participatory gender audit 2016
lebanon
participatory gender audit of relief and social services
2016

www.unrwa.org
Acknowledgment:

The Department of Relief and Social Services, Lebanon, acknowledges the tireless efforts and valuable input of GenCAP Adviser Madhumita Sarkar throughout the entire audit, the encouragement and constructive feedback of UNRWA-HQ Gender Adviser Sana Jelassi, the diligent support of the audit team and desk review team, and the enthusiastic participation and contribution of colleagues in RSS Lebanon. Hadia Chanaa, LFO Women’s Programme Officer, was responsible for the audit from beginning to end and authored this report.

UNRWA Relief and Social Services, Lebanon Field Office
Table of Contents

Executive Summary 6

Section I: Introduction 9

1. Background 9
2. Objective of the Participatory Gender Audit 10
3. Audit Team 11
4. Briefing Session for Audit and Review Teams 11
5. Methodology 11

Section II: Overview, Relief and Social Services Programme 16

Section III: Findings of the Participatory Gender Audit 17

1. Gender Issues in the Context of Staffing and Human Resources 17
2. Gender Issues in the Context of Staff Capacity Building and Competences 18
3. Staff Perception of Achievement on Gender Equality 20
4. Mainstreaming of Gender in Programming 22
5. RSS Products and Public Image 29

Section IV: Recommendations and Conclusion 30

Annexes:
Annex 1: List of Documents Reviewed 33
Annex 2: List of Participants in Focus Group Discussions and Workshops 34
Annex 3: Definitions of Terms and Desk-review Checklist 36
Annex 4: Guiding Questions for Desk-review Team 38
Annex 5: Self-Assessment Survey 39
Annex 6: Guiding Questions for the Focus Group Discussions 41
Annex 7: List of Figures 44
Annex 8: Table of Sex Disaggregation of Staff Grades 12 to 20 in the Past Ten Years 51
Annex 9: Participatory Gender Audit Team 52
## Abbreviations and Acronyms

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>PGA</td>
<td>Participatory Gender Audit</td>
</tr>
<tr>
<td>RSS</td>
<td>Relief and Social Services</td>
</tr>
<tr>
<td>HQ</td>
<td>Headquarters</td>
</tr>
<tr>
<td>FGDs</td>
<td>Focus group discussions</td>
</tr>
<tr>
<td>GBV</td>
<td>Gender-based violence</td>
</tr>
<tr>
<td>ILO</td>
<td>International Labor Organization</td>
</tr>
<tr>
<td>SSN</td>
<td>Social Safety Net</td>
</tr>
<tr>
<td>SSF</td>
<td>Social Study Form</td>
</tr>
<tr>
<td>PDM</td>
<td>Post-distribution monitoring</td>
</tr>
<tr>
<td>LFO</td>
<td>Lebanon Field Office</td>
</tr>
<tr>
<td>FIP</td>
<td>Field Implementation Plan</td>
</tr>
<tr>
<td>PCC</td>
<td>Pre-conception care</td>
</tr>
<tr>
<td>FPC</td>
<td>Family planning counselling</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>GMS</td>
<td>Gender Mainstreaming Strategy</td>
</tr>
<tr>
<td>MTS</td>
<td>Medium Term strategy</td>
</tr>
<tr>
<td>CFRSSP</td>
<td>Chief, Field Relief and Social Services Programme</td>
</tr>
<tr>
<td>RRIS</td>
<td>Refugee Registration Information System</td>
</tr>
<tr>
<td>PRS</td>
<td>Palestine refugees from Syria</td>
</tr>
<tr>
<td>MCSP</td>
<td>Micro-Credit Community Support Programme</td>
</tr>
<tr>
<td>IGO</td>
<td>Income Generation Officer</td>
</tr>
<tr>
<td>DPO</td>
<td>Disability Programme Officer</td>
</tr>
<tr>
<td>WPO</td>
<td>Women’s Programme Officer</td>
</tr>
<tr>
<td>FRSO</td>
<td>Field Relief Services Officer</td>
</tr>
<tr>
<td>CBOs</td>
<td>Community-based organizations</td>
</tr>
<tr>
<td>PSO</td>
<td>Programme Support Office</td>
</tr>
<tr>
<td>WPCs</td>
<td>Women’s Programme Centers</td>
</tr>
<tr>
<td>IRC</td>
<td>International Rescue Committee</td>
</tr>
<tr>
<td>ATM</td>
<td>Automated Teller Machine</td>
</tr>
<tr>
<td>PIO</td>
<td>Public Information Office</td>
</tr>
<tr>
<td>TOR</td>
<td>Terms of reference</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resources</td>
</tr>
</tbody>
</table>
Executive Summary

The main objective of this Participatory Gender Audit (PGA) was to assist UNRWA Department of Relief and Social Services (RSS) in Lebanon Field Office in self-evaluating the progress made with regard to gender equality within its sub-programmes, and to develop improved strategies.

The PGA process started with establishing two teams: desk review and gender audit. Seven officers of RSS sub and sub-sub-programmes were assigned to the desk review team and tasked with reviewing, from a gender perspective, the documents related to their respective sub and sub-sub-programme. The gender audit team consisted of five members from other UNRWA programmes in addition to the GenCAP Adviser.

The ILO manual for Participatory Gender Audit facilitators guided the entire process. The PGA was led by the UNRWA LFO Women’s Programme Officer, in her capacity as a certified gender audit facilitator by ILO, with close support of the GenCAP Adviser. Two staff members from the Programme Support Office acted as observers throughout all of the activities and two staff members from the Department of Education served as note takers.

The PGA was conducted from October to December 2015, involving a set of various complementary methods and quantitative and qualitative tools selected from the ILO manual and adapted in order to collect the required information. This constituted a desk review, focus group discussions (FGDs), workshops, semi-structured interviews and a self-assessment survey.

Twenty-five area staff members (17 women and 8 men) with different levels of responsibilities were drawn from all RSS sub and sub-sub-programmes to participate in FGDs, which were divided into three groups according to their programmes and work locations. Two full day workshops took place for 12 management staff members (7 women and 5 men) and 9 support staff members (8 women and 1 man).

The semi-structured interviews with the heads of UNRWA Public Information Office and Department of Human Resources and the Agency’s protection coordinator for gender provided information both about good practice and about gaps in support for departments’ efforts towards applying UNRWA gender equality policy, with regard to publishing materials, recruitment processes and GBV projects respectively.

The self-assessment survey saw responses by 100 RSS staff, representing 73.5 per cent of RSS staff members. Seventy-three per cent of respondents were female. The self-assessment survey helped in assessing staff perceptions regarding gender.

An extensive desk review of 35 documents was conducted, complementing the findings of focus group discussions, the self-assessment survey, semi-structured interviews and workshops, providing
The reviewed documents included 1) administrative documents, 2) technical/project documents and 3) promotion/information products. The documents were: a list of RSS staff; RSS organogram; Field Implementation Plan (FIP); quarterly performance reports; SSN social study form; monthly reports; guidelines; a project proposal; a project report; a needs assessment; an emergency Regional Response Plan; the Post Distribution Monitoring Survey (PDM); vacancies advertisements; a poster; a leaflet; a brochure; and the UNRWA International Women’s Day documentary.

The Main Findings of the PGA were as follows:

- The UNRWA Human Resources Gender Policy Statement displayed a strong commitment to increase the number of women in senior and professional positions and to address gender imbalance in the culturally biased job categories. However, the review of RSS staff list revealed overrepresentation of women among social workers, secretaries and clerks.
- The focus group discussions, workshops and the self-assessment survey revealed that RSS staff members have relatively positive perceptions regarding gender, and most of them believe that gender awareness is important to provide better services to Palestine refugees in Lebanon. However, there is a lack of common understanding among RSS staff about gender issues and commitments towards the Agency’s gender equality policy.
- UNRWA is committed to retaining a work environment free from harassment, sexual exploitation and abuse of authority and has policies outlining methods of prevention, detection and complaint; however, the gender audit team found a clear reluctance among most of RSS staff to report incidents of harassment or sexual exploitation and abuse in the workplace.
- The available assessments and monitoring tools within RSS sub and sub-sub-programmes such as the SSN Social Study Form and emergency Post-Distribution Monitoring (PDM) survey include useful information based on sex and age. However, the data collected is not reflected in monthly reports or other reports or analyzed to inform future planning or evaluations such as impact assessments.
- The review of RSS promotion and communication products indicated that RSS sub and sub-sub-programmes are using sensitive language in most of its publication materials, but they sometimes reinforce the idea of cultural feminization, with specific jobs apparently deemed more appropriate for either women or men, which perpetuates stereotypical roles, specifically in promoting Microcredit community support programmes and self-employment projects.

The Main Recommendations of this Participatory Gender Audit areas follows:

- All plans and recruitment processes to be informed by gender analysis.
- To encourage qualified male candidates to apply for positions as social workers, clerks and secretaries and consider changing the title of secretary and clerk to administrative or programme assistants.
- To sensitize all RSS staff on the relevance of gender equality to their work and create a common understanding that gender mainstreaming and advancement of women is everyone’s job and applies to everything, in all programmes and circumstances. This is a
responsibility of all and should be integrated into the Agency’s accountability system and a solid structure created to maintain it.

