education practitioners.		
Interpretation	The results reflect cognitive skills obtained that the reform seeks to promote. It provides information on how UNRWA students are performing.		
Frequency of Collection	Once every two years	Time of collection	Q4
Percentage of all children enrolled in UNRWA schools identified as having a disability			
Calculation	$\frac{\text{Number of children who are identified as having disabilities and enrolled in UNRWA schools}}{\text{Total number of children enrolled in UNRWA schools}} \times 100$		
Data Source	School data sheet and EMIS		
Definition	This percentage relates both to the number of children with disabilities who enrol in our schools (as compared to government/private schools or staying at home) and our ability to identify them.		
Relevance	Inclusive education is a central component of the education reform: it recognizes the diversity of all learners and caters for the needs of excluded and marginalized children. This indicator measures the ability of the UNRWA education cadre to identify children with special needs, as well as the schools' ability to absorb them within the education system. A system that is driven by the rights-based approach to education.		
Interpretation	The results provide information on the proportion of students with disabilities that have access to UNRWA schools and are identified as such. In an initial phase, convergence in interpretation is sought, supported by the identification tools <b>developed through the Education Reform's Inclusive Education component. In a second phase, an increase in the percentage will reflect better access/identification of students with disabilities in UNRWA schools.</b>		
Frequency of Collection	Annual	Time of collection	Q4
GFO-unified testing pass rates			
Calculation	$\frac{\text{Total number of students who sat for unified exams in all subjects (males and females) in grades 4-9 and succeed}}{\text{Total number of students (males and females) in grades 4-9 who sat for the unified exams in all subjects}}$		
Data Source	GFO-unified exams database online system		
Definition	The unified exams are conducted by the GFO education programme for male and female students in grades four through nine in all subjects. They are conducted once every scholastic semester (two times a year). We can have the pass rates of the unified exams for each semester or for the two semesters combined. Passing these exams means success in all subjects (obtaining 50 per cent or higher in each subject).		
Relevance	The unified exams are considered a tool to assess the students' performance levels and quality of education introduced by GFO UNRWA schools.		
Interpretation	Possible increases in the percentage of success would be a good indicator of the effectiveness of the UNRWA education programme's efforts.		
Frequency of Collection	Semi-annual	Frequency of Collection	Semi-annual
Pass rates (National exams prior to secondary education - <i>Brevet</i> )			
Calculation	$\frac{\text{Total number of UNRWA school students who passed the Brevet official exam}}{\text{Total number of UNRWA students who sat the Brevet official exam}} \times 100$		
Data Source	Lebanese Ministry of Education (MoE)		
Definition	The Brevet exam is the official examination exercise that is undertaken at the end of the scholastic year and after completion of the preparatory cycle (grade nine students). This exam can be repeated in the summer if not passed during the first session. This exam, which lasts for four days, is prepared, conducted, monitored and corrected by the Lebanese MoE. Passing this exam is compulsory in order to proceed onto secondary education (or vocational education).		
Relevance	UNRWA teaches the Lebanese national curriculum. The Brevet exam evaluates the results of both Lebanese and Palestine refugee students. Therefore, this indicator can be considered an external measure to weigh achievement levels and the quality of education provided by UNRWA in comparison to host country standards. This is also useful to identify the percentage of students who will need to repeat the ninth grade (for planning purposes).		
Interpretation	Possible increases in the percentage of success would be a good indicator of the effectiveness of UNRWA education reform efforts		

Frequency of Collection	Annual	Time of collection	Q3
Percentage of SSNP individuals who are abject poor			
Calculation	[Number of SSNP individuals in the field classified as abject poor at the end of the quarter] / [Total number of SSNP individuals in the field at the end of the quarter] x 100		
Data Source	RRIS, FSS, field-specific management information system (MIS)		
Definition	Abject poverty is operationally defined as the minimum monetary cost of food, which satisfies the average nutritional needs in terms of daily required calories. In Lebanon Field, the term 'extreme poor' is used in lieu of 'abject poor'.		
Relevance	The indicator reflects the <b>field's use of an updated means of identifying and classifying poverty (i.e. proxy-means testing formula or similar)</b> and a move away from the categorical-based approach.		
