UNRWA

Digital Transformation Strategy

(2022 – 2026)

Executive Office
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Introductory Message from the Commission General

As the Agency enters into its next six-year strategic term 2023-2028, our mission is to challenge ourselves to go above and beyond in our commitment to serving the Palestine refugee community.

Digitalization offers many opportunities. It has the potential to improve the quality and access of Palestine Refugees to our public like services, including education, health and social services, while strengthening these services’ resilience to shocks like conflict, displacement and pandemics. Digitally transform our flagship programme of education for half a million girls and boys, will help the next generation of Palestine Refugees acquire the skills needed to participate and thrive in a fast-changing world, increase their chances to join the labour market and have a better future for themselves and their families.

Equally, digitalization and optimizing the UNRWA business processes will contribute to our commitment to increase efficiency, accountability, and transparency. It will offer new opportunities to step up communications with refugees, donors and the wider public, helping us build stronger partnerships, strengthen advocacy efforts, bolster fundraising, and improve the public image of the Agency.

Digitalization is not a new area for UNRWA. We have seen first-hand how digitalizing service delivery can help mitigate circumstances beyond our control. The COVID-19 pandemic boosted innovation efforts across the Agency’s programmes of education, health and relief and social services.

In 2021, the Agency launched a digital learning platform, acclaimed by UNESCO. The platform helps students and parents access learning remotely when schools are closed due to conflict or other crises. Today we go a step further to turn this platform into a fully-fledged interactive learning management system. In addition, UNRWA pioneered digital health care in the developing world. Our e-health system, keeps medical records of some 2 million patients, allowing us to spearhead telemedicine and develop smartphone applications to support patients, including pregnant women who can track their health, get reminders for appointments and people with diabetes to regularly test themselves. UNRWA IT Service Center in Gaza provides efficient IT solutions across the Agency’s five fields of operations and to United Nations entities worldwide. It has become the largest IT employer in the blockaded territory, where unemployment among young people is among the highest in the world. In 2022, UNRWA launched an interactive bilingual mobile platform (e-UNRWA) to enhance registration services and electronic record keeping for Palestine Refugees.

Rapid digitalization is not without risks, especially when so many of the key stakeholders are extremely vulnerable groups. Risks entail security breaches, increasing the digital divide or lack of acceptance of the changes by refugees or staff. UNRWA is acutely aware of the importance of creating an inclusive environment, leaving no-one behind. This is why our Strategy has a dedicated focus on change management and enabling a culture shift that embraces digitalization.

For the Digital Transformation Strategy to work, we will need the support and commitment of all stakeholders - from Palestine refugees to staff, Host Governments, the donor community and partners across the UN and the private sector. Working together will be key to help Palestine Refugees thrive in today’s digital world and be better equipped to pursue a brighter future.

Philippe Lazzarini

UNRWA Commissioner General
**Executive Summary**

UNRWA is embarking on its next big chapter: the modernisation of UNRWA as explained in the UNRWA Strategic Blueprint. Improving the Palestine Refugees’ journeys using digitalization is one of the key strategies for UNRWA’s modernization and lies at the heart of our ambition of a modern UNRWA. This Digital Transformation Strategy sets the foundation for this modernisation effort.

Digital Transformation is ALL about improving the Journeys of Palestine Refugees, whom we are mandated to serve. It is the means to an end and not the end. The cornerstone of the DTS is the provision of digital services to transform the lives of Palestine Refugees.

The end-goal of this transformation is increased value to the Palestine Refugees and our stakeholders at large. In improving their journeys, UNRWA’s digital transformation strategy, will contribute to, promote, highlight, and achieve the UNRWA values of **Accountability, Transparency, Equity, Participation, Empowerment, Resilience, and Inclusion**.

Building the digital transformation strategy has been a consultative process and followed the following steps:

- **Understanding the current state**
  - Interviews with senior management
  - Establishing a digital transformation working group composed of senior managers across the organization, representing programmes, departments, and field offices
  - Conducting a series of workshops with key personnel across the UNRWA programmes, departments, and field offices, using a proven methodology with the help of an independent Canadian research company
  - Undertaking a digital maturity assessment with a staff survey to elicit their perception of the current state of UNRWA digitalization and provide a forum for collating innovative ideas and the future state they envision for UNRWA. The survey was issued to over 6500 staff, with 519 responses received.

- **Defining the future state**
  - Conducting a series of workshops with key personnel across the UNRWA programmes, departments, and field offices, using a proven methodology with the help of an independent Canadian research company
  - Ensuring alignment with the development process for the UNRWA Strategic Plan 2023 - 2028
  - Identifying the pillars of the digital strategy and assigning pillar leads from the senior management
  - Working with key personnel from UNRWA’s programmes, departments, and field offices to define objectives, initiatives, and key performance indicators for each pillar

The UNRWA Digital Transformation Strategy will be implemented using 1 core and 4 supporting strategic pillars. These strategic pillars encapsulate the key priorities that will be implemented by UNRWA in the 5-year period starting 2022 to 2026. They will guide the implementation of various digital initiatives across UNRWA departments and fields. These five strategic pillars are **Digital Services (core), Operational Excellence, Digital Partnerships & Advocacy, Risk Management** and **Championing & Managing Change**.

This strategy document explains the details of all the above elements as well as the high-level objectives, initiatives, and performance indicators for each strategic pillar.
Purpose

The UNRWA Digital Transformation Strategy (DTS) outlines the new purposeful direction of the Agency. It outlines the intended benefits, approach, and planned initiatives that UNRWA will be undertaking as part of its digital transformation journey. This strategy will guide all future digital direction of the Agency, and provide a foundation for funding prioritization, and guidelines for programmatic decisions with relevance to digitalization.

The following are the primary reasons to have a higher-level agency wide Digital Transformation Strategy:

- **The Digital Transformation Strategy as an extension of the UNRWA Strategic Blueprint**

  The UNRWA Strategic Plan sets out the Agency’s priorities over the six-year period; 2023-2028. It details how UNRWA will deliver services that meet the evolving human development and protection needs of Palestine refugees, in line with its times and its mandate.

  The DTS is a significant component of the UNRWA Strategic Plan. The Strategic Plan recognizes digitalization as a cornerstone to achieving the planned transformation. The DTS documents how the Agency will use digitalization to achieve the transformative vision in the Strategic Plan.

  The DTS is strongly aligned to the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs). As an extension of the Strategic Plan, and in its own right as relates to the Strategic Pillars, objectives and initiatives, the DTS documents a future state plan on how UNRWA can use digitalization, to better deliver on the SDG’s.