- To use simple and user-friendly language in disseminating gender-related circulars to staff members, alongside the creation of a feedback mechanism.
- To discuss with Human Resources and LFO top management revisions to the code of conduct, including commitments towards gender equality.
- All data to be age and sex disaggregated and analyzed regularly in planning and reporting, including early stages of emergencies, to reduce waste of resources and enhance the effectiveness of interventions.
- To improve documentation and regular reporting about challenges, lessons learned and the social impact on women, men, boys and girls including gender analysis.
- To engage men in the activities in the workplace and within the community that promote gender equality and women’s empowerment.
- To strengthen connections between relief, social and registration services to encourage collaborative efforts to improve the access of marginalized refugees to social protection services, ‘including persons with disabilities, women, children, youth, and the elderly people’, taking into consideration gender-specific needs through the whole management cycle of programmes.
- To ensure that all RSS training materials, promotion and information products are culturally and gender sensitive, with an avoidance of promoting gender stereotypes or ideas of allegedly male or female positions.

This PGA confirms that the Agency has the necessary foundation for and the solid commitment to gender equality, with a strong gender policy and high level of professional commitment among staff and management. However, there is a need to establish a structure and build an agency-wide accountability system. Moreover, further engagement of staff in the universal ownership of gender issues and participation of staff in activities should allow progress with quick wins that might not necessarily require additional and external resources.
Section I: Introduction

1. Background

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 Gaza achieve their full human development potential, pending a just and lasting solution to their plight. UNRWA services encompass education, health care, relief and social services, camp infrastructure and improvement, protection and microfinance.

As an agency of the United Nations, UNRWA is committed to the achievement of gender equality and the advancement of women, through:

- Gender balance of women and men employed by the Agency
- Promotion and protection of Palestine refugees’ full enjoyment of all human rights with consideration given to the different needs and problems of men, women, youth, children and the elderly in all its programmes
- Targeted interventions to empower women and girls and bridge historical gaps in empowerment, participation and access to services

UNRWA adopted its gender policy in 2007 and the Gender Mainstreaming Strategy (GMS) was developed by the Agency’s gender taskforce in 2008-2009 in order to specify the Agency’s responsibilities as expressed in its policy on gender equality.¹

Due to the fact that the GMS was broad and the indicators highly ambitious, the Medium Term Strategy (MTS) was formulated: a gender action plan for 2010-2015, it focused on the following selected priorities agreed upon between HQ and the fields of operation:

1. Ensure a multi-sector approach to gender-based violence
2. Engage men in pre-conception care (PCC) and family planning counselling (FPC)
3. Reduce dropout rates among boys and girls
4. Women’s economic empowerment
5. Ensure gender balance and gender-sensitive human resource management
6. Enhance women’s role in leadership

In 2014, an evaluation of the Agency’s Gender Mainstreaming Strategy (GMS)² and a gender analysis of key programmes and activities in all five fields of operations³ were conducted by two consultants assigned by HQ.

¹ Statement of commitment, Towards Achieving Gender Equality/UNRWA’s Policy on Gender Mainstreaming.
³ Gender analysis, 2014.
The Major Recommendations of the Evaluation were:

- Strengthen the structure and capacities for implementing the gender mainstreaming strategy
- Use SMART criteria in revising the gender action plans in order to establish a clear results chain
- Strengthen accountability frameworks
- Build on the achievements of the gender-based violence project

The following are some of the identified gaps and priorities in the gender analysis for Lebanon field of operations:

- As in other fields, positions of grade 16 and above are mostly dominated by men, and a gender imbalance is found in traditionally gender biased positions.
- There are gaps in engaging and partnering with local NGOs and other UN agencies on issues other than simply welfare. Concerns such as strengthening sensitization regarding women’s rights, advocacy and considering women’s empowerment from a rights-based approach are not well coordinated.
- The available short-term vocational training needed to meet market demands and also to address the psychosocial well-being of women.
- There is a gender gap in women’s involvement in camp life that could be addressed by building women’s negotiating skills to sharpen their participation in camp life.
- There is a gap in the collaboration among school counselors and relief social workers to work in order to improve identification of at-risk students and interventions to mitigate possible environmental conditions leading to it.

The gender analysis stressed 1) the improvement of women’s representation in senior positions, 2) addressing gender imbalance in the workforce observed by sectors, where ICIP and support overwhelmingly employs men, whereas positions in education and social services tend to be filled by women, 3) enhancing female employability according to female population needs and 4) strengthening capacity to mainstream GBV interventions in emergency operations.

2. Objective of the Participatory Gender Audit (PGA)

The present Participatory Gender Audit (PGA) was carried out from October to December 2015 to assist RSSP in self-evaluating its gender capacity towards better ownership through engaging RSS staff members from diverse positions, years of experience and locations during the entire process of the PGA.

The PGA aims to:

- Screen the progress made within RSS and its sub-programmes in gender mainstreaming.
- Discover gaps and recommend strategies that are more effective.
- Review RSS good practices and areas for improvements towards the achievement of gender equality.

---

4 Same as 2
5 Same as 3
3. **PGA Team:**

The audit team consisted of UNRWA Women’s Programme Officer as a team leader and main facilitator of the discussions being a certified ILO participatory Gender Audit Facilitator, with the support of GenCAP Adviser through the entire process of the gender audit, along with four staff members from other UNRWA departments/offices, namely Programme Support Office and Education Department.

At least one PSO audit team member presented in each activity, as observer and staff members from Education Department were responsible for taking notes during desk review discussions, focus group discussions and workshops that they have participated in.

The desk review team consisted of Officers of RSS sub-programmes and sub-sub-programmes, namely Relief Services, Eligibility and Registration, Disability Programme, Microcredit Community Support Programme, Women’s Programme, Children and Youth Programme and Emergency.

RSS clerk in Social Services Programme was responsible for collecting documents for the PGA file, set up the schedule of FGDs, interviews and workshops and related logistics.

4. **Briefing Session about the PGA to both Audit Team and Desk Review Team:**

A one-day briefing session conducted for the gender audit and desk review teams before starting the process to:

- Familiarize them with the PGA objectives, key areas of analysis and methodology.
- Review basic gender concepts on gender, gender analysis, gender planning, gender equality, gender equity, gender mainstreaming strategy, gender-sensitive indicators, gender-sensitive language and sex-disaggregated data.
- Brief them about Relief and Social Services Programme (RSSP).
- Review and discuss the template and the key documents for desk review.

**e. PGA Methodology**

The ILO Participatory Gender Audit methodology was used and a set of various complementary methods and tools, quantitative and qualitative, selected from the manual for gender audit facilitators based on ILO PGA methodology with some necessary adaptation.

They constitute:

- Desk review
- Focus Group Discussions (FGDs)
- Workshops
- Semi-structured interviews
- Self-assessment survey

---

*A manual for gender audit facilitators, ILO Participatory gender audit methodology, 2nd edition 2012*
The implementation and collection of data was completed on 20 November, and the analysis and reporting by end of December 2015.

- **Desk Review:**

Thirty-five documents were reviewed in the audit. The desk review team consisted of respective officers of the RSS sub-programmes and sub-sub-programmes, namely Eligibility and Registration, Relief Services, Microcredit Community Support Programme, Disability Programme, Women’s Programme, Children and Youth Programme, Emergency and the Director’s office.

Each officer identified two to four documents that are significant for the programme’s work, covering three to five years prior to the PGA, with the exception of earlier materials, which are still in use.

The documents consisted of administrative files including staff lists and RSS organogram, technical documents such as monthly reports, case studies for persons with disabilities and training materials, information and promotion products such as brochures, leaflets and videos, projects documents and progress reports.
The desk review took around 10 days, followed by individual discussions on the document review findings with the officer of each sub-programme and sub-sub-programme, based on a set of guiding questions prepared specifically for that purpose. This aimed at verifying the information and complementing the results of interviews and workshops.

During the desk review process, the capacities of RSS officers on various gender concepts were increased. Individual guidance was provided by referencing project documents and communication materials to strengthen understanding.

• **Focus Group Discussions**

The team conducted three Focus Group Discussions (FGDs) in order to explore understanding, attitudes and perceptions regarding gender among grass-roots staff and to complement the findings from the desk review.

The gender audit team developed a set of questions to guide and inform the FGDs. The questions classified into five major areas: knowledge about content of UNRWA gender policy, awareness of gender mainstreaming strategy, importance of gender mainstreaming to provide better services to Palestine refugees, harassment or sexual exploitation and abuse-reporting procedures, challenges, practices, culture and barriers in translating commitment of mainstreaming gender into practice.

A total of 25 staff members including 8 (32 per cent) men and 17 (63 per cent) women randomly selected across all over Lebanon, including nine relief social workers, six social services social workers (two community credit assistants, three Community Development Social Workers/Disability Programme, one Community Development Social Worker/Women’s Programme), seven eligibility and registration staff and four emergency social workers.

During the FGDs, a questionnaire consisting of 17 questions was filled out by the participants, aiming to get a better understanding about staff perceptions on how much gender mainstreaming is reflected in their programmes and activities and the type of training received on gender issues, and to cross-check information collected from the self-assessment survey.

The staff members were distributed into three groups; each group was scheduled for an hour-long discussion and was made up of 7 to 15 staff with similar responsibilities and classified according to their sub-programmes and sub-sub-programmes.

• **Semi-structured Interviews**

Semi-structured interviews were conducted with the head of UNRWA Human Resources, Public Information Office and gender protection coordinator at LFO.
The semi-structured interviews were carried out by the GenCAP Adviser and the Women’s Programme Officer, alternating as facilitator and note taker, having distributed the roles among themselves.

The interview with the Head of Human Resources aimed to help the team to reach a better understanding of sexual exploitation and abuse and sexual harassment policy within UNRWA and actions taken to ensure a gender balance in the organisation.

The interview with the PIO aimed to understand how gender is reflected in UNRWA communication with donors and media, as well as in guiding the departments to be gender responsive in developing their communication materials.

