



# the harmonized results report **2012**

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The Harmonized Results Report is facilitated by the Programme Coordination and Support Unit, UNRWA

**About UNRWA**

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

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# Table of Contents

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01	Introduction: Reporting Results for 2012
02	Goal 1. A Long and Healthy Life
03	Goal 2. Knowledge and Skills
05	Goal 3. A Decent Standard of Living
17	Goal 4. Human Rights Enjoyed by All
21	Process Monitoring and Organizational Development

## Acronyms and Abbreviations

<b>Agency</b>	Refers to the United Nations Relief and Works Agency for Palestine Refugees in the Near East
<b>AdCom</b>	Advisory Commission
<b>ANC</b>	Ante-Natal Care
<b>CBO</b>	Community Based Organization
<b>EA</b>	Emergency Appeals
<b>EC</b>	European Commission
<b>EM</b>	Emerging Market(s)
<b>EMIS</b>	Education Management Information System
<b>ePer</b>	Electronic Performance Review system or process
<b>EPI</b>	Expanded Programme of Immunization
<b>ERCD</b>	External Relations & Communications Department
<b>ERP</b>	Enterprise Resource Planning
<b>FD</b>	Finance Department
<b>FHT</b>	Family Health Team
<b>FIP</b>	Field Implementation Plan
<b>FO</b>	Field Office
<b>GBV</b>	Gender-Based Violence
<b>GF</b>	General Funds
<b>GFO</b>	Gaza Field Office
<b>HIP</b>	Headquarters Implementation Plan
<b>HLCM</b>	High-Level Committee on Management
<b>HOTS</b>	Higher Order Thinking Skills
<b>HQ</b>	Headquarters
<b>HRCRT</b>	Human Rights, Conflict Resolution, and Tolerance
<b>HRD</b>	Human Resources Department
<b>IDP</b>	Internally Displaced Person(s)
<b>JCP</b>	Job Creation Programme
<b>JFO</b>	Jordan Field Office

<b>LFO</b>	Lebanon Field Office
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MCH</b>	Maternal and Child Health
<b>MLA</b>	Monitoring Learning Achievement
<b>MO</b>	Medical Officer
<b>MoU</b>	Memorandum of Understanding
<b>MTS</b>	Medium Term Strategy
<b>N/A</b>	Not available
<b>NCD</b>	Non-Communicable Disease
<b>NTD</b>	Non-Traditional Donor(s)
<b>oPt</b>	occupied Palestinian territory
<b>PCSU</b>	Programme Coordination and Support Unit
<b>RBM</b>	Results-Based Management System
<b>REPAC</b>	Regional Programme for the Improvement of Living Conditions in Palestinian Refugee Camps (sponsored by German development bank, KfW)
<b>RMS</b>	Resource Mobilization Strategy
<b>RRIS</b>	Refugee Registration Information System
<b>RSSD</b>	Relief and Social Services Department
<b>SEN</b>	Special Education Needs
<b>SFD</b>	Saudi Fund for Development
<b>SFO</b>	Syrian Field Office
<b>SSN(P)</b>	Social Safety Net (Programme)
<b>TIMSS</b>	Trends in International Mathematics and Science Study
<b>UNDG</b>	United Nations Development Group
<b>UNRWA</b>	United Nations Relief and Works Agency for Palestine Refugees in the Near East
<b>WBFO</b>	West Bank Field Office
<b>WHO</b>	World Health Organization
<b>WFP</b>	World Food Programme

# Introduction: Reporting Results for 2012

## Introduction

Within the paradigm of results-based management, and in line with the Paris Declaration on Aid Effectiveness and the Principles of Good Donorship, the 2012 Harmonized Results Report provides a detailed overview of key results using quantitative and qualitative analysis centred upon selected key indicators, planned achievements and actual results. The monitoring framework for 2012-13 in the Report has been updated from the 2010-11 biennium so as to align with UNRWA strategic plans for the 2012-13 biennium. These updates were last presented and discussed during the Advisory Commission Subcommittee meeting held on 6 November 2012 among Hosts, Donors and UNRWA, in addition to several bilateral meetings held in 2012.

The Report continues to be organized by Human Development Goal and the associated Strategic Objectives found in the 2010-15 Medium Term Strategy. In order to maintain a robust monitoring framework, selected key indicators have been revised to ensure that progress against desired organizational outcomes is appropriately captured. This Report complements other external reports produced by UNRWA, such as the Annual Report of the Commissioner General to the General Assembly. Internally, UNRWA uses Quarterly Management Reviews and Semi-Annual Results Reviews to monitor and communicate implementation progress. These processes further promote management for results and help inform actions that are required when challenges are faced in meeting planned achievements.

The continued support and cooperation from stakeholders is appreciated in fostering, through words and actions, an environment whereby UNRWA continues to realize the benefits of reduced reporting transaction costs and concurrently delivers timely, standardized, quality results reporting that can be used for managing, reporting and accountability.

## Background

The Agency, led by an initiative from the Programme Coordination and Support Unit and supported by the External Relations and Communications Department, originally worked with donors in 2010 through an informal donor reference group to review and analyze the various reporting requirements. The donor reference group was established as a mechanism to seek tangible inputs from donors providing substantive, multi-year contributions to the UNRWA General Fund. The aim of the initiative was to harmonize the reporting requirements among these donors and to align them with UNRWA internal planning and monitoring thereby reducing transactional costs associated with reporting. With Organizational Development, UNRWA introduced a new organizational programme strategy communicated through the Medium Term Strategy for the 2010-15 period. Cascading from the framework of the MTS, each of the five UNRWA areas of operation and Headquarters established two-year "biennium" plans, known as Field Implementation Plans (FIPs) and a Headquarters Implementation Plan (HIP) respectively. Through aligning donor reporting requirements with UNRWA planning and monitoring, more systematic information and improved quality was realized using UNRWA-relevant indicators, baselines and targets. The Harmonized Results Report is also aligned with the Paris Declaration on Aid Effectiveness and the Principles of Good Donorship. In 2011, a UNDG-HLCM Joint Study entitled 'Common Principles of Results Reporting' cited this report streamlining initiative as an example of best practice in the UN system.

## Methodology

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

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

The principles for the reporting framework are consistent with those established in 2010.

## Goal 1. A Long and Healthy Life

### Strategic Objective 1

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

Indicator	Location	Baseline 2011	Actual 2012	Actual 2013	Target 2013
(a) Average daily medical consultations per doctor	WBFO	104	107		90
	SFO	95	N/A		92
	GFO	103	113		90
	LFO	117	103		90
	JFO	96	87		80
	UNRWA	104	105		88
	Source: UNRWA Health Department Reporting				
Frequency: Annual					

### Results Analysis

Progress under this challenging indicator has for the most part been accruing in small increments, but consistently. Total consultations in 2012 continued to show a downward trend - 9.23 million in 2012 as compared to 9.66 million in 2011 (both numbers however exclude SFO as data from SFO is available only for the first five months of 2012). Most Field Offices registered a decrease in the number of consultations held per day. GFO did however show an increase, which is attributed to a reduction in the number of medical officers (MOs) in 2012 as compared to 2011; the recruitment of the medical officers was limited by funding constraints.