- **Modernisation of UNRWA**

  UNRWA is embarking on its next big chapter; the modernisation of UNRWA. Improving the Palestine Refugees’ journeys using digitalization is one of the key strategies for UNRWA’s modernization and lies at the heart of our ambition of a modern UNRWA. This Digital Transformation Strategy sets the foundation for and operationalises UNRWA’s commitment to modernisation.

  In 2020, the Covid19 pandemic created an unprecedented need for digital transformation. Overnight, UNRWA was required to adopt to new ways of working to continue to provide its services during this critical period. UNRWA must maintain and further grow the momentum of this transformation and build on it in the coming years. This Digital Transformation Strategy will provide the framework that will guide UNRWA in this transformation process.

- **Ensure coordinated efforts across UNRWA Programmes, Departments and Field Offices**

  UNRWA has, in the recent years, been inclined towards a transformational change. This is evidenced by the numerous transformational plans and projects that UNRWA Programmes, Departments and Field Offices have commenced in the recent past. These projects are geared towards implementing innovative solutions in the provision of services to Palestine Refugees. There is a need to create a cohesive and coordinated approach to implementing these and future projects. This UNRWA Digital Transformation Strategy will be
foundational to the plans set out across UNRWA programmes and field offices. It will ensure a unified effort that will maximise on the realisation of the intended benefits and support better prioritisation around digital investments.

- **Ensure Digital Inclusion across UNRWA**

  This Digital Transformation Strategy will help to ensure an inclusive digital transformation across the organization, for all staff and refugees alike. It proactively identifies and prioritizes initiatives to increase digital literacy and equity for both Palestine refugees and UNRWA staff.

**Understanding ‘Digital Transformation’**

Digital Transformation is the purposeful and profound process of identifying the future state of the organization, and then identifying and implementing incremental steps or objectives which, when implemented, will guide us to achieving this future state.

**Digital Transformation is ALL about improving the Palestine Refugees’ Journeys:** The objective of this strategy is to support high quality programme delivery and transform the lives of Palestine Refugees using digitalization. The provision of digital services to UNRWA beneficiaries is the cornerstone of this strategy, supported by people-centric objectives that are geared to ensuring this is achieved. The end-goal of this transformation is increased value to the Palestine Refugees and our stakeholders at large. This is in line with lessons learnt and best practice from Digital Transformation endeavours.

The Digital Transformation will not have any impact on the status of the Palestine Refugee. The strategy focuses on transforming how UNRWA delivers its services. It will have no effect on the determination of who can access UNRWA services.

**Digital Transformation is about advancing the UNRWA values:** UNRWA’s digital transformation strategy, will contribute to, promote, and highlight the UNRWA values of Accountability, Transparency, Equity, Participation, Empowerment, and Inclusion.

**Digital Transformation is NOT just about technology:** Digital Transformation is about implementing incremental steps towards achieving a transformational change. These steps or initiatives could be technology-led, or not. Digital Transformations should not begin with, or focus on, technology but the intended benefit to the organization. Technology is the means to the end, not the end.

**Digital Transformation is a continuous journey:** It begins with the decision to transform and requires incremental and consistent changes which influence all aspects of the organization, over a period of time.

**Digital Transformation is an Organizational Change:** It is a significant change which requires a mindset that promotes change, and a leadership that guides the process.
Stakeholders in the UNRWA Digital Transformation Journey

Core Stakeholders: Palestine refugees

Direct Stakeholders: UNRWA Staff, Host Governments

Indirect Stakeholders: Donor Community, UN Agencies, Vendors, and Private Sector

Core stakeholders are directly involved in the day-to-day operation of the Agency. The organization exists for their benefit.

Direct stakeholders have a mutually dependent relationship with the organization.

Indirect stakeholders have an interest in the organization but are not dependent upon it.

This strategy puts the Palestine Refugees and the users of our services and programmes at the centre and recognizes that the most important outcome needs to be focused on improving their experience.

Palestine Refugees: The Palestinian Refugee community are UNRWA’s major stakeholder. This strategy is about how UNRWA will undertake to better deliver its services to the Palestinian Refugee community. Therefore, it documents the approach that will be taken to, directly or indirectly, improve their access to UNRWA services. It will be a key priority for the Agency to promote digital literacy, digital inclusion, and equity through this strategy.

UNRWA Staff: They are a direct stakeholder of the organization and have a pivotal role in the UNRWA Digital Transformation Journey. Their involvement is two-fold; as responsible for implementing the plans outlined in this strategy, and as recipients of the improvements that will be brought about by this transformation.

Host Governments: UNRWA will work with host governments to ensure that they are well informed and consulted on the digital transformation activities that affect the refugee communities in respective countries.

Donor communities: This strategy will be a roadmap to focus funding efforts through multi-stakeholder donor partnerships and other similar funding mechanisms. To this end, this document will not only demonstrate accountability but also value-for-money to support and improve donor engagement.

Other UN agencies, partners, working groups and other communities of practice: UNRWA capitalizes on partnerships with other UN agencies, various working groups, and communities of practice to leverage best practice and adopt the latest industry standards. Where applicable, UNRWA aligns with the UN Secretariat and looks to other sister UN agencies to learn from their experiences.

Vendors and other implementing partners: UNRWA believes in partnership sourcing which involves both the Agency and its vendors working closely together to form a strategic partnership to secure the best possible advantage for both parties.
Our Vision, Mission, and Values

Our vision is the attainment of the Sustainable Development Goals for Palestine refugees to help them achieve their full potential in human development.

Our mission is to deliver services that encompass basic education, primary health care, relief and social services, infrastructure and camp improvement, microfinance, and emergency assistance. The Agency also contributes to the protection of Palestine refugees both through its service delivery and by advocating for their rights with relevant stakeholders.

Our values represent our standards of behaviour expected of staff as we undertake critical activities to support the achievement of the organization’s objectives. They are people-centred values, which represent the principles we aim to achieve across the Agency. In ingraining these characteristics within our services and activities, we ensure that these values are reflected in the outcomes we achieve as an Agency.

Our vision, mission and values, and this Digital Transformation Strategy, are rooted in the UN human rights-based approach and fully guided by applicable international human rights law and standards. This includes the Secretary-General’s Roadmap for Digital Cooperation and in his recent renewed Call to Action for Human Rights¹, which, among others, seek to protect and strengthen human rights in the digital age, such as access to information and the right to privacy, as well as recommendations put forward by the international human rights system, including by the UN human rights office (OHCHR), the Treaty Bodies, and Special Procedures.