The interview with LFO gender protection coordinator aimed to support the team with more information about the GBV project in collaboration with the different UNRWA departments including RSS.

- **Workshops**

The workshops allowed drawing in-depth information to validate findings of the focus group discussions and the desk review.

Two full day workshops with management and support staff were conducted after the completion of

- Desk Review
  - Principal sources of verifiable information.
- Interviews/FGDs
  - Provide the opportunity to explore individual perceptions and complement the findings from the desk review.
- Workshops
  - Collect material to feed into audit findings in order to supplement the information from the desk review and interviews.

focus group discussions. The workshop with management staff targeted 12 management staff (seven women and five men) in Lebanon Field Office (LFO) and areas. Namely RSS Chief, Field Relief Services Officer, Field Eligibility and Registration Officer, Cash Transfer Programme Officer, Admin officer, Disability Programme Officer, Income Generation Officer, Community Development Social Worker – Children and Youth and four Area Relief and Social Services Officers. The audit team incorporated an icebreaker exercise ‘Now and then’, a SWOT analysis and ended the workshop with ‘the ideal organization’ exercise.
The workshop with support staff targeted nine RSS clerks and secretaries (eight women and one man) at LFO and areas namely RSS secretary, social services clerk, micro-credit programme senior clerk, relief services secretary, eligibility and registration secretary, and four RSSP clerks from the areas. The team incorporated the icebreaker exercise ‘gender chorus’, the Hofstede’s onion exercise and ended with ‘the ideal organisation’ exercise.

Occasionally in the ‘Now and then’ icebreaker exercise the facilitators asked each participant to what extent gender quality related to his or her work. This exercise determined the knowledge transmitted to staff members during the briefing session, the desk review and during the discussion of the desk review process. Six management staff out the 12 participants attended the briefing session and carried out the desk review for the documents related to their sub-programmes.

The ‘SWOT analysis’ was conducted with the management staff in order to assess strengths and weaknesses, opportunities and constraints, from a gender perspective. The management staff elaborated about the most important activities that enhance RSS performance on gender equality.

The Hofstede’s onion exercise was conducted with the support staff to find out their perception and work unit culture with regard to gender equality.

Gender chorus is an icebreaker conducted prior to Hofstede’s onion with the support staff in order to reach a better understanding about the workplace culture with regard to gender issues.

The two workshops ended with Ideal Organisation as a forward-looking exercise where its results pointed recommendations for the action plan.

- Self-assessment Survey

The self-assessment survey helped in assessing staff perceptions regarding gender. The survey consisted of 10 questions, covering knowledge of UNRWA gender policy, gender mainstreaming strategy, gender trainings, and mechanisms to prevent harassment and sexual exploitation and abuse in the workplace. The self-assessment survey circulated through e-mail to all the 136 RSS staff, 100 of whom (73.5 per cent) submitted the survey. Of these respondents, 73 per cent were female.
Section II: Overview about Relief and Social Services Programme

The Relief and Social Services Programme (RSSP) is contributing to the Agency’s mission of helping Palestine refugees to achieve their full human development potential and a decent standard of living\(^7\), through:

- Maintaining, updating and preserving Palestine refugees’ records within the Refugees Registration Information System (RRIS).
- Supporting the most impoverished Palestine refugee families to meet their basic needs, through employing a poverty-based targeting system, for determining the eligibility, in relation to the relevant poverty line, through using a proxy means test formula. Along with socioeconomic empowerment, GBV case management, psychosocial support, rehabilitation and counselling services, targeting disadvantaged members of the refugee community including women, children and youth, persons with disabilities, GBV survivors and the elderly.
- Supporting community development initiatives that strengthen refugees’ capacities to promote the development and self-reliance of marginalized groups to be able to participate in the development of their families and communities, such as youth community initiatives and women income-generation activities in partnership with women community-based centers in Palestine refugee camps.

RSSP consists of three main divisions, namely Relief Services, Social Services and Eligibility and Registration services in addition to the emergency services for serving Palestine refugees from Syria (PRS) as follows:

- The Eligibility and Registration Division is responsible for maintaining, updating and preserving Palestine refugee records.
- The Relief Services Division is responsible for the Social Safety Net (SSN) and provides quarterly social transfers to 61,709 Palestine refugees in Lebanon identified as SSN cases, as well as emergency cash assistance for specific cases of urgent need.
- The Social Services Division consists of Disability Programme, Women’s Programme, Children and Youth Programme and Micro-credit Community Support Programme. The social services sub-programme provides targeted interventions that include rehabilitation services, counselling, GBV case management services, loans for start-ups and business expansion and enhancing job creation for vulnerable refugees, among the Palestine refugee community, aiming to build their capacity and assets for enhancing their opportunities for self-reliance.
- The emergency functions include recording of Palestine refugees from Syria (PRS) and provision of food and basic assistance to eligible PRS families.

\(^7\)UNRWA website
Section III: Findings of the Participatory Gender Audit

The analysis focused on five key areas:

a. Gender issues in the context of staffing and human resources
b. Gender issues in the context of staff capacity building and competencies.
c. Staff perception of achievement on gender equality
d. Mainstreaming of gender in programming.
e. RSS products and public image

a. Gender Issues in the Context of Staffing and Human Resources

The audit team reviewed vacancy advertisements, lists of RSS staff, the RSS organogram, the Human Resources Gender Policy Statement and staff circulars of June 2010 and July 2010 about the prohibition of discrimination, harassment, including sexual harassment, and abuse of power and sexual exploitation and abuse complaints procedure.

According to its policy statement on gender equality, UNRWA is committed to realizing the goal of gender balance between women and men employed and the specified target for UNRWA gender equality in Human Resources activities is that women will represent:

- 30 per cent of the workforce G12-G15 by 2015.
- 30 per cent of the workforce G16 and above by 2015
- 50 per cent of the international workforce from P2-P5 by 2015
- 50 per cent of the international workforce from P5 and above by 2015

UNRWA Human Resources Gender Policy Statement revealed a strong commitment to establishing gender equality by ensuring that all HR activities incorporate a gender focus and specifically address the under-representation of women within the Agency and increasing the number of women included in senior and professional category positions within UNRWA through targeted recruitment, specialized training courses and promotion of a gender sensitive workplace.

In reviewing the list of RSS staff, the audit team found the followings:

- 43 per cent of the workforce grades 12-15 are women: ‘Currently RSS is employing 6 females out of 14 staff members in grades 12 and above’. Moreover, Chief ‘grade 20’ is female and the Deputy ‘grade 18’ is male. Of course this achievement was not planned for on the basis of the gender action plan.
- RSS has 136 staff, in total ‘100 females and 36 males’. Out of the total 100 female staff, 91 per cent hold positions of grade 10 and below, with an over-representation of females among social workers (grade 10) by 85 per cent and support staff (grade 5-9) by 91 per cent.

During the semi-structured interview with Head of Human Resources in LFO, she had shown a very high level of commitment, but stated that:

9 Human Resources Gender Policy Statement, UNRWA, 2007
1) Human Resources do not have gender action plans or guidance to implement UNRWA gender equality policy.

2) Currently, Human Resources do not have a gender focal point, noting that they have a high level of professional commitment among HR staff at different levels.

3) The ad hoc initiatives within Human Resources Department reveal a positive perception within HR staff and management, for example recruiting a female sanitation labourer in Ein El Hilweh camp. Unfortunately this labourer left the role due to culture barriers and pressures.

4) The Human Resources Department at LFO had assigned gender focal points twice in the past and they were extremely active, but unfortunately, they did not continue.

The lack of affirmative action to identify and address barriers is slowing down progress in achieving commitments outlined in the UNRWA Human Resources Gender Policy statement, as addressing the gender imbalance in some job categories, for example social worker, secretary and clerk positions that are culturally feminized positions, as well as positions that are confined to men only such as sanitation labourer and driver positions in other UNRWA departments.

b. Gender Issues in the Context of Staff Capacity Building and Competencies

The findings from the FGDs showed:

✓ A common understanding on how gender is critical for better programming as the different needs of men, women, boys and girls are currently missing and not being considered.
✓ Gender being conveyed and understood as promotion of women’s rights among the staff in RSS resulted in reluctance in promoting gender as a mandate.
✓ Not all RSS staff were committed to the principles of equal opportunities for women and men in refugee settings where issues of under and non-employment, poverty, access to services and violence were faced by both men and women. This was apparent in the discussion as staff were still negotiating if gender is a priority or not, specifically during emergencies and crises.
Capacity building efforts, during the past five years, were more focused on technical and ethical topics such as MHGAP and ethics e-learning, in addition to other technical skills, however, RSS staff didn’t receive separate training on gender during these years. In addition, it seemed clear that Eligibility and Registration staff are the least conscious of gender concepts.

Only half of FGD participants (53 per cent) received awareness sessions on gender issues, of whom 80 per cent are females.

Some 86 per cent of participants in the FGDs know and consult RSS focal points on gender issues, while the UNRWA relief social workers seem to be the least informed about gender focal point in RSS.

During the self-assessment survey and the FGDs, the team asked the staff members about their knowledge of UNRWA gender policy, its content and the gender mainstreaming strategy.

Majority (87 per cent) of self-assessment survey participants and majority (86 per cent) of FGD participants said, ‘They are aware that UNRWA has a gender policy’. However, only 10 per cent of the participants in the FGDs said that they are fully informed about its content, 65 per cent partly informed and 25 per cent not informed. Also, the self-assessment survey shows that 9 per cent are fully informed, 78 per cent are partly informed about the content of UNRWA gender policy, and 13 per cent are not informed about its content.