The relatively small decrease in number of consultations recorded in JFO and LFO and the very marginal increase in WBFO reflect the initial results from implementing the health reforms and Family Health Team (FHT) approach; as the practice of FHT matures and as FHTs gain more experience, decreases are likely to grow across all field offices. In terms of processes, both FHT staff as well as patients consulted at health centres have expressed their growing satisfaction with improved efficiency of visits and with the streamlining of in-clinic processes.

## Goal 1. A Long and Healthy Life

### Strategic Objective 2

#### Protect and promote family health

Indicator	Location	Baseline 2011	Actual 2012	Actual 2013	Target 2013
(b) Percentage of pregnant women attending at least 4 Anti-Natal Care (ANC) visits	WBFO	77.2	81.5		90
	SFO	78.5	76.6		90
	GFO	92.5	93.5		100
	LFO	90.9	86.2		97
	JFO	86.2	82.2		90
	UNRWA	87.0	86.5		90
	Source: UNRWA Health Department Reporting				
Frequency: Annual					

#### Results Analysis

This is a new indicator, which replaces the previous pregnancy/Ante-Natal Care (ANC) related indicator, "Women who register in the first trimester." This new indicator monitors compliance with and coverage for the recommended comprehensive ANC across three trimesters, or the expected duration of pregnancy, where at least four ANC visits are expected to be held in three trimesters.

The objectives are early recognition of any warning signs and timely implementation of remedial measures to prevent complications and improve maternal and child health (MCH) services and outcomes. This new WHO-recommended indicator is used globally to monitor coverage and quality of pregnancy and MCH services. As indicated in the table above, UNRWA's coverage for comprehensive ANC presents satisfactory results ( $\geq 80\%$ ); however the Agency remains dedicated to further strengthening its ANC coverage to 90% by 2013.



## Goal 1. A Long and Healthy Life

### Strategic Objective 3

#### Prevent & control diseases

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

### Results Analysis

This is a new indicator replacing the previous indicator, "Percentage of late complications among Non-Communicable Diseases (NCD) patients." The new indicator, "the total number of diabetes patients in the Diabetes Treatment and Control Programme" measures the effectiveness, extent of coverage, and timeliness of UNRWA's renewed focus and interventions to better treat, manage, and control the increasing burden of NCDs in Palestine refugees over 20 years of age. UNRWA records indicate a growing trend and prevalence of diabetes among Palestine refugees and this, together with increasing life expectancy, makes it likely that the number of diabetics will increase over the coming years. The challenge for the Agency is to raise health awareness on NCDs to get more and more people tested for diabetes and have those that are diagnosed start treatment. As more diagnosed diabetics enter the programme, not only will their health and quality of life likely improve, but also their chances of developing serious, possibly life-threatening, diabetic complications will decrease.

## Goal 1. A Long and Healthy Life

### Strategic Objective 3

#### Prevent and control diseases

Indicator	Location	Baseline 2011	Actual 2012	Actual 2013	Target 2013
(d) Percentage of 18-month-old children that have received all EPI vaccinations according to host country requirements	WBFO	99	100		100
	SFO	99	N/A		100
	GFO	99	99.8		100
	LFO	99	99.2		100
	JFO	98	99.0		100
	UNRWA	99	99.5		100
	Source: UNRWA Health Department Reporting				
Frequency: Annual					

### Results Analysis

This is a new indicator to monitor the second most important area under this strategic objective, namely the control of communicable disease. This indicator aims to monitor the key outputs of life-saving communicable disease control measures, namely EPI vaccination coverage by the age of 18 months. UNRWA has long enjoyed a very high immunization coverage in children as presented in the 2011 baselines. UNRWA however aims at achieving 100% coverage by the end 2013.

UNRWA's efforts will remain to maintain this level of immunization coverage for the targeted populations across all FOs; is worth noting that these coverage rates are similar to those attained in developed country settings. A breakdown of the vaccinations by Location is as follows:

	JFO	LFO	SFO	GFO	WBFO	UNRWA
Infant below 1 year	26,189	5,251	5,622	40,140	9,982	87,184
Children 1 - <2 years	28,280	4,966	6,279	39,472	10,469	89,466
Total children	54,469	10,217	11,901	79,612	20,451	176,650

## Goal 2. Knowledge and Skills

### Strategic Objective 4

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

Indicator	Location	Baseline 2009-10	Actual 2010-11	Actual 2011-12	Target 2011-12
(a) Learner drop-outs – Elementary Education (MALE)	WBFO	1.24 (0.78)	1.66 (0.46)	0.92	1.24
	SFO	1.12 (0.39)	1.82 (0.55)	N/A	1.12
	GFO	2.30 (0.46)	2.22 (0.30)	2.55	1.80
	LFO	6.04 (1.43)	5.16 (1.77)	5.10	5.14
	JFO	2.81 (0.65)	3.09 (0.75)	2.42	2.81
	<b>UNRWA</b> <i>UNRWA excluding SFO</i>	<b>2.40 (0.58)</b> <i>N/A</i>	<b>2.42 (0.50)</b> <i>2.53</i>	<b>N/A</b> <i>2.64</i>	<b>2.10</b> <i>2.16</i>
	Source: UNRWA Education Department Reporting				
	Frequency: School year				
Indicator	Location	Baseline 2009-10	Actual 2010-11	Actual 2011-12	Target 2011-12
Learner drop-outs – Elementary Education (FEMALE)	WBFO	0.88 (0.11)	0.31 (0.13)	0.27	0.88
	SFO	1.64 (0.40)	2.10 (0.51)	N/A	1.64
	GFO	0.80 (0.14)	0.80 (0.13)	0.79	0.50
	LFO	2.42 (0.63)	2.82 (0.76)	3.68	2.00
	JFO	2.80 (0.56)	2.73 (0.74)	3.67	2.80
	<b>UNRWA</b> <i>UNRWA excluding SFO</i>	<b>1.50 (0.30)</b> <i>N/A</i>	<b>1.41 (0.28)</b> <i>1.29</i>	<b>N/A</b> <i>1.70</i>	<b>1.30</b> <i>1.16</i>
	Source: UNRWA Education Department Reporting				
	Frequency: School year				

## Goal 2. Knowledge and Skills

### Results Analysis

The Agency definition of the computation for 'drop-outs' has been adjusted to reflect international standards. 'Drop-out' in the elementary cycle now reflects the percentage of students who abandon school between first grade and sixth grade at any point during the school year or during the summer. The values in brackets reflect the computation under the previous definition. Note that it has become impossible to track drop-out levels in Syria this year due to the crisis. The Agency-wide value has therefore been computed excluding Syria (in italics) and can be compared with last year's results given above and the 2011-12 targets that have been recomputed excluding the Syria Field.