Interpretation	A higher percentage of abject-poor SSNP individuals indicates that assistance is being directed to refugees who require assistance more than other groups (i.e. non-poor or absolute poor). However, the percentage is not indicative of coverage, given that the SSNP is limited by its budget and cannot necessarily serve all abject poor in a field.		
Frequency of Collection	Quarterly	Time of collection	Q1, Q2, Q3, Q4
Total number of loans financed to refugee clients through all microfinance loan products			
Calculation	Total number of loans financed to refugee clients through microfinance loan products.		
Data Source	Microfinance Department Loan MIS		
Definition	Total number of microenterprise credit (MEC), microenterprise credit plus (MEC+), small-scale enterprise (SSE), loans, <b>solidarity group lending (SGL) loans, women's household credit (WHC)</b> , housing loans (HLP) and consumer loans (CLP) financed by the Microfinance Department to clients per quarter and by field of operation		
Relevance	Tracking the number of loans financed to refugees indicates the <b>Agency's efforts to provide sustainable income-generation opportunities for Palestine refugees</b> . Financing efforts help to create jobs, mitigate poverty and empower refugees.		
Interpretation	An increase in the number of loans financed reflect <b>the Agency's</b> commitment and efforts in providing Palestine refugees with access to different forms of financial opportunities based on their needs and regardless of their economic status, age, gender or operational circumstances.		
Frequency of Collection	Quarterly	Time of collection	Q1, Q2, Q3, Q4
The periodic review of social performance review of the microfinance programme			
Calculation	Yes/No		
Data Source	UNRWA microfinance studies		
Definition	The social performance of the microfinance programme relates to the way financial services improve the lives of the poor and their families and extends the range of opportunities to the excluded communities.		
Relevance	The periodic review of social performance supports measuring progress against the programme objectives and helps in identifying timely corrective actions and measures.		
Interpretation	By monitoring progress and understanding how to use the data, improvements in its operations can be achieved.		
Frequency of Collection	Quarterly	Time of collection	Q1, Q2, Q3, Q4
Percentage of graduates employed or continuing their studies among active job seekers – Male/Female			
Calculation	$\frac{(\text{No. of male/female graduates who are employed in relevant jobs} + \text{no. of male/female graduates who are employed in non-relevant jobs} + \text{no. of male/female graduates doing military service} + \text{no. of male/female graduates continuing their studies}) \times 100}{(\text{No. of male/female graduates employed in relevant, non-relevant, or military positions} + \text{no. of male/female graduates continuing their studies} + \text{no. of male/female graduates unemployed activity seeking a job})}$		
Data Source	TVET data		
Definition	Graduates who are not seeking a job or are unreachable are not included in the formula. The percentage of unreachable graduates should remain lower than 10 per cent.		
Relevance	The TVET programme plays a significant role in providing knowledge and skills that help Palestine refugee youth to raise their productivity and increase their personal incomes. Tracking the percentage of graduates employed or continuing their studies helps the Agency in determining the success of the UNRWA TVET programme.		
Interpretation	An increase in this indicator interprets positively and reflects the Agency's success in providing Palestine refugee youth with the desired knowledge, skills and attitudes that meet local and regional market needs.		
Frequency of Collection	Annual	Time of collection	Q4
Number of identified SSNP refugee families living in substandard shelters with improved living conditions			
Calculation	Number of identified SSNP families living in rehabilitated shelters.		
Data Source	Periodic reports		
Definition	A shelter is considered rehabilitated if any intervention is implemented that removes one or more of the substandard shelter criteria.		

Relevance	Many SSNP refugee families live in hazardous and cramped shelters. <b>The Agency's shelter rehabilitation programme</b> aims to provide refugees with improved living conditions and safe housing.		
Interpretation	Although this indicator is dependent on project funding, an increase in the number of beneficiaries who have improved living conditions will reflect the Agency's efforts in fulfilling one of the most basic human rights.		
Frequency of collection	Annually	Time of collection	Q4
Timely reporting of Emergency Appeals			
Calculation	Achieved/Not achieved		
Data Source	Department of Planning, RBM system		
Definition	Indicates whether the Agency was able to produce semi-annual and annual progress reports in a timely manner		
Relevance	UNRWA has committed to produce six monthly progress report by August 15 and annual report by April 30. This indicator helps in tracking the timely production of external reports.		