**Understanding the Current State**

The UNRWA Digital Transformation Strategy, outlines the plan to move from the current state to a desired future state. In order to clearly define the future state, it is necessary to first understand the current state.

IMTD undertook a situation analysis and planning exercise with programmes and departments during 2020 to identify areas where IT systems could be implemented or enhanced to support improved beneficiary services and business processes. This exercise resulted in a list of nearly 100 project needs of varying sizes being identified by programmes and departments. Work has progressed on some of these projects during 2021, either with smaller projects now being implemented or with preparation work ongoing for the more transformative, larger scale projects. This is a helpful start in identifying programme and departmental priorities; however, the plan of work for IT systems that will avoid silos and duplication of effort needs to be rooted in the vision of the Agency and the Digital Transformation Strategy.

A detailed analysis of the current state to identify the “where are we now”, was undertaken through the following steps.

1. **Workshops of the Digital Transformation Strategy (DTS) Working Group:** This group was composed of 18 Senior Managers across the organization, representing, programmes, departments, and field offices, with the responsibility to spear-head the development of the strategy. Together, they worked closely to coordinate and govern all activities towards developing the strategy.

2. **One-on-One Interviews with UNRWA Senior Management:** The DTS Working Group selected eight Senior Managers across UNRWA to be interviewed to better understand the current state of the organization, and the future that they envision. The eight Senior Managers selected consisted of managers external to the DTS process and who constituted a diverse representation of UNRWA services and activities. In each of these interviews, the UNRWA stakeholders were discussed, and how UNRWA can better deliver value to each of these stakeholders.

3. **The DTS Pillar Leads:** For each of the five Strategic Pillars identified by the DTS Working Group, a Pillar Lead was assigned. The Pillar Leads were tasked to further develop and refine the objectives, initiatives, and performance indicators for their respective pillars. They led the process and worked together in cross functional teams to document the strategy, and collated inputs from the wider organization on initiatives and areas of innovation across UNRWA.

4. **Digital Transformation Workshops:** These were a series of seven workshops, conducted over the course of three weeks in April 2021. The participants consisted of Directors, Deputy Directors, and their delegates, from each UNRWA Department and Field Office. The workshops were conducted by an independent Canadian research company, following a proven methodology on digital transformations. These workshops addressed the value proposition for UNRWA stakeholders, reviewed and prioritized beneficiary journeys, outlined the future state and identified initiatives to help UNRWA achieve it.

5. **UNRWA Digital Maturity Assessment Survey:** Over a period of two months, UNRWA undertook a staff survey, to elicit their perception of the current state of UNRWA digitization and provide a forum for collating innovative ideas and the future state they envision for UNRWA. The survey was issued to over 6500 staff, with 519 responses received. The responses were used to map out UNRWA’s digital maturity and the comments from the survey were taken into consideration in developing the strategic pillars. Given the fact that most UNRWA employees are also Palestine refugees, and they represent the views of their families and friends, the results shed light on
The UNRWA Digital Transformation Strategy (DTS)

the refugee community’s opinion on the stakeholder journeys (see below). The UNRWA’s Digital Maturity - Assessment Report FINAL June 2021 is the complete report on the results from the survey.

UNRWA’s Digital Maturity

In determining the starting point of the digital transformation journey, UNRWA undertook a digital maturity assessment in April 2021. In this assessment, UNRWA’s current digital inclination was analysed across the following dimensions: Strategy, Culture, Organization, Capabilities and Stakeholder Journeys.

Strategy
Does UNRWA have a vision? Are goals in place for digital aspirations?

Culture
Is UNRWA nurturing the mindsets and behaviors critical to capitalize digital opportunities?

Organization
Does UNRWA have the structure and governance to facilitate the digital transformation?

Capabilities
Does UNRWA have the processes, know-how, and technology needed to achieve its goals?

Stakeholder Journeys
Is UNRWA able to provide the desired beneficiary experience over end-to-end journeys?

Overall Score in Digital Maturity
The following were the overall results of this maturity assessment.

Figure 1: UNRWA’s Digital Maturity Assessment - maturity score across the five dimensions.

Overall, UNRWA achieved a digital maturity score of +1.02 on a scale of -3 to +3. This result places UNRWA at the starting point of a digital maturity journey. UNRWA’s score reflects an organization that is a "Digital Starter". This is an organization that recognizes the need for a digital strategy and has the capabilities to begin their journey.

As a “Digital Starter” the first step to improving UNRWA’s digital maturity, is to set a foundational plan that will guide the organization in its digital maturity improvement. This Digital Transformation Strategy is that plan.
Overview of the Five Dimensions of Digital Maturity

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Score</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy</td>
<td>1.08</td>
<td>UNRWA’s strategy score reflects an organization in the early stage of a digital strategy development. There is an indication that the organization is committed towards a digital strategy and that it is being prioritised. However, there appears to be a misalignment between executives and middle management on UNRWA’s vision for the strategy.</td>
</tr>
<tr>
<td>Capabilities</td>
<td>1.12</td>
<td>UNRWA’s capabilities score reflects an organization who has the foundational capabilities to deliver on digital services; however, there is room for growth and improvement to enhance processes, knowledge, and tools to deliver its services.</td>
</tr>
<tr>
<td>Culture</td>
<td>1.02</td>
<td>UNRWA’s culture score reflects an organization in the early stages of digital transformation. The organization has a low-risk appetite and a low inclination of adaptability, inclusivity, and integration. Culture is the most critical factor in the success of an organization’s efforts to be adaptive. Cultural barriers can not only hamper change or transformation but also impact the organization’s competitive intelligence.</td>
</tr>
<tr>
<td>Organization</td>
<td>1.00</td>
<td>UNRWA’s organization score indicates that it contends with rigid structures and is geared towards predictability. As the organization continues its stride towards digital maturity, change management and the use of Key Performance Indicators (KPIs) to measure progress should be assessed and explored further to ensure its success.</td>
</tr>
<tr>
<td>Stakeholders</td>
<td>0.88</td>
<td>Stakeholder journeys were relatively well received in the categories identified. However, this dimension received the most “not sure” responses in this survey. This indicates that there is not a strong understanding of these journeys.</td>
</tr>
</tbody>
</table>
Recommendations on the Five Dimensions of Digital Maturity

The following are the key recommendations from the Digital Maturity Assessment, on each of the five dimensions. In ensuring UNRWA successfully achieves a digital transformation, it is important that these recommendations are considered and integrated into the planned future state.