In the elementary cycle, there has been progress with a decrease in drop-out for both boys and girls in WBFO, for girls in GFO, and for boys in LFO and JFO. On the other hand, the drop-out has increased for GFO boys and for girls in LFO and JFO. Expected targets have been achieved in West Bank overall, in Lebanon for boys, and in Jordan for boys. The target for Gaza girls has not been achieved, despite a small decrease in drop-out rates. This target may have been too optimistic – it was the lowest of all five Fields of UNRWA operations. The Gaza elementary drop-out was already quite low (around 0.8% of female students drop-out between 1st grade and 6th grade) and when drop-out is so low, very small changes in the general situation in the Field can impact on progress in drop-out levels. The same factor makes West Bank's accomplishment all the more impressive. It is useful to compare elementary cycle drop-out in Gaza and West Bank with elementary drop-out in Finland or Denmark: in these countries the percentage of drop-out in primary education is generally between 0 and 1%, a level similar to that achieved in GFO and WBFO. In these countries drop-out likely includes heavily disabled children, while children with the same level of disability are not likely to enter UNRWA-supported schools, so the accomplishment of West Bank remains significant, and Gaza's non-achievement of a 0.5% drop-out rate in the elementary cycle (instead achieving 0.79%) also should be put into perspective.

Drop-out levels were higher for elementary Gaza boys, Lebanon girls and Jordan girls. Initial results from an Agency-wide study of drop-out in UNRWA schools have highlighted the important impacts that low achievement, repetition and being over-age can have on drop-out. These may also combine with family and socio-economical reasons. While some of the factors affecting drop-out are beyond UNRWA's control, the study does provide some indications as to how to address the issue in the future.

## Goal 2. Knowledge and Skills

### Strategic Objective 4

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

Indicator	Location	Baseline 2009-10	Actual 2010-11	Actual 2011-12	Target 2011-12
(b) Learner drop-outs – Preparatory Education (MALE)	WBFO	5.04 (2.90)	5.74 (3.33)	1.58	5.04
	SFO	8.52 (3.81)	14.71 (6.68)	N/A	8.00
	GFO	5.33 (2.50)	4.30 (1.07)	4.67	4.50
	LFO	9.28 (3.27)	7.25 (3.18)	10.31	7.89
	JFO	9.90 (2.75)	9.63 (3.00)	8.08	9.90
	<b>UNRWA</b> <i>UNRWA excluding SFO</i>	<b>7.40 (2.83)</b> <i>N/A</i>	<b>7.58 (2.65)</b> <i>6.29</i>	<b>N/A</b> <i>5.88</i>	<b>7.00</b> <i>6.44</i>
	Source: UNRWA Education Department Reporting				
	Frequency: School year				
Indicator	Location	Baseline 2009-10	Actual 2010-11	Actual 2011-12	Target 2011-12
Learner drop-outs - Preparatory Education (FEMALE)	WBFO	1.67 (1.07)	2.00 (1.37)	4.34	1.67
	SFO	4.89 (2.07)	5.79 (2.35)	N/A	4.40
	GFO	1.92 (1.03)	2.11 (0.90)	2.34	0.90
	LFO	5.71 (2.06)	3.45 (2.47)	4.55	4.86
	JFO	8.64 (3.62)	11.62 (3.80)	9.77	8.50
	<b>UNRWA</b> <i>UNRWA excluding SFO</i>	<b>3.90 (1.99)</b> <i>N/A</i>	<b>4.98 (1.91)</b> <i>6.29</i>	<b>N/A</b> <i>5.88</i>	<b>3.40</b> <i>6.44</i>
	Source: UNRWA Education Department Reporting				
	Frequency: School year				

## Goal 2. Knowledge and Skills

### Results Analysis

The Agency definition of the computation for 'drop-outs' has been adjusted to reflect international standards. 'Drop-out' in the preparatory cycle now reflects the percentage of students who abandon school between seventh grade and the end of the preparatory cycle at any point during the school year or during the summer. The values in brackets reflect the computation under the previous definition. Again, it has to be noted that it has become impossible to track drop-out levels in Syria this year due to the conflict. The Agency-wide value has therefore been computed excluding Syria (in italics) and can be compared with last year's results given above and the 2011-2012 targets that have been recomputed excluding the Syria Field.

West Bank achievements were very good for males at the preparatory level. However, female drop-out has increased this year. Gaza drop-out levels have increased for both male and female students. Lebanon preparatory drop-out has also increased, but targets for females were nevertheless achieved. It is noteworthy that Lebanon, which has historically struggled with drop-out levels much higher than in the other Fields (for both genders), is now at the same level as other Fields with regard to female students. Finally, Jordan drop-out has decreased for both males and females, the target being achieved with a good margin for males. For female students in Jordan, last year's setback has not yet been fully overcome despite the significant improvement of this year. Interestingly, the Agency-wide study of drop-out students in UNRWA schools found that 36% of Jordan female drop-outs indicated early marriage as a factor in dropping out. This is worth investigating, especially as Jordan is the only Field with higher drop-out levels for female preparatory students than for male preparatory students. Overall, Agency-wide, both female and male preparatory drop-out has decreased (Syria being excluded from the computation).

## Goal 2. Knowledge and Skills

### Strategic Objective 5

#### Enhance education quality and outcomes against set standards

Indicator	Location	Baseline 2009-10	Actual 2012-13	Target 2012-13
(c) The mean score obtained by students from MLA testing in <b>(Grade 4 – Maths)</b>	WBFO	44.4	Forthcoming	48.5
	SFO	47.6	Forthcoming	50.0
	GFO	46.7	Forthcoming	50.7
	LFO	41.6	Forthcoming	45.6
	JFO	43.9	Forthcoming	46.9
	<b>UNRWA</b>			
(c1) The mean score obtained by students from MLA testing <b>(Grade 4 – Arabic)</b>	WBFO	45.6	Forthcoming	49.6
	SFO	48.1	Forthcoming	51.3
	GFO	45.9	Forthcoming	50.0
	LFO	38.5	Forthcoming	42.5
	JFO	41.0	Forthcoming	43.5
	<b>UNRWA</b>	<b>44.2</b>	<b>Forthcoming</b>	<b>47.7</b>
(d) The mean score obtained by students from MLA testing <b>(Grade 8 – Maths)</b>	WBFO	40.7	Forthcoming	44.7
	SFO	42.8	Forthcoming	45.5
	GFO	45.8	Forthcoming	49.8
	LFO	40.0	Forthcoming	44.0
	JFO	40.2	Forthcoming	43.2
	<b>UNRWA</b>	<b>42.0</b>	<b>Forthcoming</b>	<b>45.5</b>

## Goal 2. Knowledge and Skills

(d1) The mean score obtained by students from MLA testing (Grade 8 – Arabic)	WBFO	24.8	Forthcoming	28.8
	SFO	37.1	Forthcoming	44.9
	GFO	26.9	Forthcoming	30.9
	LFO	34.6	Forthcoming	38.6
	JFO	25.9	Forthcoming	28.8
	<b>UNRWA</b>	<b>28.3</b>	<b>Forthcoming</b>	<b>32.5</b>
	Source: UNRWA Education Department Reporting			
Frequency: Conducted once per biennium				

### Results Analysis

Due to the Education Reform, it was decided that the MLA testing be deferred to the 2012-13 biennium cycle. It is now planned to take place at the end of the 2012-13 school year, and has already been piloted in all Fields of UNRWA operations. The 2013 MLA design and implementation will enable comparison of its results with the 2009 test and it will furthermore measure students' achievement on competencies the Reform seeks to promote. Results of the 2013 MLA should be available before the end of 2013.