As for staff knowledge about gender mainstreaming strategy, 62 per cent and 54 per cent of participants in FGDs and the self-assessment survey respectively said they know about it. However, the discussions with heads of sub-programmes revealed that the RSS staff do not use the gender policy and gender mainstreaming strategy as a guide. The relief social workers recommended simple and user friendly instructions, seeing that it is difficult to apply long and complicated instructions due to workload and work time pressure.

Findings of the ‘SWOT analysis’ revealed that RSS management has a good understanding of gender policy, and they considered the PGA a good practice, and acknowledged the gender policy in place. They highlighted training opportunities and availability of data as strengths. However they saw weaknesses due to the lack of monitoring the implementation, lack of analysis, different levels of understanding among staff and focusing on specific sub-programmes not at RSS as a whole and thus engaging a limited number of staff on gender issues.

Regarding opportunities and threats, the staff considered funding, partnerships with community representatives, and local and international NGOs as opportunities, while they saw threats in cultural
resistance, the understanding of gender as a women’s issue, the unstable security situation and the consideration of gender at the later stages in emergencies.

The implementation of the PGA, by itself, with engagement of all RSS staff, allowed transmitting some capacity building on gender mainstreaming during the briefing session, desk review discussions, focus group discussions and the workshop exercises. For example, staff became more conscious that gender sensitivity does not necessarily mean an equal number of male and female beneficiaries.

c. Staff Perception of Achievement on Gender Equality

Staff Perception Regarding Gender

The findings from the focus group discussions and the self-assessment survey reveal that RSS staff members have a relatively positive perception regarding gender, where 95 per cent and 86 per cent, of focus group discussion participants and the self-assessment survey respectively, believe that gender awareness is important to provide better services to refugees. However, many grass-roots staff show a lack of understanding that gender mainstreaming is not necessarily just equal numbers of men and women, and gender is not about privileges for women only.

Staff Perception Regarding Community Culture

With regard to cultural resistance and feminization of social worker posts, the focus group discussions with the UNRWA social workers show that Palestine refugee families in the camps usually are not uncomfortable with home visits carried out by male social workers. Two male UNRWA social workers ascertained that they never face cultural barriers and most of the participants stressed that the concerns are usually more related to social workers visiting certain families and/or shelters alone, regardless of her/his gender, and they recommended that two social workers carried home visits jointly for staff safety.

The social services staff members underlined during the FGDs that social restrictions and family pressure are a barrier towards providing equal opportunities to men, women, boys and girls among a large number of marginalized families.

Areas for Improvement:

- Create common understanding about gender issues and commitments towards UNRWA policy for gender equality, as part of a systematic strategy to build gender competence within all programmes
- Update RSS gender focal point TORs to include responsibility for gender mainstreaming
- Consider changing the job title of secretary and clerk to administrative or programmes’ assistants
Staff Perception Regarding Work Environment

The Hofstede’s onion exercise with the support staff shows that the vast majority of support staff within RSS have a sound knowledge about gender concepts. The ideal organization exercise revealed that most support staff are not satisfied with their job titles as clerks and secretaries. They feel that their post titles minimize their opportunities to get higher positions inside and outside the Agency. They strongly believe that if their post titles are changed from secretaries and clerks to personal assistants/programme assistants/administrative assistants, this might make a difference in their career development and reduce feminization of these posts.

All participants ascertained that they are enjoying a respectful work environment, for women as much as men, and for managers and technical staff as much as administrative support staff. They confirmed that the workplace is comfortable among themselves and with the management staff. All participants agreed that the informal gatherings from time to time within RSS are socially essential, along with the involvement of administrative support staff in the annual staff meetings, which are being reflected positively in their enthusiasm and motivation to work.

Perceptions and Awareness of RSS Staff Members about Harassment and Sexual Exploitation and Abuse Policy

UNRWA is committed to retaining a work environment free from harassment, sexual exploitation and abuse of authority. The Policy on Harassment defines key terms and outlines methods of prevention, detection and complaint. It also highlights disciplinary measures if an act is committed. The policy is intended for both men and women, hence found as gender responsive.

The audit team asked staff in the FGDs to whom they usually report incidents of harassment and sexual exploitation and abuse in the workplace. Only seven answered out of the 25 participants, of whom five stated that they report to the ethics office, one said to the protection team and one said either to the ethics office or to the protection team in the area.

In general, the discussion revealed staff reluctance towards reporting cases of sexual exploitation and abuse. The participants linked their reluctance to a lack of confidence in the confidentiality of the process, or being unsure as to whether their concerns would be considered. Many staff members said that they do not feel that they are working in a safe environment because they feel not protected in the camps. Some staff highlighted that social embarrassment, family relations and social pressure might affect the investigation process, in their own opinion.
d. Mainstreaming of Gender in Programming:

The audit team found that UNRWA commitment towards women’s empowerment is being successfully progressed through the women’s socioeconomic empowerment initiatives and the establishment of Gender Based Violence (GBV) case management service within RSS, in collaboration with Employment Services Centers (ESC), legal aid and the protection unit.

Regarding UNRWA commitment towards the achievement of gender equality, taking into consideration the different needs and problems of men, women, girls, boys and the elderly in all RSS sub-programmes and sub-sub-programmes, the team found the following:

- There is available data by sex and age but it is not well analyzed and not reflected in the regular reporting of the different sub-programmes and sub-sub-programmes.
- The gender dimension is not reflected in the activities of the different sub-programmes and sub-sub-programmes.
- There are no resources specially allocated for gender-related work.

**Strengths:**
- The Social Study Form allows feeding of comprehensive information including age and sex disaggregated data, and it shows equal emphasis to men, women, boys, girls and the elderly

**Areas for Improvement:**
- Use age and sex disaggregated data in all reporting
- Provide regular information updates and analysis

- Relief Services:

The team reviewed four documents, namely the SSN Social Study Form, field implementation plan, monthly report and the quarterly performance report under the relief services and found the followings:

The Social Study Form documents an individual’s health, education, occupation, relation to labour force and so on. The form is comprehensive and it shows equal emphasis to men, women, boys, girls and the elderly and it allows sex and age disaggregated data about families registered within the UNRWA social safety net programme.

Relief services monthly and quarterly performance reports are general and provide information about the food support items and the cash subsidy provided to the most impoverished families, with no particular attention to gender specific needs.
The available data about individuals registered in the SSN programme is disaggregated by age and sex and allows tracking and measuring the impact of services provided to the most impoverished families, including SSN female-headed households, families with persons with disabilities, employment opportunities, etc.

However, the relief services reports focus only on information about the number of approved and/or pending SSN cases. The reports do not provide analysis and the respective outcome and output in FIP do not include gender responsive targets. They are gender blind, and only provide figures on the number of families that received social transfers from UNRWA.

The Field Relief Services Officer stated during the discussion that they usually share sex and age disaggregated data with management and social services sub-programme upon request, rather than in a regular manner.

- **Social Services:**

  The Social Services consist of four sub-sub-programmes, namely Micro-credit Community Support Programme (MCSP), Children and Youth Programme, Disability Programme and Women’s Programme.

  - **Micro-credit Community Support Programme (MCSP):**

    The MCSP provides loans for start-ups and business expansion to promote refugees’ development and enhance job creation among the Palestine refugee community. The programme also provides housing loans to improve refugees’ living conditions.

    The team reviewed four documents, namely monthly report, field implementation plan, quarterly performance report and MCSP guidelines. The reviewed documents illustrated the following:

    - The respective outcome and output in FIP include few gender responsive indicators on percentage of total clients (women and men) who increase their income after one year of MCSP business loan.
products, in addition to number of women benefiting from Community-based organisations ‘CBOs’ loans. However, neither the target set nor the analysis about percentage of clients (women and men) is based on sex-disaggregated figures, although the data is being collected and available. Furthermore, other indicators and analysis on successful and defaulter clients (in terms of repayment) is also not gender sensitive.

The (MCSP) guidelines are gender blind, and need updating to ensure that gender mainstreaming is in the new version.

The Income Generation Officer (IGO) stated during the discussion that the information is available and sex-disaggregated data is usually provided upon request. Moreover, IGO assured that the MCSP have a specific focus on encouraging women to establish innovative businesses, while this is not reflected in their reports.

Improving documentation and regular reporting about challenges, lessons learned and social impact is recommended, including:

- Gender analysis regarding number of woman guarantors for man clients and vice versa
- The differences between men and women with regard to re-payment of the loans, successful implementation, and choice of business... etc
- Measuring the impact on clients’ economic and social life
- Measuring the impact of men and women’s businesses on the overall family, including men, women, boys and girls.

Strengths:
- The community services project was perceived as an opportunity for boys and girls equally taking the lead and to improve their self-esteem

Areas for Improvement:
- Add analysis in the report using the gender lens
- Improve the documentation of good practices

Children and Youth Programme:

The review of two documents, namely the community services project proposal and the project report, showed equal targeting for girls and boys students in this project.

The project piloted in Ein El Hilweh camp during 2015, promoting Community Services in collaboration with the Education Programme. The project targeted 30 secondary school students, including 15 boys and 15 girls. All 30 students participated equally in a capacity building and training phase on leadership, project planning, teamwork, volunteerism and time management.

The coaching phase allowed both the boys and girls groups to do a rapid assessment, plan, implement community initiatives, and to equally take leadership roles in the development of their own community. Voluntarism enabled confidence building, closer relationships and a better
understanding of the community and the project was perceived as an opportunity to improve mobility for girls.

Successfully, the project broke stereotypes through traffic safety initiatives, despite facing some cultural barriers, which led to separate groups of girls and boys; however, the project did impact the self-esteem of the girls taking the lead.

