



## planning and monitoring for success

Strategic planning, research, and development are essential components of a successful Education system. These areas are therefore being strengthened as part of, and in support of, the overall UNRWA Education Reform efforts.

UNRWA's strategy for service delivery (2011-2015) is set out in the Agency's Medium Term Strategy (MTS) within the Human Development Goals and Strategic Objectives. The work of the Education programme is towards the achievement of the Goal 2: Acquired knowledge and skills, and Goal 3: A decent standard of living.

In this context, the areas of strategic planning, research and development are key to ensure appropriate planning, that policies are evidenced based, and that there is effective monitoring and evaluation of the Reform and its impact.

Towards these goals, progress has been made in the following areas:

### Common Monitoring Framework

Working within the agency wide Results Based Monitoring (RBM) System, a Common Monitoring Framework for Education (CMF) has been developed. Here, core common education indicators which reflect

the goals of the Agency, and reflect international definitions and standards, have been endorsed by all Fields. Here, core common education indicators which reflect the goals of the Agency, and reflect international definitions and standards, have been endorsed by all Fields.

Additional indicators have been developed to measure progress with regard to the Education Reform. These include both quantitative and qualitative indicators to measure achievement and educational practices against, this includes areas such as student enrolment and retention and teacher motivation.

Measuring progress and impact against clearly articulated indicators will enable UNRWA to better understand what is happening across the Agency, as well as to make comparative analysis between the Fields and between UNRWA and the national, regional and global contexts.

### Education Management Information System (EMIS)

Plans and specifications for an Agency-wide Education Management Information System (EMIS) have been developed. This will facilitate the availability of relevant, reliable and timely data at all levels of UNRWA operations.



## Research

An UNRWA Research Strategy has been developed and this defines the role of the research in delivering efficient, effective and quality services.

To this effect, UNRWA is currently undertaking research in three key areas, with different Fields leading on a particular research area. Gaza Field is leading on research into reasons for drop-out so that we can improve our ability to address and monitor drop-out. A study of good practices in leadership within UNRWA schools is also ongoing, led by the Lebanon Field; this will enable experiences to be shared and lessons

lessons learned, and also feed into the development of professional training for Head teachers. A third study on classroom teaching and learning practices, that is looking at what is happening in our classrooms and the impact that this is having on children's learning and general well-being. This study will serve as a baseline for measuring the impact of the School Based Teacher Development programme and West Bank Field is leading on this.

Another area that is being addressed is finding ways of sharing global and regional research with the teachers and educationalists of UNRWA. To date two Research Briefs have been developed and published in Arabic and English and widely distributed; each provided a user friendly overview of global research on effective education system and learning and the lessons we can learn from looking at practices across the globe.

## Reporting

Work has also started towards the improvement of the Education programme reporting to ensure that the needs of different audiences are addressed. An evaluation of the purpose and audiences of existing publications served as a starting point here.

For more information please contact your Chief Field Education Programme or UNRWA HQ Education Department on [info.education@unrwa.org](mailto:info.education@unrwa.org)



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

[www.unrwa.org](http://www.unrwa.org)

UNRWA provides assistance, protection and advocacy for some 5 million registered Palestine refugees in Jordan, Lebanon, Syria and the occupied Palestinian territory, pending a solution to their plight. The Agency's services encompass education, health care, social safety-net, camp infrastructure and improvement, community support, microfinance and emergency response, including in times of armed conflict. Through these services UNRWA strives to help Palestine refugees achieve a decent standard of living, long and healthy lives, knowledge and skills and full enjoyment of human rights. These goals are formulated according to the UN criteria for human development.