In the absence of MLA test results, in the 2011 Results Report, UNRWA student achievement was compared with that of host country students in all five Fields of UNRWA operations. This showed that UNRWA students have been achieving better than host country students on a variety of national and international tests in Gaza, West Bank, Jordan and Syria. UNRWA students' results were again compared with government school students' this year using the 2011 TIMSS results (released in 2012) for Gaza and West Bank. These showed that UNRWA students continued to outperform government school students in both Gaza and West Bank, and that both Gaza and West Bank students have made progress in Maths as compared to the 2007 TIMSS.



## Goal 2. Knowledge and Skills

### Strategic Objective 6

### Improve access to education opportunities for learners with Special Educational Needs

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

### Results Analysis

The wording of the indicator found in the 2010-11 biennium has been modified from “percentage of SEN children of all children enrolled”. The indicator wording was adjusted and the methodology was updated as a result of efforts to establish coherent baselines for all Field Offices and to reflect the Education Reform Strategy work on Inclusive Education. This new wording was already reported upon in the 2011 Harmonized UNRWA-Donor Report. The focus of the indicator is on students with a disability; however, the 2010-11 baseline showed Fields had varying levels of understanding of this new indicator, with West Bank, Syria and Lebanon results reflecting a ‘broader’ understanding of the definition and including a number of students with more general special education needs in the category.

Following HQ Education communication with the Fields, LFO actual values for 2011-12 now suggest a more accurate reflection of the definition. Syria could not communicate its results due to the crisis situation in the Field. Further work needs to be undertaken with the WBFO, as their results still include a number of students who do not have a disability, but have a variety of other special education needs (e.g., dyslexia). In GFO and JFO, the percentage of students with a disability in UNRWA schools appears to have increased slightly between the two years.

## Goal 2. Knowledge and Skills

It is anticipated that in the coming year the results of all Fields will reflect a shared understanding of the definition as given. Furthermore, UNRWA is also working on a harmonized definition of Special Education Needs which would enable the Agency also to determine the percentage of SEN students in UNRWA schools in all five Fields of operation. In light of UNRWA's efforts towards a more inclusive education system, it is expected that the percentage of disabled children identified and enrolled in UNRWA schools should be increasing in the coming years. Additional qualitative indicators will also be collected by end 2013 to enable the Agency to assess how well schools are responding to the needs of the disabled and SEN children already studying in UNRWA schools.



## Goal 2. Knowledge and Skills

Field Specific Strategic Objective (Gaza)

**Sustain UNRWA's Schools of Excellence achievements and exceed them**

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

### Results Analysis

Double shifting of schools continued in the 2012-13 school year, resulting in compressed learning hours for the 224,345 refugee students (115,997 boys and 108,348 girls) enrolled in UNRWA schools. UNRWA operated 245 schools out of 131 school buildings, which meant that 91.4% of schools were double shift. The student population grew by about 5,000 compared to the 2011-2012 school year. Demographic pressures are expected to exacerbate strains on already overstretched infrastructure and resources. While there are currently 18,701 students in grade 9, the number of students in Grade 1 has reached 29,189 students. GFO anticipates that its school population will grow by a further 7,000 students in the 2013-2014 school year, increasing the overall population to around 230,000 students. This reflects several factors including the 3.5% population growth, improved access to UNRWA schools as buildings recently approved by Israeli authorities are built, as well as ongoing parental preference among refugees for their children to attend UNRWA schools over the governmental schools, which are currently operated by the de facto authorities in Gaza.

Unified exams underwent a methodological revision to better test critical thinking and writing skills through more open-ended questions. This reflects a shift away from a pure focus on knowledge, and better incorporates skills being taught through the curriculum and in the classroom. This testing change means that the test results are not exactly comparable to previous years. Further, student test taking skills need time to adjust. GFO saw a slight regression in academic performance across the board. Particular attention will be paid to ascertain how closely this is correlated with needing time to adjust to exam style changes or whether there is a more significant trend beyond the exam itself. The results of 1st semester unified exams show mathematics results to be almost on track, while the performance of boys and girls in Arabic worsened. The mathematics pass rate for boys (68.57%) has declined from the 2011 baseline of 71.62%. Girls however have had success with mathematics which is reflected by the 82.07% pass rate this year compared to an 80.26% baseline. The Arabic pass rate is behind track for both boys and girls. Boys achieved a 72.93% pass rate against a baseline of 80.67%; girls achieved an 89.11% pass rate against a baseline of 91.97%.

## Goal 2. Knowledge and Skills

The fifth annual Summer Learning term was attended by 44,526 students. It provides an additional opportunity for 4th-9th grade students who did not pass Arabic, mathematics or both to study the basic skills of the two subjects for six weeks over the summer. At the end of the term, students retake the unified exams; in 2012, 84.39 % of the students passed and successfully moved to the next grade. UNRWA invited the Norwegian Refugee Council to undertake a study of the results achieved through Summer Learning and particularly to pilot a tool designed to assist in the identification of children with learning difficulties and grade attainment level. The results are still under review, but as a whole the study will prove a useful contribution not only to improving Summer Learning, but also to UNRWA's progress to advance inclusive education and inform the Special Children Special Needs programme.

### Field Specific Strategic Objective (LFO)

#### Improve achievement levels in UNRWA schools

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

#### Results Analysis:

The Brevet result in 2011 had been encouraging (57.96%), but the Brevet results in UNRWA schools fell by 6% to 51.90% in 2012. The pass rate decreased slightly in Tyre, North & Saida areas (3.08%, 6.03% and 6.97% respectively). The major drop off was in the other two areas, Beqaa & Central Lebanon Area (11.48% & 10.95% respectively).

This reduction is partly due to the conflict between government teachers' unions and Ministry of Education in 2012, with several strikes disrupting the exam-marking period itself. This has negatively affected not only UNRWA schools' results, but also those of Lebanon overall. In other words, the Lebanese national average pass rate (which includes UNRWA schools) experienced almost the same decrease as that of UNRWA schools (from 71% in 2011 to 64.6% in 2012).