The recommendation here is to add analysis to the report, using the gender lens and improving the documentation of good and model practices.

- **Disability Programme:**

The audit team reviewed UNRWA disability policy and case studies for PWDs and the discussion with Disability Programme Officer informed the following:

UNRWA Disability Policy considers disability and gender mainstreaming as a matter of rights, including recognition of diversity amongst different vulnerable target groups.

The Disability Programme Officer (DPO) stated that there are 709 PWDs assisted through the programme, of whom 45 per cent are women, which is proportional with the percentage of total females with disabilities registered with the Palestinian Disability Forum (45.6 per cent of the total 5,730 persons with disabilities).

DPO explained that the disability programme used to target the mothers of children with disabilities as the main actors for intervention plans, but recently the programme is targeting both male and female caregivers.

However, the above analysis are not documented in any report, thus improving documentation is required, as simply counting the number of females and males assisted is insufficient and doesn’t allow for measuring the impact of services on women, men, boys and girls with disabilities, nor inform programming.

- **Women’s Programme:**

The Women’s Programme provides technical and financial support to eight community-based women centers to enable them to provide women empowerment services within the local Palestine refugee community, such as income generation projects targeting women, short-term vocational training courses, along with awareness sessions and recently GBV sensitization activities at the community level.

The team reviewed the Community-based Organization Capacity Assessment Tool, guidelines for GBV caseworkers and needs assessment about Palestine refugee women challenges and opportunities.
A 2013 study conducted by RSSD/Women’s Programme and PSO about Palestine refugee women challenges and opportunities revealed that women in the camps suffer from the consequences of poverty and socioeconomic problems where non-enrollment, discouragement and unemployment are major problems. The assessment pointed towards skills building and orientation towards marketable skills as a high priority. On the other hand, it shows that the Women’s Programme Centres as a women-specific CBO are valuable resources for poor and vulnerable women, families and for the wider community to feel safe, as they are not affiliated with any particular political faction. They also consider them suitable for their wives and daughters, with little social stigma or objection from families and the community.

The Women’s Programme staff received comprehensive training on GBV case management, with the International Rescue Committee (IRC). The GBV case management service is embedded in the Relief and Social Services women’s programme. LFO developed guidelines for GBV caseworkers based on the IRC training.

During the interview with UNRWA gender protection coordinator, she considered building the capacity of Women’s Programme team and the embedding of the GBV case management services within RSS as very good practice for future sustainability.

However, the Women’s Programme should establish partnerships and networks to improve collaboration efforts towards women’s empowerment.

**Eligibility and Registration:**

The team reviewed three documents, namely the quarterly statistical bulletin, monthly report and guidance paper about divorced women and determined the following:

- The statistical bulletin is issued quarterly by RSS in HQ and includes sex-disaggregated data.

---

11 Palestine refugees women Challenges and Opportunities, needs assessment, RSS/Women’s Programme 2013
The monthly report is gender blind and information provided is not disaggregated by age or/and sex, as it is designed more to report on the activities performed by registration staff during the month under review, mainly to reflect application processing rather than analysis.

The paper related to the divorced women was created to orient staff on how to deal with potentially varying situations of divorced women and their children in accordance with the rules and laws applied in the host country, and it is affected by the current domestic and local culture.

As it is important to have registration records rich with meaningful information to allow analysis which takes into consideration social, health, education and gender specific needs, it is recommended that the link between Eligibility and Registration and other UNRWA programmes be strengthened.

**Strengths:**
- The statistical bulletin issued on quarterly basis by HQ provides comprehensive information on Palestine refugees, Agency wide, including gender disaggregated data

**Areas for Improvement:**
- Collected data needs to be analyzed and reflected in monthly reports if possible
- To enhance linkages between Eligibility and Registration and other UNRWA programmes, to reflect Palestine refugees’ needs including women, men, boys, girls, and elderly people, behind the figures

**Emergency /Palestine Refugees from Syria (PRS)**

The team reviewed the latest three monthly situational reports, Regional Response Plan (RRP6), Post Distribution Monitoring Survey (PDM) and found the following:

- The programme is offering assistance for eligible PRS males and females, but there is a need to look into the actual needs, situations and family size of male-headed and female-headed families.
- The monthly situational report used sex-disaggregated data for food assistance but there is no analysis for this data.

**Strengths:**
- PDM questionnaire includes very useful information based on sex and age

**Areas for Improvement:**
- The collected data need to be analyzed and reflected in the monthly situational report
- Enforce the linkage with Education and Health Programmes
The Post Distribution Monitoring survey questionnaire is a good source of information. It includes questions about age and sex of the head of family and other members and detailed data on all members about education, health, demographics, employment and expenditure, etc. Analysis of such data enables identification of specific problems pertaining to women, men, boys and girls.

The collected data need to be analyzed and reflected in the monthly situational report.

RSS should enforce linkages with Education and Health programme on PRS emergency functions for exchanging data.

e. RSS Products and Public Image:

The gender audit team reviewed UNRWA vacancy advertisements and five different communication materials produced by RSS sub-programmes and sub-sub-programmes, specifically:

- Awareness poster by Eligibility and Registration Division to encourage refugees to update their personal data in RRIS for better services.
- Awareness material by Emergency on money withdrawals from ATMs by PRS.
- Documentary promoting women’s economic empowerment under title: ‘Seize the opportunity, make a difference’ by Women’s Programme.
- Leaflet and brochure about business loans under MCSP.

The review of the above communication materials shows the following good practices and areas for improvement:

Good Practices

- All the reviewed materials use simple and clear language, which is easily understood by women, men, girls and boys with different levels of education.
- The poster about updated personal data for better services includes images of women, men and children.
- Gender inclusive language is well articulated in the leaflet and the brochure about loans and soft loans.
- The documentary about women’s economic empowerment under the title: ‘Seize the opportunity, make a difference’ represents stories of two females of different age and marital status, as a testament to the potential of women, and shows how this potential can be strengthened through effective community-driven empowerment programmes.

---

12 Seize the opportunity – International Women’s Day 2015, UNRWA
Areas for Improvement

- To ensure usage of gender-responsive language in all communication materials, meaning that it should include reference to women, men, boys and girls.
- To use images of men, women, boys and girls of different categories and ensure that it is culturally sensitive and represents the targeted community.
- To engage men from the community in promoting gender equality and women’s empowerment through documentaries or other publication materials.
- To avoid promoting the cultural feminization of positions and male dominant positions which perpetuate stereotypical roles within Palestine refugee camps.

The semi-structured interview with LFO Public Information Officer (PIO) revealed that they are not responsible for the content of published documents. Nevertheless, it is recommended that PIO designates a gender focal point to be trained on gender-responsive language for communication with donors as well as with media and for guidance to programmes.
Section IV: Recommendations and Conclusion

Recommendations

Although UNRWA has the necessary foundations and a solid commitment well articulated in its gender policy, and high level of professional commitment among LFO staff, the absence of structure for instituting gender mainstreaming is preventing a steady progress.

Gender Issues in the Context of Staffing and Human Resources

- According to UNRWA Human Resources Gender Policy Statement, UNRWA is committed to promoting equal gender rights by outlining practical guidelines for recruitment, compensation and classification, performance management, career development training and development and work/life balance. In addition to a commitment to address the under-representation of women in senior positions within the Agency and address gender imbalance in job categories that are traditionally gender biased.
- All recruitment processes should to be informed by gender analysis and with a consideration of recruiting more men for administrative and social worker positions, both of which women still traditionally undertake.

Gender Issues in the Context of Staff Competencies and Capacity Building

- There is an immediate need for a decision at the management and Programme Support Office at LFO level on a structure for functioning on gender mainstreaming, so that all programmes, including RSS, can be guided based on affirmative policy. Also there is a need to seek HQ Gender Unit support to build capacities and enable sensitizing RSS staff members at all grades and positions on how gender equality relates to their everyday work.
- If LFO decides on a gender focal point system, it is recommended that the RSS gender focal point job description and TOR be updated to include responsibility for gender mainstreaming.

Staff Perception of Achievement on Gender Equality

- It is necessary that a common understanding be created among staff that gender mainstreaming is everyone’s work and applies to everything, in order to provide better services to Palestine refugees and to contribute to poverty alleviation. This is within the UNRWA mandate and all are accountable to adhere to this and it should be integrated into the accountability system of UNRWA and staff members’ code of conduct.
- To consider changing the post titles of secretary and clerk to administrative or programmes’ assistants.
- It is recommended to avoid exaggerating the traditional attitudes to distribution of gender roles in society among officials and personnel in the community, but at the same time, it is highly recommended to avoid feeding preconceptions and prejudice.

13 Human Resources Gender Policy Statement, UNRWA 2007
14 Same as 14
To conduct regular self-assessment surveys to track and monitor changes in staff knowledge, attitudes and practices regarding gender, and use this to inform gender planning.

Gender Issues in RSS Sub-programmes

- Discussions with Programme Support Office (PSO) is essential to agreeing on reporting mechanisms that ensure using sex and age disaggregated data that allows regular analysis. Moreover, to orient staff with support of PSO to look thoroughly into the reporting and to reflect field gender-related observations that inform programming.
- Updating the guidelines for registration, relief services and Micro-credit Community Support Programmes, and ensuring that they are gender responsive and consistent with community values.
- Improving documentation and regular reporting about challenges, lessons learned and the social impact of services on women, men, boys and girls is highly recommended.
- Ensuring gender-sensitive planning, in the earliest stage of emergencies and crises, informed by gender analysis and the collection of sex-disaggregated data in order to avoid wasting resources, taking into consideration gender-specific needs in order to provide more effective interventions.
- The bridging between relief services, social services and registration services needs to be strengthened to reflect the collaborative efforts in improving the access of marginalized refugees, including women, children, youth, the elderly people and persons with disabilities, to social protection services, taking into consideration the gender-specific needs through the whole cycle of management of the programmes.