Interpretation	The Agency's ability to adhere to reporting deadlines reflects the Agency's successful efforts in strengthening cooperation and coordination between DP, RSSD, ERCD, WBFO and GFO.		
Frequency of collection	Annual	Time of collection	Q4
Number of partnerships established with CBOs			
Calculation	The number of partnerships established with what are considered UNRWA CBOs in a field		
Data Source	Field reports		
Definition	<p>Partnership: Voluntary and collaborative relationships between various parties, both public and non-public, in which all participants agree to work together to achieve a common purpose or undertake a specific task and, as mutually agreed, to share risks and responsibilities, resources and benefits<sup>1</sup>. Partnerships can be managed in a range of ways, including through formal Memoranda of Understanding (MOU) or similar means<sup>2</sup>.</p> <p>1. Resolution 62/211, United Nations General Assembly, 19 December 2007. 2. Operational Guidelines: UNAIDS Partnership Management</p> <p>Established: To institute by agreement (MOU or similar)</p>		
Relevance	The indicator signifies that the field is codifying its relationships with UNRWA CBOs, which in turn reduces risks to field and RSSD staff. Implementing a regulatory framework also clarifies the long-standing contradiction of UNRWA, as a multilateral organization while being an actor within civil society.		
Interpretation	Interpretation will depend upon the target set by the field.		
Frequency of Collection	Semi-annual	Time of collection	Q2 & Q4
Percentage of new inscriptions meeting UNRWA standards			
Calculation	$\frac{\text{No. of new inscription applications sent to RSSD/HQ with a recommendation for new inscription and approved by RSSD during the course of the year} \times 100}{\text{Total number of new inscription applications sent to RSSD/HQ with a recommendation for new inscription during the course of the year}}$		
Data Source	RRIS		
Definition	Applications for new registration are considered by four levels of staff in the field (Registration Clerk, Area Eligibility and Registration Officer, Field Eligibility and Registration Officer, and Chief of Relief and Social Services) before being sent to HQ with a recommendation to approve for new registration. Applications reviewed by RSSD/HQ against the 2009 Consolidated Eligibility and Registration Instructions (CERI) and approved for new registration are counted towards this indicator. New registration requests that do not meet the criteria laid out in the CERI are returned to the field for further documentation or clarification.		
Relevance	The UNRWA Consolidated Eligibility and Registration Instructions (2009) help to ensure Palestine refugee registration and eligibility for UNRWA services are carried out in accordance to relevant international standards. Those who apply for new registration must be able to show that they satisfy the UNRWA Palestine refugee criteria, particularly in respect to the place of residence in Palestine during the period 1 June 1946 to 15 May 1948 and family composition on 15 May 1948, in addition to other criteria set out in the CERI.		
Interpretation	Higher percentages indicate the field has appropriately applied the CERI to new registration requests before sending to RSSD/HQ for approval.		
Frequency of Collection	Annually	Time of collection	Q4
Overall contributions to the General Fund from diversified sources			
Calculation	$\frac{\text{GF income from diversified sources in reporting year}}{\text{Total GF income in reporting year}}$		
Data Source	Contributions unit database		
Definition	This indicator tracks the share of diversified funding sources out of the total GF income		

Relevance	UNRWA directs its resource mobilization efforts towards meeting the requirements of the General Fund. The Agency needs to pursue complementary sources of funding to address funding gaps and stabilize revenue sources. By diversifying its donor base, the Agency is able to tap into additional funding to cover potential gaps and attract a growing and increasingly committed community to the cause of Palestine refugees.		
Interpretation	Increase in GF income from diverse sources improves the traditional donor relationship by lowering dependency. The increase in percentage over time can be interpreted to suggest that the Agency has improved its outreach to relevant decision makers, continues to reinforce established relationships and brings together a broader constituency of support for Palestine refugees.		