In addition to the above, UNRWA schools were negatively affected by UNRWA teachers' union strike and boycott at the beginning of the 2011-12 scholastic year. This affected the normal operation of schools and delayed the early intervention of education specialists in supporting and following up on students' achievement.

There is also a technical factor related to the type of questions set this year in the official exams: more focus was on Higher Order Thinking Skills (HOTS). About 70% of the questions this year were classified by Education Specialists as HOTS, compared to 40% of questions last year.

## Goal 3. A Decent Standard of Living

### Strategic Objective 7

#### Reduce abject poverty

Indicator	Location	Baseline 2011	Actual 2012	Actual 2013	Target 2013
(a) Percentage of refugees identified (or estimated) to be poor who receive a social transfer	WBFO	84.9	59.2		66.7
	SFO	33.3	N/A		60.0
	GFO	100.0	100.0		100.0
	LFO	32.5	32.8		44.0
	JFO	19.7	21.1		19.9
	<b>UNRWA</b>	<b>76.1</b>	<b>70.7</b>		<b>69.9</b>
	Source: UNRWA Refugee Registration Information System (RRIS); Food Security Survey and Field-specific information systems				
Frequency: Annual					

### Results Analysis

Despite limitations, most Fields were able to maintain or slightly increase the percentage of poor refugees receiving social assistance from UNRWA. This is a result of improved targeting in Fields, such as Jordan, and the continued support from donors for other Fields, such as Gaza. In the West Bank Field, there was a predicted decrease in the percentage of poor refugees receiving social transfers from UNRWA. This was primarily due to the fact that funding for the Agency's Emergency Appeal in the West Bank was reduced from years past.

This indicator replaces the previous one, "percentage of SSN individuals who are abject poor". The Agency has traditionally addressed poverty through the Special Hardship Assistance Programme, in some fields now known as the Social Safety Net Programme, which reaches about 5% of the registered population or some 290,000 individuals. New evidence shows that 1.1 million refugees are poor (20%), with 700,000 (15%) of refugees unable to meet the basic food requirements. In recognition that the Agency traditional approach to addressing poverty is inadequate, this indicator will monitor the Agency's ability to increase coverage and provide social transfers (food, cash or a combination of the two) to poor refugees. The variance between the fields is mainly attributable to additional funding from donors that is earmarked for the oPt, and entails that assistance for the poor is inequitable across the fields, which is of concern as well.

Due to the crisis in Syria, reliable data on poverty is unavailable and therefore not reported here.

## Goal 3. A Decent Standard of Living

### Strategic Objective 9

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

Indicator	Location	Baseline 2011	Actual 2012	Actual 2013	Target 2013
(b) Total number of loans financed to refugee clients through all Microfinance loan products	WBFO	2,095	2,662		6,521
	SFO	1,652	899		14,601
	GFO	2,953	3,054		7,333
	LFO				
	JFO	5,961	8,472		25,870
	<b>UNRWA</b>	<b>12,661</b>	<b>15,087</b>		<b>54,325</b>
	Source: UNRWA Microfinance loan management information system				
	Frequency: Annually reported, monitored monthly				

### Results Analysis

In 2012 the microfinance programme financed 32,892 loans valued at USD 36.43 million. Palestine refugees received 46 per cent of these loans worth USD 18.25 million. Of the Palestine refugees, those in Jordan received 56 per cent of loans, followed by Gaza which received 20 per cent, then West Bank with 18 per cent and finally Syria with just six per cent. The value of loan financing to Palestine refugees in Jordan was USD 9.38 million, compared to USD 4.97 million in Gaza, USD 3.64 million in the West Bank and just USD 359,000 in Syria. These ratios largely reflect the refugee ratios in each country, with loans to Palestine refugees accounting for 85 per cent of all loans financed in Gaza, 80 per cent in Jordan, 24 per cent in the West Bank and 12 per cent in Syria. Overall, there was a 12 per cent increase in outreach to Palestine refugees in 2012, with a 42 per cent increase in Jordan, a 27 per cent enhancement in Gaza, a three percent improvement in the West Bank and a decline of 54 per cent in Syria. The reversal in Syria was due to the crisis, which resulted in an overall retrenchment from 17,717 loans in 2011 to just 7,815 in 2012.



## Goal 3. A Decent Standard of Living

### Strategic Objective 9

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

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

### Results Analysis

A social rating assessment by MicroFinanza was completed on the Jordan portfolio in 2011. In 2012 three simple poverty scorecards surveys were completed in Jordan, SFO and GFO to measure the poverty and low income rates of clients, with a fourth survey being undertaken in the WBFO during the first quarter of 2013. A new social rating study of the Palestine portfolio will be conducted in 2013.

The social indicators and social performance ratios of the portfolio is now prepared for each field and the programme as a whole on a quarterly and annual basis.

## Goal 3. A Decent Standard of Living

### Strategic Objective 10

### Improve Employability

Indicator	Location	Baseline 2011 for 2009-10 graduates	Actual 2012 for 2010-11 graduates	Actual 2013 for 2011-12 graduates	Target 2013 for 2011-12 graduates
(d) Percentage of graduates employed or continuing their studies among active job seekers (MALE)	WBFO	(90) 91	82		90
	SFO	(79) 85	75		85
	GFO	(69) 72	78		57
	LFO	(88) 92	92		85
	JFO	(91) 92	95		92
	<b>UNRWA</b>	<b>(84) 87</b>	<b>85</b>		<b>83</b>
	(Source: UNRWA Education Management Information System (EMIS) Frequency: Annual; 12-months after school year				
Percentage of graduates employed or continuing their studies among active job seekers (FEMALE)	WBFO	(73) 76	66		90
	SFO	(80) 85	63		62
	GFO	(48) 51	53		55
	LFO	(62) 77	77		65
	JFO	(84) 87	81		86
	<b>UNRWA</b>	<b>(73) 75</b>	<b>70</b>		<b>76</b>
	(Source: UNRWA Education Management Information System (EMIS) Frequency: Annual; 12-months after school year				

### Results Analysis

The wording for this indicator has been updated from 'Percentage of technical and vocational training graduates employed after 12 months of graduation'. The new indicator has been aligned with international standards with regard to graduates in military service, the graduates who refuse to work, and the unreachable graduates in the computation. Only Vocational Training Centre graduates are included in the indicator, meaning that students of teacher training institutions are not counted. In most cases, the previous and the new computation gave similar results. The results for 2009-10 graduates both with the previous and with the new computation have been reported in the table above, with the results from the previous computation in brackets.