**Strategy**

1.08

- Create and communicate a long-term digital strategy and vision that clearly articulates desired outcomes such as improvements in stakeholder experience, improvements in operations, or growth in partnerships.
- Develop a communication plan that outlines what beneficiaries and staff across the organization can expect as the digital transformation is under way.

**Capabilities**

1.12

- Ruthlessly prioritize the foundational capabilities for the organization. As UNRWA is at the early stages of its digital transformation, prioritize stakeholder experience management and data intelligence and management.
- Deliberately think about the three aspects of each prioritized capability: People (who will enable it and what know-how is needed?), Processes (what processes to be put in place?) and Technologies (what tools and applications are needed?)
- Create a roadmap and assign accountabilities to improve the prioritized capabilities.

**Culture**

1.02

- Consider a centralized function to identify unique opportunities for innovation, developing impactful solutions and prototyping quickly.
- Focus on solutions that involve external collaboration to enhance stakeholder journeys.

**Organization**

1.00

- Evaluate whether UNRWA has the structure and governance to facilitate digital transformation. However, consider that structure is not just about the organizational chart. UNRWA structure will dictate how roles function and how people work together to create value. It is the key enabler of UNRWA’s strategic direction.
- Proactively manage change through communication and setting metrics for success.

**Stakeholders**

0.88

- Prioritize the stakeholder journeys that are critical for UNRWA, understand stakeholder’s pain-points on those journeys and ideate on opportunities to improve the experience.
Developing the Future State

Developing the Future State has been an amalgamation of various activities, over the course of the last 12 months. One of the initial steps in analyzing the current state and developing the future state, was the IMTD-led planning exercise with programmes and departments to document their future IT systems needs. The UNRWA IMT Roadmap for 2021 was developed from this process - please see Annex A.

Various programmes and departments have also undertaken individual internal evaluations to determine how they can better align themselves to meeting the needs of our beneficiaries. Outputs from these reviews were collated as part of developing the DTS strategy, and as such, they have helped form the proposed future state.

The above processes provided a foundation for the development of the Digital Transformation Strategy. In documenting the future state outlined in the DTS, the following were the additional key contributory activities.

DTS Workshops to develop the Future State

- Stakeholder Journeys for each UNRWA department were documented and analyzed both as part of the UNRWA-wide staff survey, and as part of the DTS Workshops.
- Workshop participants identified core, direct and indirect stakeholders to UNRWA. Once identified, participants described the value stakeholders received from UNRWA and identified elements of the value that could be developed for innovation.
- Thereafter, workshop participants assessed whether UNRWA is fulfilling the value that the stakeholders expect. For each of these UNRWA interactions with beneficiaries, the workshop participants discussed and documented the pain-points and value elements in the interaction. Using this analysis, the teams documented the future direction of the value elements by brainstorming on areas of innovation that would promote value to the beneficiaries and address the pain points. This approach links areas of innovation directly back to the value beneficiaries receive from UNRWA. Please see Annex B: DTS Workshop Outputs – UNRWA Areas of Innovation and Annex C: DTS Workshop Outputs – summary of beneficiary journeys, pain points and areas of innovation.

![Figure 2: DTS Workshop approach to develop the Future State](image)
Collating Value Elements into Strategic Pillars

The DTS Working Group over a series of meetings, discussed and documented the high-level value elements to the UNRWA Stakeholders. Through an iterative process, the team reviewed the value elements and merged them into distinct strategic goals, which formed the five strategic pillars, on which the Digital Transformation Strategy is based.

The UNRWA Digital Maturity Assessment that was conducted, provided a diagnostic of UNRWA’s current state. This Digital Transformation Strategy implements the findings and recommendations from this assessment. The five Strategic Pillars identify initiatives which directly respond to the outcomes of the maturity assessment, thereby augmenting UNRWA’s digital transformation.

Developing these strategic pillars was an interactive process, whereby various teams were consulted, and their inputs incorporated into the final output which was eventually presented to the Executive Committee for their review and feedback in May 2021. These five Strategic Pillars are the cornerstone to UNRWA’s Digital Transformation Strategy.
Future State

The UNRWA Digital Transformation Strategy

Figure 3: The UNRWA Digital Transformation Strategy – Strategic Pillars
The UNRWA Digital Transformation Strategy will be implemented using 1 core and 4 supporting strategic pillars. These strategic pillars encapsulate the key priorities that will be implemented by UNRWA in the 5-year period ending in 2026. They will guide the implementation of various digital initiatives across UNRWA departments and fields.

These five strategic pillars are Digital Services for Palestine Refugees (core), Operational Excellence, Digital Partnerships & Advocacy, Risk Management and Championing & Managing Change.

Providing digital services to beneficiaries is identified as the core pillar of the digital transformation strategy. Through this pillar, UNRWA will implement digital services, in line with our times, in order to achieve “Accountability”, “Transparency”, “Participation”, “Equity”, “Empowerment”, “Inclusion” and “Resilience”.

However, for digitalization on the front lines (in our programmes) to succeed, it must be accompanied by a wider effort to harness and manage the potential of digitalization across the Agency, from its engine room to its culture. This wider effort will focus on several dimensions.

The first one, designed to deliver operational excellence, will address the Agency’s internal processes. By optimizing and digitalizing a number of business processes, for example, in the areas of human resources and financial reporting, UNRWA will become more efficient, increase its accountability, and promote transparency.

The strategy will also support the External Relations Department and the Strategic Communications Department in using new digital tools to increase partnerships and strengthen advocacy. UNRWA is already working with a number of partners to realize this ambition. Within the United Nations, the UN International Computing Centre (UNCC) will continue to provide valuable digital business services, from security tools to hosting platforms. Beyond, UNRWA will continue benefitting from strategic advice from its information management and technology partners and continue exploring partnership opportunities with digital market leaders to provide more efficient and secure digital services.

Throughout, a culture shift will need to be supported. This will require a focus on championing and managing change, to ensure that innovative digital solutions are identified, tested, related anxieties addressed, and obstacles overcome in a spirit of inclusion and participation.