Frequency of collection	Annual	Time of collection	Q4
Organizational milestones are achieved for Agency-wide initiatives: Evaluation plan established			
Calculation	Achieved/Not achieved		
Data Source	Department of Internal Oversight Services (DIOS)		
Definition	The evaluation plan was established by the Evaluation Department to strengthen the quality of evaluations and its functions within the Agency, as well as to improve internal processes.		
Relevance	The plan outlines the centralized evaluations to be carried out in 2014.		
Interpretation	Depends on the metric used.		
Frequency of collection	Annual	Time of collection	Q4
Organizational milestones are achieved for Agency-wide initiatives: Establishment of the 2014-2015 HRR			
Calculation	Achieved/Not achieved		
Data Source	Department of Planning		
Definition	Biennium Planning is a key process to ensure coherence in the overall strategic direction of field offices and HQ departments. The process of developing common monitoring framework validates that by encouraging discussions between UNRWA HQ departments and field offices.		
Relevance	Self-explanatory		
Interpretation	The establishment of the 2014-2015 HRR is a reflection of the Agency's successful effort in the establishment of 2014-2015 common monitoring.		
Frequency of collection	Annual	Time of collection	Q1
Organizational milestones are achieved for Agency-wide initiatives: ERP launch or 'Go Live'			
Calculation	Achieved/Not achieved		
Data Source	ERP		
Definition	The New ERP system will provide an environment for effective management of human, financial and physical resources. The launch of the system will facilitate management and reporting activities  ERP functionality will better enable project managers to establish a financial structure for each project that is tailored to the activities and deliverables of each project, which in turn will allow better reporting for project managers and sponsors and improve oversight by programme support offices and project offices.		
Relevance	Self-explanatory		
Interpretation	In order to start tracking performance, the new system has to be launched.		
Frequency of collection	N/A	Time of collection	N/A
Organizational milestones are achieved for Agency-wide initiatives: MTS 2016-2021 presented to AdCom			
Calculation	Achieved/Not achieved		
Data Source	Department of Human Resources		
Definition	The Medium Term Strategy (MTS) presents the Agency's strategic priorities and objectives for meeting Palestine refugee needs for the period 2016-2021.		
Relevance	The strategic planning process has been strengthened based on lessons learned from the current MTS and in particular the recommendations of the MTS midterm evaluation. The development of the MTS reflects strengthened collective ownership by internal and external stakeholders and demonstrates the Agency's commitment to maximizing its use of resources in serving the needs of refugees, particularly the most vulnerable.		
Interpretation	Self-explanatory		
Frequency of collection	Once every six years	Time of collection	Q4

Referral systems to detect and refer women victims of violence in all UNRWA in all fields			
Calculation	Yes/No		
Data Source	Fields' reports		
Definition	A referral system is composed of the <b>fields' front-line</b> staff acting as detectors of GBV survivors and referring them to services providers within UNRWA or outside UNRWA depending of the fields' context.		
Relevance	At this stage of the Agency's work on GBV, the presence of a referral system to detect and refer women victims of violence in the five UNRWA fields of operations is now a proxy for referrals taking place in the fields.		
Interpretation	Progress under this indicator reflects the Agency's efforts in supporting GBV survivors through detection and referrals.		
Frequency of collection	Annually	Time of collection	Q4
The percentage of education staff who successfully complete the HRCRT training programme			
Calculation	$\frac{\text{No. of education staff who have completed the HRCRT training programme}}{\text{Total no. of education staff}} \times 100$		
Data Source	Fields' reports		
Definition	HRCRT policy is part of the overall education reform. It sets out a common approach for all UNRWA schools for teaching and learning about human rights, conflict resolution and tolerance. This indicator monitors the percentage of education staff that have received and completed HRCRT training.		
Relevance	This is one of the HRCRT indicators used to measure progress against HRCRT vision and education reform. It is expected that all education staff (teachers, head teachers, supervisors) will receive training in delivering and promoting quality education.		
Interpretation	An increase in percentage during the quarters indicates that the Agency is successfully moving forward with the reform.		
Frequency of collection	Quarterly	Time of collection	Q1, Q2, Q3, Q4



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for palestine refugees in the near east

وكالة الأمم المتحدة لإغاثة وتشغيل  
اللاجئين الفلسطينيين في الشرق الأدنى