## Goal 3. A Decent Standard of Living

The results show that employment rates have increased during the period considered in both the Gaza and Lebanon Fields. In Gaza, there has been continuous improvement in employment rates since 2009, even though employment levels still remain significantly below the UNRWA average, as a result of the challenges the Field is facing. In Lebanon, there has also been continuous improvement in both male and female employment levels. The increase between last year and this year is not visible once the figures are rounded up. The Lebanon Field has achieved employment rates higher than the UNRWA average which, considering the restrictions facing Palestine refugees in the Field, is a very positive accomplishment. In the Syria Field, on the other hand, there has been a plunge in employment rates, following a more limited decrease last year, a reflection of the increasingly precarious conditions in which Palestine refugees are living. Employment rates in West Bank have also decreased for males and females with females opting not to work after graduation. In the Jordan Field, there has been a decrease in female employment rates and an increase in male employment rates. This is the only Field in which this is the case – in all other Fields, female and male employment follow parallel trends. There is some indication that in Jordan a large number of female graduates have finally found a job, albeit more than 12 months from graduation, but still, it is taking longer for female graduates in JFO to find a job. Unlike the other fields, the males and females in Jordan tend to graduate from different courses or institutions, hence particular attention will be given in the coming years to the analysis of this and its implications for employment.



## Goal 3. A Decent Standard of Living

### Strategic Objective 11

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

Indicator	Location	Baseline 2011	Actual 2012	Actual 2013	Target 2013
(e) Number of identified SSN refugee families living in substandard shelters which have improved living conditions	WBFO	220	3		550
	SFO	12	11		123
	GFO	82	60		3,882
	LFO	185	195		1,237
	JFO	0	0		60
	<b>UNRWA</b>	<b>499</b>	<b>269</b>		<b>5,852</b>
* Does not include the Emergency Cases.					
Source: UNRWA Infrastructure & Camp Improvement					
Frequency: Annual					

### Results Analysis

This indicator is affected by project funding which in general has been very scarce. In 2012, funding was very limited in Jordan, West Bank and Syria. In Lebanon, the shelter rehabilitation programme is currently funded by multiple donors, SFD, EC, Japan and REPAC; in Jordan it is funded by REPAC (shelter implementation in 2013) and in West Bank it is expected to be funded by SFD. In Syria, due to the crisis, rehabilitation is not expected of any shelters in the near future, even in Neirab camp, where the contracts are ready for implementation. In Gaza, with the slow approval on construction material, the re-housing project work in Rafah and Khan Younis has resumed.

In 2012, overall, 312 shelters were rehabilitated, extended or reconstructed in Lebanon, the Gaza Strip, the Syrian Arab Republic and the West Bank, housing 269 families who were social safety net beneficiaries. In all, 324 refugee families have benefited from improved living conditions. As part of a large project in Neirab camp in the Syrian Arab Republic, the rehabilitation of 59 housing units was completed, and 11 families classified as social safety net cases have benefited. In the Gaza Strip, under emergency interventions, 2,778 shelters were repaired and/or reconstructed after destruction, and 350 families who are social safety net beneficiaries benefited. In Gaza, technical assessment of about 10,000 shelters that were affected or damaged as a result of conflict was also completed. In the Nahr el-Bared camp in Lebanon, a total of 281 families were accommodated in the reconstructed shelters. In 2012, no interventions in Jordan were carried out owing to lack of funding.

## Emergency Appeal

### Strategic Objective 11

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

Indicator	Q1	Q2	Q3	Q4
(f) Timely reporting of Emergency Appeals for 2012	<u>Target:</u> 3mos (by May15)  <u>Actual:</u> <i>Not achieved</i>	<u>Target:</u> 6mos (by August 15)  <u>Actual:</u> <i>Achieved</i>	<u>Target:</u> 9mos (by November 15)  <u>Actual:</u> <i>Not achieved</i>	<u>Target:</u> 12mos (by March 31)  <u>Actual:</u> Adjusted to 30 April
Source: Emergency Appeals Coordinator supported by PCSU				
Frequency: Annual				

### Results Analysis

In early 2012, the monitoring of the Emergency Appeals (EA) was integrated within the UNRWA Results Based Management (RBM) system to allow for quarterly monitoring of project implementation. This ambitious strengthening of monitoring for the EA did not achieve the external reporting targets in Q1 or Q3. The establishment of the monitoring framework and the capacity building delivered for EA monitoring and reporting personnel required more time than originally envisaged. The quarterly nature of monitoring in the results framework of the EA established the frequency for organizational learning opportunities and identified necessary improvements to the monitoring framework (including a detailed Handbook of Indicator Methodologies for EA Indicators and updates to the RBM system arrangements). The Agency prioritized organizational learning and refinements to the monitoring framework which did not provide sufficiency resources to support external reporting on a quarterly basis.

The position of Emergency Officer has also been vacant for an extended period which impacted organizational capacities for coordination; however, cooperation and coordination between PCSU, RSSD, ERCD, GFO and WBFO continues to be robust and will result in the production of the 2012 EA Report in a more timely manner, despite being slightly behind the planned achievement of 31 March. Going forward, UNRWA proposes to prioritise strengthening internal monitoring on a quarterly basis and will provide external reporting on a six-monthly basis.

## Goal 4. Human Rights Enjoyed by All

### Strategic Objective 14

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

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

### Results Analysis

In 2012, the performance of civil society organizations (CBOs) with respect to management, financial and technical standards greatly improved in most Fields. Since the implementation of the capacity assessment tool in 2010, the Social Services Programme has used the results of the tool to better tailor its support to CBOs to work on commonly agreed priority areas. Over the course of 2012, over 200 trainings were facilitated by UNRWA for the CBOs on such topics as strategic planning, setting policies for volunteer staff, and strengthening the understanding of CBO boards of their roles and responsibilities.

### Note:

This is a new indicator and replaces the previous one 'number of vulnerable refugees benefiting from CBO services'. This indicator reflects the outcomes of the Social Services Programme's work with refugee-run CBOs, and to build their capacity to become sustainable organizations that provide quality services to refugees in their communities. Management, financial and technical standards are defined within a capacity assessment tool that CBOs use, in partnership with UNRWA staff, to assess themselves against. The tool allows for a cumulative score to be tabulated for each CBO and then for all CBOs in the field.

Due to the crisis in Syria, the Field did not implement the CBO Capacity Assessment Tool in 2012.

## Goal 4. Human Rights Enjoyed by All

### Strategic Objective 15

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

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

### Results Analysis

The use of the Refugee Registration Information System (RRIS) continued to roll out, with many of the obstacles and system inefficiencies removed that had plagued the new database encompassing the personal records of 5.2 million persons. The results for Gaza, Lebanon and Jordan Fields are consistent with 2011. The performance of West Bank Field has improved from last year, with only one new inscription application returned by HQ to the Field for further investigation and documentation before approval.