Finally, the introduction and expansion of digital solutions exposes UNRWA to additional risks, such as security breaches or increasing the digital divide or lack of acceptance of the changes by refugees or staff. Such risks will be addressed comprehensively, as part of a renewed UNRWA approach to risk management, noting that all data held by the Agency must be handled in line with GSC No.1/2021, UNRWA Data Protection and Disclosure Policy (11 January 2021). UNRWA collects and works with a large amount data, including the personal data of Palestine refugees and personnel and recognizes the importance of protecting and dealing appropriately with personal and other sensitive data, particularly in the digital age.
The DTS Pillar Objectives

The following are the key objectives of each of the five strategic pillars:

DIGITAL SERVICES

“Digital Services for Palestine Refugees”

This pillar will undertake to strengthen the quality of “service delivery” for Palestine Refugees by ensuring greater integration between programmes, faster delivery of services, and increased access of refugees to information.

It will implement initiatives to ensure greater inclusion of vulnerable Palestine Refugees in UNRWA services, enabled by digital tools, and ensuring no one is left behind.

OPERATIONAL EXCELLENCE

“Systems, Processes, Structures and People”

This pillar will work to optimize operational efficiencies in delivery of services to UNRWA beneficiaries and internal systems and processes.

It will undertake to transform data into information for decision making at all levels and create transparency within and outside the Agency of operational performance effectiveness.

It will enhance sustainable business practices through sustainable procurement, logistical, energy efficiency, and waste management practices.

DIGITAL PARTNERSHIPS & ADVOCACY

“Creating an enabling environment to attract political and financial support to enable UNRWA to fulfil its mandate of service delivery for Palestine refugees”

This pillar will implement initiatives geared towards Public Information as relates to positioning, advocacy, and reputation management.

The objectives of this pillar are centred on Donor Communications, Internal Communications, Communicating with Communities, and Communication for Fundraising.

RISK MANAGEMENT

“Identify and address risks of Digital Transformation”

The Risk Management pillar will effectively integrate risk management within the Digital Transformation Strategy (DTS), in line with existing Agency-wide risk management, and effectively manage the risks associated with the DTS (overall and for individual pillars).

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2 Please refer to Annex A: DTS Pillars, Objectives and KPI’s, for additional information on each of the five strategic information.
We will undertake to build an organizational culture of mainstreaming risk management, rather than addressing risk as a parallel activity, and undertake to implement a cybersecurity programme.

CHAMPIONING & MANAGING CHANGE
“Towards transparency, diversity, inclusion, wellbeing and digital generation”

Under this pillar, we will implement initiatives towards enabling a cultural change; create a culture characterized by transparency, communication, and information sharing.

Enhance diversity and inclusion by creating a higher level of commitment and involvement in processes to strengthen gender parity, diversity, and inclusion.

Improve employee wellbeing by providing ethical, psychosocial, mental health and staff wellbeing support to staff.

Promote a Digital Generation by contributing to initiatives that will promote the growth of Digital Generation of Palestine Refugees.
**Cost of Digital Transformation**

Digital Transformation Strategy is designed to be an overarching digital strategy for the Agency where the implementation will be flexible/agile and will be adjusted based on the funding raised for individual initiatives. It is important to note that fundraising for the digital transformation shall not solely focus on the core “Digital Services” pillar as the success of this pillar also depends on the success of the supporting pillars. Funding for each initiative should also take into account the sustainability of the initiative in the long term by considering the need of all supporting pillars and the on-going costs.

The DTS will prioritize initiatives where the expected benefits can be realized in the short term, thereby maximizing on the intended benefits to the Palestine Refugees. This will help garner momentum for the implementation for the strategy and help elicit additional funding for future planned initiatives.

Upon the approval of this DTS, the External Relationship Department (ERD) and the Information Management and Technology Department (IMTD) will work on the second phase to promote the DTS in order to obtain additional funding, especially for the support pillars.

**Risk Assessment**

<table>
<thead>
<tr>
<th>Risk</th>
<th>Probability (low, medium, high)</th>
<th>Impact</th>
<th>Mitigation Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of Funding</td>
<td>Medium</td>
<td>High</td>
<td>• Incremental approach to implementation, based on a prioritization into immediate/medium/long term</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Include initiatives to mobilize funding, sourcing of non-traditional donors, and establish partnerships needed in the Digital Partnerships and Advocacy Pillar.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• The Digital Partnerships and Advocacy Pillar will effectively communicate the progressive outcomes of the transformation in an effort to motivate and inspire future investments.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Ensure detailed costing is undertaken before implementation is commenced.</td>
</tr>
<tr>
<td>Resistance to Change</td>
<td>Medium</td>
<td>High</td>
<td>• Implementation of activities in the Championing and Managing Change Pillar in the strategy</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Ensure Executive Office and Senior Leadership’s advocacy and commitment to the strategy.</td>
</tr>
<tr>
<td>Sustainability of the</td>
<td>Low</td>
<td>Medium</td>
<td>• Incremental implementation through specific initiatives.</td>
</tr>
<tr>
<td>Transformation</td>
<td></td>
<td></td>
<td>• Dedicated PB funding for DTS sustainability</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Periodic reviews of achievements against strategic objectives</td>
</tr>
<tr>
<td>Lack of leadership in the</td>
<td>Low</td>
<td>Medium</td>
<td>• Significant consultation with UNRWA leadership throughout the implementation period.</td>
</tr>
<tr>
<td>Implementation</td>
<td></td>
<td></td>
<td>• Specifically include initiatives to mitigate this in the Championing and Managing Change Pillar.</td>
</tr>
</tbody>
</table>
Annex A: DTS Pillars, Objectives & KPI’s

Pillar 1 - DIGITAL SERVICES
“Digital Services for Palestine Refugees”

Objective 1.1: Strengthen the quality of “service delivery” for Palestine refugees by ensuring greater integration between programmes, faster delivery of services, and increased access of refugees to information

1.1.1 Assess/ evaluate the existing digital services and tools currently in use within the Agency (extent of use within the Agency, extent of access by stakeholders, successes, challenges, and learning).

1.1.2 Design an e-UNRWA platform, or ‘one-stop-shop for digital services’ for different programmes (based on a robust needs assessment process involving refugees, staff, host governments and donors). Ensure digital services are available for all/most of the refugees. Ensure building close interfaces (inter-operability) between different programmes so as to meet needs of Palestine refugees.

1.1.3 Protection and neutrality: Enhance (a) Online data management system; (b) BERT online platform on neutrality inspections of installations. Improved data management in these areas will further feed evidence-based strategic responses.

1.1.4 Health: Implement a new generation of eHealth with the inclusion of (a) Electronic medical records for patients; (b) Consolidated smartphone apps for PR to access PHC services (consultation/chatbot, appointment, MCH, NCD, and other services) (c) Online platform for medical education for staff; (d) Online App focused on patient subsidies and reimbursements.