Gender Sensitivity of RSS Products and Public Image

- It is recommended to discuss with PIO and PSO to set agency-wide guidelines that ensure usage of gender-responsive language, including reference to and images of women, men, boys and girls, taking into consideration cultural sensitivities and avoiding perpetuating stereotypical roles in all RSS promotion materials.
- It is recommended to discuss with LFO training unit in HR to disseminate that any training undertaken by UNRWA about any topic should be gender responsive.
- All learning materials on gender equality need to be available to all staff and ensure that staff are well informed, and to make sure that instructions are clear and simple.
- To replicate the PGA with other programmes.
Conclusion

Although UNRWA is highly committed to advancing gender mainstreaming, there are still shortcomings in translating the commitment into practical applications and applying this to poverty alleviation. There is a need for an immediate decision by management at field level on a structure to progress gender mainstreaming. Logically this will need a budget allocation and external resources for capacity building.

This PGA for RSS and its sub-programmes and sub-sub-programmes reveals that the main gaps towards reaching the ultimate goal of gender equality are within the applied practices and highlighted the following needs:

- All recruitment processes to be informed by a gender analysis.
- Enhancing reporting and using regularly sex-disaggregated data is highly recommended to allow gender analysis.
- Ensuring common understanding among all RSS staff members of how gender is critical for better programming as the needs of Palestine refugee men, women, boys and girls are different.
- Disseminating gender information to all RSS staff and creating a feedback mechanism.
- Instructions are to be clear and simple and to avoid complicated recommendations.
- Strengthen engagement and staff participation in planning for better ownership.
### Annex 1:

**List of Documents for Desk Review:**

<table>
<thead>
<tr>
<th>Documents/year</th>
<th>Unit/Programme</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. RSSD staff list</td>
<td>Management and administration.</td>
</tr>
<tr>
<td>2. RSS Organ gram</td>
<td></td>
</tr>
<tr>
<td>3. UNRWA’s Policy on Gender equality</td>
<td></td>
</tr>
<tr>
<td>5. UNRWA’s gender mainstreaming strategy 2008-2009</td>
<td></td>
</tr>
<tr>
<td>7. Gender analysis 2014</td>
<td></td>
</tr>
<tr>
<td>8. Field Implementation plan 2014 and 2015</td>
<td></td>
</tr>
<tr>
<td>9. Quarterly performance reports 2015</td>
<td></td>
</tr>
<tr>
<td>12. Regional Response plan 2015 (RSS section)</td>
<td>PRS/emergency services</td>
</tr>
<tr>
<td>13. Brochure about ATM 2013</td>
<td></td>
</tr>
<tr>
<td>14. Post distribution monitoring survey (PDM) questionnaire</td>
<td></td>
</tr>
<tr>
<td>15. PDM situational report June July and August 2015</td>
<td></td>
</tr>
<tr>
<td>16. Consolidated Eligibility and Registration instructions.</td>
<td>Registration services</td>
</tr>
<tr>
<td>17. Awareness raising poster 2012</td>
<td></td>
</tr>
<tr>
<td>19. Guidance paper about divorce</td>
<td></td>
</tr>
<tr>
<td>20. Social Study Form</td>
<td>relief services</td>
</tr>
<tr>
<td>21. Relief Services Instruction</td>
<td></td>
</tr>
<tr>
<td>23. Training Material 2015</td>
<td></td>
</tr>
<tr>
<td>24. UNRWA disability Policy case studies</td>
<td>Disability Programme</td>
</tr>
<tr>
<td>25. Brochure about loans and soft loans 2012</td>
<td></td>
</tr>
<tr>
<td>26. Guidelines</td>
<td>Micro-credit Community Support Programme</td>
</tr>
<tr>
<td>27. leaflet about loans and soft loans 2014</td>
<td></td>
</tr>
<tr>
<td>29. Community Service Project report</td>
<td>Children and Youth Programme</td>
</tr>
<tr>
<td>30. Flyers and posters initiated by youth in E/H camp</td>
<td></td>
</tr>
<tr>
<td>31. Need assessment ‘situation of Palestine refugee women: Challenges and Opportunities</td>
<td>Women’s Programme</td>
</tr>
<tr>
<td>32. Baseline KAP survey to measure impact of CBOs skill training courses</td>
<td></td>
</tr>
<tr>
<td>33. CBOs Capacity Assessment Tool (CAT)</td>
<td></td>
</tr>
</tbody>
</table>

[33]
Annex 2:

List of Participants in focus group discussions and workshops

1. **Group 1: social services and emergency and relief services staff**

<table>
<thead>
<tr>
<th>Participant</th>
<th>Post Title</th>
<th>Sex</th>
<th>Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Abla Rabah</td>
<td>Community Development Social Worker - Women's Programme CDSW/WP</td>
<td>Female</td>
<td>Saida</td>
</tr>
<tr>
<td>2) Khalsa Loubani</td>
<td>Community Development Social Worker - Disability Programme CDSW/DP</td>
<td>Female</td>
<td>NLA</td>
</tr>
<tr>
<td>3) Nuha Nasser</td>
<td>Community Development Social Worker - Disability Programme CDSW/DP</td>
<td>Female</td>
<td>CLA</td>
</tr>
<tr>
<td>4) Suleiman Zeiter</td>
<td>Community Development Social Worker - Disability Programme CDSW/DP and Community Credit Assistant</td>
<td>Male</td>
<td>Beqaa</td>
</tr>
<tr>
<td>5) Musa Nimer</td>
<td>Community Credit Assistant</td>
<td>Male</td>
<td>Saida</td>
</tr>
<tr>
<td>6) Said Alsharif</td>
<td>Community Credit Assistant</td>
<td>Male</td>
<td>NLA</td>
</tr>
<tr>
<td>7) Somaya Abdul Hamid</td>
<td>PRS emergency social worker</td>
<td>Female</td>
<td>Saida</td>
</tr>
<tr>
<td>8) Neimat Awad</td>
<td>PRS emergency social worker</td>
<td>Female</td>
<td>Tyre</td>
</tr>
<tr>
<td>9) Sanaa El husein</td>
<td>PRS emergency social worker</td>
<td>Female</td>
<td>CLA</td>
</tr>
<tr>
<td>10) Arwa Kalthoum</td>
<td>PRS emergency social worker</td>
<td>Female</td>
<td>Saida</td>
</tr>
<tr>
<td>11) Azhar Azzam</td>
<td>Relief Social Worker</td>
<td>Female</td>
<td>NLA</td>
</tr>
<tr>
<td>12) Verihan Qassem</td>
<td>Relief Social Worker</td>
<td>Female</td>
<td>NLA</td>
</tr>
</tbody>
</table>

2. **Group 2: relief services and registration eligibility staff**

<table>
<thead>
<tr>
<th>Participant</th>
<th>Post Title</th>
<th>Sex</th>
<th>Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>13) Ahmad Taha</td>
<td>Registration Asst.</td>
<td>Male</td>
<td>Tyre</td>
</tr>
<tr>
<td>14) Tamara BATARSEH</td>
<td>Relief Social Worker</td>
<td>Female</td>
<td>CLA</td>
</tr>
<tr>
<td>15) Nawal QASEM</td>
<td>Relief Social Worker</td>
<td>Female</td>
<td>Saida</td>
</tr>
<tr>
<td>16) Fatmeh Hamed</td>
<td>Relief Social Worker</td>
<td>Female</td>
<td>NLA</td>
</tr>
<tr>
<td>17) Sanaa ALI</td>
<td>Relief Social Worker</td>
<td>Female</td>
<td>Tyre</td>
</tr>
<tr>
<td>18) Salim HAJ MUSA</td>
<td>Relief Social Worker</td>
<td>Male</td>
<td>CLA</td>
</tr>
<tr>
<td>19) Yusif ALMOUSA</td>
<td>Relief Social Worker</td>
<td>Male</td>
<td>Saida</td>
</tr>
</tbody>
</table>
3. Group 3: registration staff

<table>
<thead>
<tr>
<th></th>
<th>Name</th>
<th>Position</th>
<th>Gender</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>Khaled DAUOD</td>
<td>Registration Asst.</td>
<td>Male</td>
<td>NLA</td>
</tr>
<tr>
<td>21</td>
<td>Fuad JUMAA</td>
<td>Area Registration Officer</td>
<td>Male</td>
<td>Beqaa</td>
</tr>
<tr>
<td>22</td>
<td>Mohamad Balqis</td>
<td>Area Registration Officer</td>
<td>Male</td>
<td>CLA</td>
</tr>
<tr>
<td>23</td>
<td>Lina Mayyali</td>
<td>Registration Asst.</td>
<td>Female</td>
<td>CLA</td>
</tr>
<tr>
<td>24</td>
<td>Asmaa Azzam</td>
<td>Registration Asst.</td>
<td>Female</td>
<td>LFO</td>
</tr>
<tr>
<td>25</td>
<td>Iman Sruje</td>
<td>Registration Asst.</td>
<td>Female</td>
<td>LFO</td>
</tr>
</tbody>
</table>