In 2012, more than 17 million irreplaceable historic documents such as pre-1948 land deeds, employment records, and birth certificates associated with family files in the RRIS were compressed and uploaded onto servers for safekeeping and preservation during the reporting period, including 40,000 records for Palestine Refugees resident in Syria. These endangered documents were physically moved out of Syria for safekeeping, individually scanned, compressed, and uploaded. There were no new inscription applications in Syria in 2012.

## Process Monitoring and Organizational Development

### Strategic Objective 16

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

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

### Results Analysis

In 2012, the Agency worked intensely to diversify its donor base focusing on four groups: emerging markets (EM), non-traditional donors (NTDs), Arab partners and private partners. This was done through systematic communications, the development of work-plans tied to fundraising goals as well as well-targeted missions of the Commissioner General and UNRWA Directors. During the reporting period, the Agency witnessed increased contributions from all four groups showing that the Resource Mobilization Strategy (RMS) is yielding results and is in turn validating the assumptions underlying the strategy.

The most notable increases to the GF occurred amongst EM and Arab partners. Contributions from private partners and other income recorded under the newly established Partnerships Division rose as well, showing an increasing trend between years. The relative stagnation in contributions from NTDs is explained by the limited investment in this group in 2012. Changes are foreseen in this area with an increased focus on NTDs throughout 2013. The first steps were taken towards the end of 2012 with the shifting of most NTD portfolios from the External Relations and Communications Department (ERCD) in Jerusalem to the Agency's Representative Office in Brussels in November. In so doing, the Agency improves both its geographic proximity to NTDs and their diplomatic missions in Brussels. It should be noted that NTDs are not being targeted merely for financial support. Their political support is equally important.

A number of EM portfolios were also shifted from ERCD to UNRWA's Representative Office in New York. The rationale is similar to the one underlying the shifting of NTD portfolios. A number of the emerging markets countries have little or no diplomatic representation in Israel and/or the oPt, an inhibiting factor for building partnerships. However, they all have Permanent Mission to the UN in New York.

## Process Monitoring and Organizational Development

GF contributions from diversified sources amounted to 13.1% in 2012. With a baseline of 11%, the percentage share of diversified sources' GF income rose by 2.1% in the first year of implementation. Assuming that the percentage increase between 2011 and 2012 is sustained, the 2015 RMS target of 16% will be reached at the end of 2014.

### Strategic Objective 17

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

Indicator	Targets 2012	Organizational milestones:
(b) Organizational milestones are achieved for Agency-wide initiatives in 2012	Q1 by FD	The Activity-Based Costing (ABC) project is completed with an ABC model
	Q2 by ERP	The MoU for the Enterprise Resource Planning partnership with WFP and the required contractual agreements with third-party implementation partners are finalized
	Q3 by ERCD	The Resource Mobilization Strategy is developed and is being implemented
	Q4 by HRD	Direct service personnel in health and education use a systematic, result-based performance review process
	Source: Multiple departments reporting with coordination of analysis by PCSU	
	Frequency: Annual	

### Results Analysis

FD: The Activity-Based Costing project is completed with ABC Model providing monthly reports of the cost structure of front line activities. The activities completed included the finalization of an "UNRWA activities dictionary" that captures and describes all external and internal services/activities, including approximately 120 workshops conducted with Field Offices and HQ Departments as well as the analysis and grouping of the existing cost structures regarding staff costs, supplies, infrastructure costs, direct and indirect costs and definition of a fair and transparent cost allocation model to provide the total costs of the front line activities.



Further efforts are still required to customize and calibrate an Excel based ABC model integrated with the current accounting system, which has only been partially completed, as some reports did not reconcile with the current accounting system and the macros are written in German with no easy guide to change/adjust the allocation criteria and the provision of monthly reports for all management levels; this has not been achieved as the system still lacks a user-friendly/smart 'front end' functionality.

**ERP:** As reported in 2012, the Memorandum of Understanding and the contract with the systems integrator is in place. Other third-party implementation arrangements may be necessary; however, at this time the established organizational milestone was achieved.

**ERCD:** The development of the Agency's 2012-15 Resource Mobilization Strategy was led by the External Relations and Communication Department (ERCD). The department held preliminary consultations with donors and host governments in March and April 2011 to set the general framework and strategy outline. These were discussed in the Sub-Committee and subsequently approved by AdCom in June 2011. The Agency also reached out to a number of UN agencies followed by extensive internal and renewed external consultations until the endorsement of the strategy by AdCom in November 2011.

ERCD has the overall responsibility for the implementation of the strategy, although realizing the objectives remains a collective Agency effort. The core goal of the strategy is to bridge a chronic funding shortfall through more predictable and sustainable funding flows, whilst trying to diversify UNRWA's donor base by reaching out to emerging markets, Arab partners and non-traditional donors.





The results demonstrate clearly that the strategy is working: Traditional Donor (TD) share of the GF increase decreased between 2011 and 2012. TD share of total GF income decreased as well from 89% in 2011 to 87% in 2012, whilst GF contributions from Emerging Markets, Arab Partners, Non-Traditional Donor and private sources increased both in absolute and percentage terms.

**HRD:** The updated Performance Management policies for both area and international staff were promulgated and are effective April 1, 2012. The policy lays out the roles and responsibilities of those involved in the performance management processes, and includes indicative timelines for completion of those processes. Field and HQ Department management are now responsible for the implementation of the processes, and the objective remains to have all staff utilizing the new system by the end of the 2013.

**Implementation progress for Education:** The first phase of the roll out was completed with the evaluation of over 15,000 teachers in the school year 2010-2011. In the school year 2011-2012, teachers were evaluated in the system for a second time, and assistant head teachers and head teachers for the first time, and now in the 2012-2013 school year for the second time. The performance cycle for education specialists is the calendar year, just like all other non-teaching staff. They began using the new system for the 2012 performance year, and have now entered their second evaluation period in 2013.

The two tables immediately below outline the completion rates for end of year reviews for the 2011-2012 school year (Teachers, Head Teachers and Assistant Head Teachers only) across all fields, by positions.<sup>1</sup> Midpoint reviews are not due until March.

Location	Teachers	Total	(%)
<b>SFO</b>	N/A	N/A	N/A
<b>GFO</b>	7731	7731	100%
<b>WBFO</b>	1905	1997	95.3%
<b>LFO</b>	1358	1359	99.9%
<b>JFO</b>	3981	4012	99.2%
<b>Total</b>	<b>15345</b>	<b>15099</b>	<b>99.1%</b>

<sup>1</sup>Data are derived from those staff registered by HR in the ePer database. Total Numbers are approximate as they do not account for those acting in higher roles and Special Leave With/Without Pay.