1.1.5 Education: (a) Enhance the existing EMIS system to have integration with the planned interactive learning platform; (b) Provide emails and accounts for all teachers and students to enable interactive learning; (c) Online scholarship portals

1.1.6 TVET: (a) Enhance, consolidate, and promote the i-Learn Platform for TVET students; (b) Online registration/ application system; (c) e library for students; (d) App to connect students and potential employers; (e) App to remain connected with current and past graduates

1.1.7 RSS/ Emergency: (a) Iris Scan of refugees to ensure accurate targeting; (b) Online refugee registration platform; (c) Electronic registration card; (d) Case management system; (e) Digital archives

Key performance indicators
- Report summarizing current digital tools within programmes (extent of use, ease of access by refugees, any recommendations for improvements)
- Workshop to discuss on design of an integrated platform and that can support in inter programme information sharing on relevant issues
- Development of micro plans by programmes pertaining to the digital tools
- Development of tools/ apps/ platforms based on consultations with all key stakeholders internally and externally, as well as based on learning from other organizations. Agree on key metrics for success
- Scale up/ Roll out of different ‘digital enabled’ services across all programmes
1.1.8 ICIP: (a) Management information system for UNRWA facilities and shelters; (b) Deployment of project management software for all ICIP staff; (c) Training videos for staff.

1.1.9 Microfinance: (a) App that shares information on various MF products that also enables refugees to submit online applications; (b) e-loan payment platforms; (c) Digital signage in branches; (d) Automated SMS messaging system.

1.1.10 Crosscutting services: (a) Online Complaints and feedback system for refugees (administered in line with GSC No.1/2021, UNRWA Data Protection and Disclosure Policy (11 January 2021) to ensure the appropriate management of such database); (b) UNRWA key information bulletin for the week (for each field) for refugees; (c) Agency wide tracker for calculating carbon footprint of UNRWA operations (and identifying support actions for mitigating measures)

Objective 1.2: Ensure greater inclusion of vulnerable Palestine refugees in UNRWA services, enabled by digital tools, and ensuring no one is left behind

1.2.1 Identify specific vulnerable groups who may find it challenging to access services and develop specific approaches to ensure service outreach to them

1.2.2 Ensure adequate communication with Palestine refugees on services. (a) Organizing community awareness campaigns on use of Apps; (b) Service support desks across all installations; and (c) Build mechanisms that will strengthen accountability to affected populations.

1.2.3 Provide financial support for most vulnerable categories of beneficiaries (e.g., internet bundles, orientation).

1.2.4 Provide digital equipment for specific beneficiaries (e.g., preloaded Tablets on loan for TVET students)

Key performance indicators

- Assessment of access to services by different groups of Palestine refugees to UNRWA services (against parameters of economic situation, age, gender, geography etc.)
- Design of a communication and beneficiary support plan pertaining to roll out of digital enabled services
- Earmarked funds to support digital access for PalRefs who need the same
Pillar 2 - OPERATIONAL EXCELLENCE
“Systems, Processes, Structures and People”

Objective 2.1: Optimize operational efficiencies in delivery of services to UNRWA beneficiaries and internal systems and processes

2.1.1 Improve user/client experiences through integrated processes within and between service delivery programs and/or operations, respectively

2.1.2 Optimize identified business processes for streamlined/simplified implementation using business process management technology and limit transactional steps to those that add business value and manage risk

2.1.3 Increase the adoption and use of the user-centered approach to business process improvement adopting the Agile delivery methodology

2.1.4 Identify opportunities shared service centres for low value, high transaction outputs

Key performance indicators
- Top five business processes in each program and department identified and optimized
- Number of fully automated processes implemented
- Number of end-to-end business practices implemented
- Survey question tracking regarding “red tape/bureaucracy” from internal and external stakeholders regarding business process improvements progress

Objective 2.2: Transform data into information for decision making at all levels, and create transparency within and outside the Agency of operational performance effectiveness

2.2.1 Implement a document management platform including the digitization of paper archives, providing easy search and reporting features

2.2.2 Increase the use of enterprise business intelligence platform and implement automated, digital, push-based reporting for standardized monitoring and reporting for management

2.2.3 Transform and modernize the ERP system and the business processes covered by the existing ERP solution using a best-of-breed approach

2.2.4 In line with GSC No.1/2021, UNRWA Data Protection and Disclosure Policy (11 January 2021), plan for appropriate data management and governance as part of project planning

Key performance indicators
- Implementation of enterprise file share structure using cloud systems Agency-wide
- Cloud based computing implemented Agency-wide, reducing the ICT footprint of the organization
- Performance metrics for managers at all levels of the organization in place, and aggregate dashboards for Front Offices and technical HQ partners
- Transparency of data/information progress under International Aid Transparency Initiative
Objective 2.3: Enhance sustainable business practices through sustainable procurement, logistical, energy efficiency, and waste management practices.

2.3.1 Adopt new technologies to replace outdated or higher-cost legacy systems, including the digitization of physical records for protection, preservation, and ease of search through a document management platform

2.3.2 Review opportunities for standardized solutions for common services using insource/outsource services

2.3.3 Integrate sustainable procurement considerations in the Agency Procurement Framework and establish measures to monitor progress

Key performance indicators

- Implementation of a cloud-based document management platform Agency-wide
- Waste management tonnage recycled; Waste management tonnage reduction from UNRWA operations (i.e., non-camp)
Pillar 3 – DIGITAL PARTNERSHIPS & ADVOCACY

“A go-to, authoritative voice on the Israel-Palestine conflict/complexity, always positioning the plight of Palestine refugees at the centre of the unresolved conflict”

“Creating an enabling environment to attract political and financial support to enable UNRWA to fulfil its mandate of service delivery for Palestine refugees”

Objective 3.1: Public Information: Positioning, Advocacy and Reputation Management: through digital storytelling, strengthen the Agency’s positioning within the humanitarian/development/policymaking/donors ecosystem as a principled UN agency that advocates for the rights of Palestine refugees, resulting in 1) the creation of a more positive enabling environment and, 2) pressuring governments to address the underlying causes of the various crises and towards finding a political solution/Preserve the Agency’s reputation by proactively managing reputational risks