List of Participants in Workshops

4. Group 1: RSS Senior Staff

<table>
<thead>
<tr>
<th></th>
<th>Name</th>
<th>Position</th>
<th>Gender</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Leila Kaissi</td>
<td>RSS Chief</td>
<td>Female</td>
<td>LFO</td>
</tr>
<tr>
<td>2</td>
<td>Taghrid AWAD</td>
<td>Disability Programme Officer</td>
<td>Female</td>
<td>LFO</td>
</tr>
<tr>
<td>3</td>
<td>Abdel-latif ISSA</td>
<td>Field Relief Services Officer</td>
<td>Male</td>
<td>LFO</td>
</tr>
<tr>
<td>4</td>
<td>Samir RADWAN</td>
<td>Income Generation Officer</td>
<td>Male</td>
<td>LFO</td>
</tr>
<tr>
<td>5</td>
<td>Ahmad UTHMAN</td>
<td>Field Eligibility &amp; Registration Officer</td>
<td>Male</td>
<td>LFO</td>
</tr>
<tr>
<td>6</td>
<td>Yosra YAACOUB</td>
<td>Cash Transfer Programme Officer</td>
<td>Female</td>
<td>LFO</td>
</tr>
<tr>
<td>7</td>
<td>Ola Atout</td>
<td>ADMIN OFFICER</td>
<td>Female</td>
<td>LFO</td>
</tr>
<tr>
<td>8</td>
<td>Doaa ELAWAD</td>
<td>Community Development Social Worker/Children &amp; Youth</td>
<td>Female</td>
<td>LFO</td>
</tr>
</tbody>
</table>

5. Group 2: RSS Support Staff

<table>
<thead>
<tr>
<th></th>
<th>Name</th>
<th>Position</th>
<th>Gender</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Randa ABUBAKER</td>
<td>CLERK</td>
<td>Female</td>
<td>LFO</td>
</tr>
<tr>
<td>2</td>
<td>Ezdihar AL MOUED</td>
<td>SECRETARY</td>
<td>Female</td>
<td>LFO</td>
</tr>
<tr>
<td>3</td>
<td>Rima KOBTAN</td>
<td>SENIOR CLERK</td>
<td>Female</td>
<td>LFO</td>
</tr>
<tr>
<td>4</td>
<td>Huda QASSEM</td>
<td>SECRETARY</td>
<td>Female</td>
<td>LFO</td>
</tr>
<tr>
<td>5</td>
<td>Nadia HANDAM</td>
<td>SECRETARY</td>
<td>Female</td>
<td>LFO</td>
</tr>
<tr>
<td>6</td>
<td>Rabie KAYED</td>
<td>CLERK</td>
<td>Male</td>
<td>Beqaa</td>
</tr>
<tr>
<td>7</td>
<td>Zeina ALSHAFIE</td>
<td>CLERK</td>
<td>Female</td>
<td>CLA</td>
</tr>
<tr>
<td>8</td>
<td>Saida KHATIB</td>
<td>CLERK</td>
<td>Female</td>
<td>Saida</td>
</tr>
</tbody>
</table>
Annex 3:

Understanding Terms for the Gender Audit

1. Gender: Gender refers to the socially constructed differences and relations between males and females. These vary widely among societies and cultures and change over time. The term ‘gender’ is not interchangeable with the term ‘sex’, which refers exclusively to the biological differences between men and women, which are universal. Statistical data are disaggregated according to sex, whereas gender characterizes the differing roles, responsibilities, constraints, opportunities and needs of females and males in all areas and in any given social context.

2. Gender analysis is a tool to diagnose the differences between women and men regarding their specific activities, conditions, needs, access to and control over resources, and their access to development benefits and decision-making.

3. Gender planning may be broadly defined as planning that integrates gender equality and women’s empowerment considerations at all stages into the design, implementation, monitoring and evaluation of a programme or project.

4. Gender budgeting examines how budgetary allocations affect the social and economic opportunities of men and women.

5. Gender equality refers to the enjoyment of equal rights, opportunities and treatment by men and women and by boys and girls in all spheres of life. It asserts that people’s rights, responsibilities, social status and access to resources do not depend on whether they are born male or female. It does not mean, however, that men and women are the same or must become the same, or that all labour market measures must arrive at the same results.

6. Gender equality in the world of work
Gender equality in the world of work, within the ILO Decent Work Agenda, refers to:

- Equality of opportunity and treatment in employment;
- Equality in association and collective bargaining;
- Equality in obtaining a meaningful career development;
- A balance between work and home life that is fair to both men and women;
- Equal participation in decision-making,
Equal remuneration for work of equal value;
Equal access to safe and healthy working environments and to social security.

7. **Gender equity** means fairness of treatment for women and men, according to their respective needs and interests. This may include equal treatment or treatment that is different but considered equivalent in terms of rights, benefits, obligations and opportunities.

8. Using a **gender mainstreaming strategy** based on gender analysis implies, in particular:
   - awareness-raising and capacity-building activities;
   - at the planning, taking into account implementation, monitoring and evaluation stages, the effects of policies and programmes on women and men;
   - adequate allocation of human and financial resources;
   - active participation of both women and men in decision-making in all areas and at all levels;
   - adequate monitoring tools and mechanisms to enable ongoing assessment of how and to what extent gender is being effectively mainstreamed.

9. **Gender-sensitive indicators** are indicators disaggregated by sex, age and socio-economic background. They are designed to demonstrate changes in relations between women and men in a given society over a period of time. The indicators comprise a tool to assess the progress of a particular development intervention towards achieving gender equality.

10. **Gender – sensitive language** are gender-responsive rather than gender-blind and/or sexist for example instead of ‘man-hours’ use ‘work hours’ or ‘time hours’, instead of ‘housewife’ use ‘homemaker’. Also to avoid using ‘he’, ‘him’. Instead using the plural or replace the pronoun with an article: ‘the consultant to be hired will…’

11. **Sex-disaggregated data** - Collection and use of **quantitative and qualitative data by sex** (i.e. not gender) is critical as a basis for gender-sensitive research, analysis, strategic planning, implementation, monitoring and evaluation of programmes and projects.
Annex 4: Document Review Questionnaire

Guiding Questions for Review Team

Staffing and Human Resources
1. Staffing profile of the unit, chief and others. Are there any positions feminized or males’ dominant? Is the screening process gender neutral? Are there efforts to create a balance? (give examples)
2. Do you have gender focal points? If no focal points then who do you go to discuss gender issues?
3. How much has been allocated and spent on each staff member’s gender expertise, competence and capacity building?
4. How is gender competence distributed between male and female staff? (women usually assigned for gender issues)
5. Is there a common understanding of gender issues and gender mainstreaming among work unit staff?
6. Does the work unit have contacts with NGOs, including women’s associations and academic institutions? What is the nature of these contacts?
7. Are partners identified based on gender capacity? Is gender training provided to partners? Are gender issues discussed?

Staff Meeting agenda
1. What kind of discussions are held around gender?
2. Is it the role of a specific unit or a discussion agenda for all?

Programme and Budget
1. Provide sample indicators for the budget allocation for gender issues.

Technical
1. Is there analysis of disaggregated data and are programs designed based on analysis?
2. How are different experiences taken into account? (are different roles are being taken into consideration)
3. Do men/women/boys/girls have the same opportunity to make choices?

Promotion materials
1. What is the objective of the promotion materials?
2. How were gender issues promoted/addressed through them?
3. What stereotypes did you attempt to break?
4. Do you think the language you used was gender inclusive? (give examples)

Project documents
1. Do documents pay attention to experiences in projects/programmes on gender issues?
2. Are learning materials on gender equality made available to staff and partners?
3. What are the gender equality indicators?
4. Are gender terminologies used in the reports? If yes is there a common understanding of these terminologies?
Annex 5:
Self-assessment Survey

1. The gender
   - Male □
   - Female □

2. Have you heard of the gender policy in the community?
   - Yes □
   - No □

3. What level of knowledge do you have about the policy?
   - Full □
   - To some extent □
   - To a minimum □
   - Not at all □

4. Have you heard of the strategy for gender equality in the community in the past year?
   - Yes □
   - No □

5. Is it important to support gender equality in the community?
   - Always □
   - Usually □
   - Occasionally □
   - Never □

6. How often do you expose yourself to gender equality issues in this environment? (In your opinion, in the context of the environment, the methods, and the results used?)
   - Always □
   - Usually □
   - Occasionally □
   - Never □

7. Do you think that the social status of women and men is equal in your workplace?
   - Yes □
   - No □
   - Occasionally □
   - Never □
هل برنامجك يقوم بما يكفي للحد من التفليس التي تدرج ضمن سياق عدم المساواة بين الجنسين (مثل شائعة كمبيوتر مسيلة، ملصقات)؟

نعم بفضل أكثر من كافي □
نعم بشكل كافي □
لا بشكل غير كافي □
لا أبدا □

كيف يتم تقييم فعالية نهج الاتصال لتغيير المساواة بين الجنسين واحترام التنوع في اتخاذ القرار، والسلوك، وروح العمل، والمعلومات؟

ممتازة □
مناسبة □
غير مناسبة □
لا يوجد سياسة لذلك □

إذا كان لدى أي موظفة/ي مخاوف تتعلق بالتحرش أو الاستغلال الجنسي في مكان العمل، هل تعتقد بأنها/أته سيلغ عن الحادث؟

نعم □
لا □
Annex 6:

Guiding Questions for the Focus Group Discussions

Objectives of FGDs:

Explore individual perceptions on gender equality.
Complement the findings from the desk review.

Who: One facilitator and one note taker.