## Process Monitoring and Organizational Development

Location	Head Teachers / Principals	Total	(%)	Assistant Head Teachers / Deputy Principals	Total	(%)
<b>SFO</b>	N/A	N/A	N/A	N/A	N/A	N/A
<b>GFO</b>	237	238	99.9%	179	179	100%
<b>WBFO</b>	4	100	4%	22	23	95.6%
<b>LFO</b>	67	67	100%	28	29	96.5%
<b>JFO</b>	171	174	98.2%	121	121	100%
<b>Total</b>	<b>479</b>	<b>579</b>	<b>82.7%</b>	<b>350</b>	<b>352</b>	<b>99.4%</b>

As teaching staff are the largest group as well as being the most experienced with the system, an education consultant has now commenced an evaluation of the first phase of the teacher's evaluations in the five fields – specifically to review the relevance of the competency framework and its indicators, the understanding of those engaged in its implementation, their roles and responsibilities and the challenges they face.

The table below outlines the completion rates for end of cycle reviews across all fields for education specialists which are in the January-December cycle.

Location	Education Specialists 'Completed'	Education Specialists 'Total'	(%)
<b>SFO</b>	N/A	N/A	N/A
<b>GFO</b>	-	-	-
<b>WBFO</b>	4	13	33.1%
<b>LFO</b>	0	34	0%
<b>JFO</b>	32	63	50.7%
<b>Total</b>	<b>36</b>	<b>110</b>	<b>32.7%</b>

## Process Monitoring and Organizational Development

Total End of Cycle reviews completed in Education:

Location	Total reviews completed	Total Reviews to be completed	(%)
<b>SFO</b>	N/A	N/A	N/A
<b>GFO</b>	8147	8148	99.9%
<b>WBFO</b>	1935	2133	90.7%
<b>LFO</b>	1453	1489	97.5%
<b>JFO</b>	4305	4370	98.5%
<b>Total</b>	<b>15840</b>	<b>16140</b>	<b>98.1%</b>

Given that performance management within education using the new system has been well established for the past two years, the completion rates in Lebanon and Jordan are encouraging. West Bank continues to face the greatest difficulties, with resistance to the change, and the roll out in this field has been slower than other fields. In Gaza, Education Specialists are at this point not yet included in the new system as a result of the recent dispute regarding upgrades. They will be included in the 2013 performance cycle.

Implementation status for Health: In 2012, Nurses, Medical Officers and Senior Medical Officers agreed upon standardised objectives with the Health Department. Following training they are now also integrated into the system. Given they are all in a January-December cycle, end of cycle reviews are underway, and progress is outlined in the below tables:

Location	Nurses completed	Total Nurses	(%)
<b>SFO</b>	N/A	N/A	N/A
<b>GFO</b>	0	61	0%
<b>WBFO</b>	0	5	0%
<b>LFO</b>	4	22	18.1%
<b>JFO</b>	29	44	65.9%
<b>Total</b>	<b>33</b>	<b>132</b>	<b>25%</b>

## Process Monitoring and Organizational Development

Location	Medical officers completed	Total Medical Officers	(%)	Senior Medical Officers completed	Total Senior Medical Officers	(%)
<b>SFO</b>	N/A	N/A	N/A	N/A	N/A	N/A
<b>GFO</b>	0	128	0%	0	13	0%
<b>WBFO</b>	0	7	0%	0	0	0%
<b>LFO</b>	5	17	29.4%	0	20	0%
<b>JFO</b>	59	67	88.1%	21	24	87.5%
<b>Total</b>	<b>64</b>	<b>219</b>	<b>29.2%</b>	<b>21</b>	<b>57</b>	<b>36.8%</b>

Note: West Bank have only rolled out the new system in four clinics thus far, hence the low number in that area.

Total End of Cycle reviews completed in Health:

Location	Total reviews completed	Total required	(%)
<b>SFO</b>	N/A	N/A	N/A
<b>GFO</b>	0	202	0%
<b>WBFO</b>	0	12	0%
<b>LFO</b>	9	59	15.2%
<b>JFO</b>	109	135	80.7%
<b>Total</b>	<b>118</b>	<b>408</b>	<b>28.9%</b>

With the end of year reviews only due in December, the completion rates in Health (and for education specialists) are, as expected, not as high as those in education. Gaza in particular experienced strong resistance to using the system within the health department as a result of the high work demands and re-classification issues. The completion rates in Jordan are highly commendable.

## Process Monitoring and Organizational Development

### Strategic Objective 17

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

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

### Results Analysis

These milestones will be reported in on the Harmonised Results Report of 2013. An interim update follows:

- A plan has been designed to enhance Internal Communications (IC) and was endorsed by Management Committee. A business case for IC portal has been developed. In January 2013 the IC Unit was established (the Unit will be located at HQ Amman and will form a part of the Communication Division, ERCD).;
- The first draft of the Biennium Plans for 2014-15 are scheduled to be discussed during the SubCom of 15-16 April 2013 and the final Plans are envisaged to be distributed with the June, 2013 AdCom;
- The roll-out of the performance-based review process using *ePer* is under implementation.

## Process Monitoring and Organizational Development

### Organizational Development:

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

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

### Results Analysis

During 2012 all fields continued the work on detecting GBV survivors and providing access to services through the referral systems. The referrals expanded in 4 fields (Gaza, Jordan, Lebanon, and West Bank) with a twin-track approach: building/consolidating new partnerships; and introducing the project to new regions. Building the capacity of the frontline staff from the three main programmes continued, and 654 received basic training; 463 in-depth training; and 626 specialized training. 250 tools and communications events were organized with the community. As a result the number of survivors detected (Dec 2011- Nov 2012) is 1,512 of whom 1,145 accessed services (counselling, legal aid, medical care, and social support).

The crisis in Syria has affected the referral established and an action plan has been developed by UNRWA staff working on Syria issues, and various meetings have been held to see how to adapt the project to the current ever-changing situation. It has been agreed that the approach for 2013 is to aim to build the capacity of staff to detect and respond to GBV and to refer survivors where referrals are possible. Capacity-building of the frontline staff and community members is planned to start in March 2013. UNRWA will also work on building the capacity of the operational community organizations and the management team of the IDP shelters to support GBV survivors.

## Process Monitoring and Organizational Development

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

Indicator	Baseline 2011	Actual 2012	Target 2012	Target 2013
(e) The percentage of education staff who successfully complete the HRCRT training programme	Draft HRCRT Policy adopted	Pilot HRCRT training in GFO, WBFO	Pilot HRCRT training in JFO, WBFO	20
	Source: Education Department			
	Frequency: Annual			

#### Results Analysis

The pre-testing of the HRCRT (Toolkit) training was undertaken in the GFO and WBFO Fields of UNRWA operations, between November 2012 and February 2013. As an outcome, participants provided in-depth feedback on the Toolkit and its implementation and suggested approaches to train UNRWA's 19,000 teachers on the HRCRT Toolkit. Based on this detailed feedback, the Toolkit is being adapted to meet the needs of the Education Staff, and will be finalized by end March 2013. UNRWA is therefore on track for achieving its next target to start rolling out the HRCRT training Agency-wide in 2013.







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