Key performance indicators

- Creation of Agency-wide integrated UNRWA Communications calendar
- Increased production of audio-visual stories that can be easily promoted + embedded in media stories
- Increased placement of UNRWA stories in local, regional, and international media outlets
- Launch of Arabic-English digital platform for historic UNRWA film and photo archive
- Target audiences have better awareness of the rights of Palestine refugee and the infringement on those rights, as they arise, as well as UNRWA efforts to protect those rights, including through the provision of services
- Target audiences have an increased awareness and positive public perception of and confidence in UNRWA. Successful deflection of groundless attacks against UNRWA.
- Website upgraded to Drupal 9 with user-friendly design that meets all of UNRWA communication needs and supports online fundraising
- UNRWA website is a repository of institutional positions and news, increasingly in audio-visual/multimedia format
- Creation of separate Arabic -language social media platforms with dedicated content development

3.1.1 Digital Storytelling: Develop a digital storytelling strategy with a calendar of production + release to coincide with the Agency’s overall annual plan (including international days, thematic priorities, and emergencies). The stories show UNRWA as an essential contributor to the journey of Palestine refugees from childhood to adulthood, as stipulated by the mandate provided to the Agency by the UNGA until there is a lasting solution to their plight. A regular stream of audio-visual and multimedia products feeds the digital world with positive messaging on UNRWA by showing the positive impact of its work on the lives at Palestine refugees.

3 Annual Plan refers to the Communications Department (CD) Annual Plan for communications/production/public campaigns which is aligned with a list of international days that the UN marks. This annual plan will be updated by CD to integrate it with the annual calendar of international protection advocacy and IHRS engagements.
3.1.2 Campaigns: Using data from UNRWA services/programmes/departments, produce and promote online campaigns that support the rights of Palestine refugees to basic services at all times, until there is a lasting solution to their plight.

3.1.3 Website: user-friendly, updated architecture feeds into the Agency’s social media platforms.

Objective 3.2: Donor Communications: Increase understanding among donors and their constituencies about the work of UNRWA, increase the visibility of UNRWA in donor countries to help mobilize political and financial support for the Agency.

3.2.1 Communications about the impact of donations is always available through stories and statements on the UNRWA website and on its social media platforms, thus ensuring that donors' visibility expectations are always met.

3.2.2 Development of Donor Visibility Guidelines, including on proper reporting of vulnerable communities.

Key performance indicators
✓ Palestine refugees are/feel better informed and more involved and their confidence in management is increased.

Objective 3.3: Internal Communications: use digital platforms to continue cultivating an inclusive conversation with UNRWA staff, providing them with current and reliable information about UNRWA and relevant financial and managerial issues to improve transparency about operational matters.

Key performance indicators
✓ Through frequent and interactive online meetings with senior staff, staff feel better informed and more involved and their confidence in management is increased.

Objective 3.4: Communicating with Communities: Cultivate an inclusive conversation with Palestine refugee communities, providing them with current and reliable information about UNRWA in an effort to improve transparency about operational matters.
3.4.1 Review and update of all Social Media Policies in UNRWA to better streamline both internal and external communication

Objective 3.5: Communication for Fundraising. Partnerships and Communications teams have an integrated approach which prioritizes advocacy for Palestine refugees’ human rights as a primary objective, and individual giving as a secondary objective. Advocacy and communications products will endeavour to act as the top of the marketing funnel, providing links to donate when possible. In addition, digital fundraising products will work to amplify the Agency’s advocacy efforts and to raise awareness among donors on Palestine refugee rights and issues.

3.5.1 Digital Partnerships for Fundraising - Joint online campaigns with established foundations become regular fixtures, especially in times of crises + around specific themes (international days, global solidarity movements)

3.5.2 Increase gross income from digital/individual fundraising to US$ 30 million per year by 2026:
- Initial investment of $5 million
- Increased investment each year via a revolving funding model, allowing for sustainable growth
- Create specialized and permanent staff positions in digital fundraising, including a lead on: 1. Digital marketing; 2. Donor communications/storytelling; 3. Database administration; 4. Individual donor support; 5. Islamic Giving and; 6. High-level donor stewardship.
- Ongoing monitoring and evaluation of progress against KPIs in the Agency’s digital marketing funnel
- Continued lead generation and promotion via digital channels including email marketing, social media advertising, digital donation platforms, etc.

3.5.3 Digital/Individual Fundraising is self-sustaining. Implement a revolving funding model for digital fundraising allowing the team to re-invest 29 per cent of income generated into the department in the following year. This approach is modelled after the successful practice of sister UN agencies and UNRWA’s National Committees (USA and Spain)

Key performance indicators
- Palestine refugees are/feel better informed and more involved and their confidence in management is increased.
Key performance indicators

- Digital advocacy and digital fundraising are integrated to maximize audiences for both: gain per cent more followers +15 per cent more individual donors per year.
- All digital campaigns are aligned: three major digital fundraising campaigns per year as well as joint advocacy + fundraising campaigns around emergencies.
- After initial investment in 2023, achieve a return on investment (ROI) in digital and individual of 3.45. For the following years, maintain an ROI of 4:1. Increase gross income from digital/individual fundraising to US$ 30 million per year by 2027.
- With an initial investment of US$5 million and implementing the above-mentioned revolving funding model at 29 per cent/year, UNRWA would aim to achieve the following KPIs:

<table>
<thead>
<tr>
<th>Year</th>
<th>Income</th>
<th>Investment</th>
<th>ROI</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023</td>
<td>$17,250,000</td>
<td>$5,000,000</td>
<td>3.45</td>
</tr>
<tr>
<td>2025</td>
<td>$23,211,600</td>
<td>$5,802,900</td>
<td>4</td>
</tr>
<tr>
<td>2027</td>
<td>$31,233,529</td>
<td>$7,808,382</td>
<td>4</td>
</tr>
</tbody>
</table>

Digital/Individual Fundraising is self-sustaining

- By 2023, UNRWA has successfully secured a US$5 million initial investment and implemented the revolving funding model described above.
- In 2023 and beyond, UNRWA has ensured the success of the revolving funding model by ensuring that at least 29 per cent of annual income is untied (Programme Budget) and can be re-invested into the department.
- By 2023, UNRWA has created specialized and permanent staff positions in digital fundraising to ensure sustainability, including a lead on: 1. Digital marketing; 2. Donor communications/storytelling; 3. Database administration; 4. Individual donor support; 5. Islamic Giving and; 6. High-level donor stewardship.
Pillar 4 – RISK MANAGEMENT
“Identify and address risks of Digital Transformation”