Profile of Participants, dates, times and venue:

**Group 1: Relief Services Workers**
Date and time: (17 Nov. 9:00 to 11:00 at RSS conference room)

**Group 2: Social Services and Emergency Workers**
Date and time: (17 Nov. 12:00 to 14:00 at RSS conference room)

**Group 3: Registration Staff**
Date and time: (18 Nov. 9:00 to 11:00 at RSS conference room)

**Geographic locations:** Representatives from all areas (Tyre, Saida, CLA, NLA, Beqaa) and LFO.

---

| Instruction to facilitator | 1. Thank the participants for agreeing to take part in the focus group discussion.  
2. Introduce yourself and all other team members participating in the session.  
3. Inform participants that the discussions will take about two hours; and their contributions will generate a great deal of crucial findings for the PGA report.  
4. Assure participants that their contributions are anonymous and staff will not be quoted by name but will be recorded in the overall findings of the audit.  
5. Inform participants that we will repeat key points at the end of the discussion to be sure we’ve clearly understood the opinions/experiences expressed.  
6. Ask interviewees ‘would you consider this good practice?’ Or ‘Do you think that this could be a recommendation for improvement’, or ‘what makes you consider it completely sufficient?’ ‘What are the opportunities for... |
| Instruction to Note taker | ➢ Write all responses and provide quantitative figures (# women/# men), for example: 5 out of 12 participants attended gender basic awareness sessions of whom 4 are women.  
➢ Write down the identified good practices, gaps/challenges and recommendations. |
| Introduction | Explain in brief the approach of the PGA, the purpose of the FGD and its contribution to the gender audit process. (Introduction)  
For example: we are here to learn more about gender mainstreaming and your perceptions.  
This is the second stage of the Participatory Gender Audit that RSS is... |
conducting for its sub-programmes. The PGA belongs to the category of quality audits with the objective to:
- Consider whether the internal practices and related support systems for gender mainstreaming are effective and reinforce each other
- Monitor and assess the relative progress made in gender mainstreaming
- Identify critical gaps and challenges
- Recommend ways of addressing them and suggests new and more effective strategies
- Document good practices towards the achievement of gender equality

The key steps in the PGA process will include desk review, interviews, focus group discussions and workshops as follows:
- The desk review is the principal source of information for the gender assessment of RSS and its different sub-programmes (23 October to 16 November).
- The interviews and workshops will provide the opportunity to explore individual perceptions and complement the findings from the desk review (17 to 20 November).

<table>
<thead>
<tr>
<th></th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>How well informed are you about the content of this policy?</td>
</tr>
<tr>
<td></td>
<td>Not aware to some extent fully aware</td>
</tr>
<tr>
<td>2</td>
<td>Are you aware of the Gender Mainstreaming strategy?</td>
</tr>
<tr>
<td></td>
<td>Yes No</td>
</tr>
<tr>
<td>3</td>
<td>According to the Gender Mainstreaming Strategy the gender focal person is</td>
</tr>
<tr>
<td></td>
<td>expected to be consulted to mainstream gender across all the projects. Is</td>
</tr>
<tr>
<td></td>
<td>the focal point consulted?</td>
</tr>
<tr>
<td></td>
<td>Yes /no</td>
</tr>
<tr>
<td>4</td>
<td>In your opinion, is UNRWA’s Gender Mainstreaming Strategy important to</td>
</tr>
<tr>
<td></td>
<td>provide better services to Palestine refugees?</td>
</tr>
<tr>
<td></td>
<td>Yes No</td>
</tr>
<tr>
<td>5</td>
<td>Have you ever been involved in gender training?</td>
</tr>
<tr>
<td></td>
<td>Yes/no</td>
</tr>
<tr>
<td></td>
<td>What type of training did you receive?</td>
</tr>
<tr>
<td></td>
<td>Internal training for 2, 3, 4, 5, 6 days</td>
</tr>
<tr>
<td></td>
<td>External Training for 2, 3, 4, 5, 6 days</td>
</tr>
<tr>
<td></td>
<td>What initiatives have been taken by your management to promote capacity</td>
</tr>
<tr>
<td></td>
<td>building on gender?</td>
</tr>
</tbody>
</table>
1. Training
2. Awareness sessions
3. Discussion in meetings
4. Assessments
5. Celebration of important gender related events/campaigns

<table>
<thead>
<tr>
<th></th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Has your work unit removed obstacles that would have prevented any functions or positions from being fulfilled equally by women and men? If so, how well has this been done? (Completely sufficiently insufficient Not at all)</td>
</tr>
</tbody>
</table>
| 7 | If any staff were concerned about harassment or sexual exploitation and abuse in the workplace, do you think he/she would report it?  
   If yes, where and to whom do you think they would report the problem? Are you aware of any procedures in place to deal with sexual harassment? |
| 8 | What challenges/fears do you think anyone would face in reporting SH/SEA?                      |
| 9 | Do colleagues share the same understanding of gender?                                          |
| 10| How are decisions taken in RSS? Are you included in the decision making process?  
   To what extent? And are men and women equally included in the decision making process? |
| 11| Do you think that your working unit has been making progress on gender equality?                 |
| 12| Do you feel satisfied with the way gender equality has been integrated in your work?           |
| 13| What systems does your programme use for planning and reporting?                               |
| 14| How do you think the system could be improved towards that end?                               |
| 15| Do you have any recommendations for us? (Is there anything else you would like to add on this topic that we have not already asked you about?) |

**Conclusion:** Summarise the findings from the discussion  
Reassure participants of confidentiality  
Thank them for their time
Annex 7:

List of Figures

Figures

Figure 1: Number of participants in Focus Group Discussions (FGDs)

Figure 2: Number of participants in the self-assessment survey
Figure 3: Participants in the Focus Group Discussions (FGDs) who know/don’t know that UNRWA has a gender policy

Figure 4: Participants in self-assessment Survey who know/don’t know that UNRWA has a gender policy

Figure 5: How well informed participants in the Focus Group Discussions are of UNRWA gender policy contents
Figure 6: Knowledge of gender mainstreaming among FGDs participants

![Gender Mainstreaming Among FGDs Participants](image)

Figure 7: Knowledge of gender mainstreaming among self-assessment survey participants

![Gender Mainstreaming Among Self-Assessment Survey Participants](image)
Figure 8: Is the UNRWA Gender Mainstreaming Strategy important to provide better services to Palestine refugees?

Focus Group Discussions participants

Figure 9: Is the UNRWA Gender Mainstreaming Strategy important to provide better services to Palestine refugees?

Self-assessment survey participants
Figure 10: FGDs participants perception of to what extent efforts to guarantee a respectful relationship between women and men in the workplace

Figure 11: How FGD participants rate the UNRWA active approach to promote gender equality and respect diversity in decision making, behaviour, work ethos and information
Figure 12: Proportion of staff who received training on gender issues within the last three years

Figure 13: Reporting sexual harassment

Figure 14: To whom staff report incidents of sexual harassment /Focus Group Discussions
Figure 15: How much gender is mainstreamed in your work/Focus Group Discussions

Figure 16: How much gender is mainstreamed in your work/self-assessment survey
Annex 8:

Table of sex disaggregation of RSS staff from grade 12 to 20 in the past ten years: 2006 to 2015

<table>
<thead>
<tr>
<th>Year</th>
<th>CFRSSP grade 20</th>
<th>D CFRSSP grade 18</th>
<th>DEROgrade 15</th>
<th>FSSO grade 15</th>
<th>FRSo grade 15</th>
<th>WPO grade 13</th>
<th>DPO grade 13</th>
<th>IGO grade 13</th>
<th>ARSSO CLA 13</th>
<th>ARSSO Saidia 13</th>
<th>ARSSO NLA 13</th>
<th>ARSSO Tyre 13</th>
<th>ARSSO Beqaa g 13</th>
<th>PDO grade 12</th>
<th>PDO grade 12</th>
<th>Admin Officer 14</th>
<th>Total Females</th>
<th>Total Males</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>D</td>
<td>M</td>
<td>M</td>
<td>Vacant</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>2014</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>Vacant</td>
<td>M</td>
<td>M</td>
<td>Vacant</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>2013</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>Vacant</td>
<td>M</td>
<td>M</td>
<td>Vacant</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>2012</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>Vacant</td>
<td>M</td>
<td>M</td>
<td>Vacant</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>2011</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>Vacant</td>
<td>M</td>
<td>M</td>
<td>Vacant</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>2010</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>Vacant</td>
<td>M</td>
<td>M</td>
<td>Vacant</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>2009</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>Vacant</td>
<td>M</td>
<td>M</td>
<td>Vacant</td>
<td>7</td>
<td>10</td>
</tr>
<tr>
<td>2008</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>Vacant</td>
<td>M</td>
<td>M</td>
<td>Vacant</td>
<td>7</td>
<td>10</td>
</tr>
<tr>
<td>2007</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>Vacant</td>
<td>M</td>
<td>M</td>
<td>Vacant</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>2006</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>Vacant</td>
<td>M</td>
<td>M</td>
<td>Vacant</td>
<td>6</td>
<td>10</td>
</tr>
</tbody>
</table>

Total: 83 females, 72 males
Annex 9:

Participatory Gender Audit Team

- **PGA Team leader**
  Hadia Chanaa, with support of GENCAP (Madhumita Sarkar)

- **Note takers / observers**
  Issam Hajjo, Wassim Farhat, Widad Hijazi and Ibrhim Abu Shakra.

- **RSS desk review team**
  Ahmad Uthman, Abd latif Issa, Yousra Yacoup, Taghrid Awad, Samir Radwan and Doaa el Awad.

- **RSS administrative support staff**
  Randa Abu Baker
communications division
unrwa jerusalem
po box 19149, 91191 east jerusalem

t: jerusalem (+972 2) 589 0224, f: jerusalem (+972 2) 589 0274
t: gaza (+972 8) 677 7533/7527, f: gaza (+972 8) 677 7697

www.unrwa.org