Objective 4.1: Effectively integrate risk management within the Digital Transformation Strategy, in line with existing Agency-wide risk management

4.1.1 Ensure that risk management concepts and methodologies applicable to the DTS are consistent with Agency-wide risk frameworks, including in relation to the ongoing strengthening of enterprise risk management in UNRWA
4.1.2 Connect top risks identified in the DTS with broader Agency-wide objectives and priorities
4.1.3 Ensure that DTS top risks are: (i) reflected in the Agency-wide risk register; and (ii) periodically reviewed as part of standard Agency-wide practice

Objective 4.2: Effectively manage the risks associated with the DTS (overall and for individual pillars)

4.2.1 Identify the top risks associated with digital transformation and assess their likelihood and potential impact on the Agency’s ability to achieve planned objectives. This applies to substantive and cross-cutting pillars and associated change management processes
4.2.2 Ensure that DTS risk categories are relevant and that high level / external contextual risks are distinguished from internal / more controllable risks
4.2.3 Ensure that appropriate risk mitigation and response strategies are developed for each identified top risk
4.2.4 Ensure regular monitoring of risks and associated responses, and implement the necessary adjustments in coordination with pillar leads

Key performance indicators

- Involvement of risk owners in the identification and management of risks
- Training opportunities on risk management identified and provided to risk owners and relevant staff
- Risks are reviewed in a participatory manner / inputs from risk owners are shared with senior management and feedback is provided to risk owners

Objective 4.3: Build an organizational culture of mainstreaming risk management, rather than addressing risk as a parallel activity

Key performance indicators

- DTS top risks identified and organized in accordance with clearly defined categories, likelihood, and impact
- Mitigation plans for each individual risk developed
- Mitigation plans regularly reviewed and updated by risk owners / senior management
4.3.1 Ensure that risks are reviewed by senior management and other relevant stakeholders in connection with the Agency’s ability to achieve its objectives and priorities

4.3.2 Facilitate the dissemination of Agency-wide guidance on risk management

4.3.3 Ensure that roles and responsibilities are clear and understood by risk owners

4.3.4 Encourage dialogue and information sharing on risk across risk owners and between risk owners and senior management

Objective 4.4: Implement a cybersecurity programme

4.4.1 Establish a more secure, and resilient IT environment in UNRWA

(a) Implementation of cybersecurity strategies to enhance protections and harden UNRWA’s IMT landscape against attacks; (b) boosting UNRWA’s Cloud Security and implementing DevSecOps; (c) consolidating digital identity and access management strategies; (d) strengthening cybersecurity incidents detection and response capabilities; (e) reducing IT interruptions by applying advanced backup and restore procedures to all datacenters and production systems and services

4.4.2 Reduce the risk to data and information systems by establishing a continuous monitoring and alerting of Agency-wide systems’ security and proactively addressing vulnerabilities of Agency-wide systems all the while investing in automation and orchestration strategies

4.4.3 Cultivate a collaborative and conducive cyber culture by promoting cybersecurity awareness and training

Key performance indicators

- 100 per cent multi-factor authentication activated for all staff
- An increased visibility of threats to IT is in place, with information available in near-real-time
- Security Operations Center is established, and Security Incident and Event Management System (SIEM) implemented
- Advanced Artificial Intelligence and machine analytics for anomaly detection, behavioral analytics, and automated responses are leveraged
- Yearly percentage of staff failing phishing simulation exercises reduced over time
**Pillar 5 – CHAMPIONING & MANAGING CHANGE**

“Towards transparency, diversity, inclusion, wellbeing and digital generation”

**Objective 5.1: Cultural Change - Create a culture characterized by transparency, communication, and information sharing**

5.1.1 Develop an UNRWA-wide communications platform regularly updated with information on the reasons, process, and outcome of changes in the Agency

5.1.2 Staff platform: A space for staff engagement where staff can have open conversations, express their opinions, and give feedback/make suggestions

5.1.3 Workshops and Trainings: Create an environment of open dialogue with trust and respect where Management can exchange ideas and engage on different issues with staff

5.1.4 Introduce and communicate a clear policy on communication and information sharing that should act as a guide for all changes Agency-wide

**Key performance indicators**

- Staff engagement with the communication platforms and materials measured by usage/month (70% and above desirable)
- Conduct surveys to analyze changes in perception measured by ratings on scale 1-10 (average of 7 and above desirable)
- Attendance and involvement in workshops and trainings (70 per cent and above desirable)
- Information sessions with Management, regular meetings throughout change process (once every two weeks) to discuss changes (positive/negative responses visible in work performance and attitude of staff)

**Objective 5.2: Diversity & Inclusion - Create a higher level of commitment and involvement in processes to strengthen gender parity, diversity, and inclusion**

5.2.1 Identify and appoint an Agency gender, inclusion and diversity champion/expert who would create awareness, train, and involve staff at all levels

5.2.2 Introduce gender/inclusion champions or focal points in each department/programme/field to create a network of change agents

5.2.3 Strengthen the representation of women at all levels in the Agency including in the Area Staff Unions (ASU’s)

5.2.4 Track parity amongst persons with disabilities to properly support that group with proposed changes

**Key performance indicators**

- Involvement of change leaders/agents/ focal points over the time span of the change process through interviews, measured by applications and number of actions taken
- Satisfaction rate of employees in general vs. underrepresented groups through exit interviews and regular check-ins (both should be at least at 70 per cent satisfaction rate, difference should not exceed max. 10 per cent)
- Increase in the number of women across all levels especially at the senior/managerial levels measured by female/male ratio changes (goal: similar ratio in high positions compared to overall ratio, 40/60, steady growth rate until this goal is achieved)
Objective 5.3: Employee Wellbeing - Provide ethical, psychosocial, mental health and staff wellbeing support to staff

5.3.1 Make use of training and development resources to reinforce appropriate Agency ethical behavior/conduct and provide awareness of available support systems

5.3.2 Offer mental health and wellbeing support to staff throughout the different stages of change (denial, frustration, depression, experiment, decision, integration)

5.3.3 Utilize technological resources to guarantee easier access to information i.e., communication materials on dealing with change, dedicated change mailing account/interactive online platform

5.3.4 Prevent or minimize resistance to change and worry amongst staff by informing staff about different strategies and analyzing the attitude of staff towards the proposed change

Key performance indicators

- Usage of wellbeing tools e.g., staff counselling sessions measured by number of bookings of counseling sessions, check-ins with the wellbeing team, and enrollment in online courses
- Absenteeism rate, productivity rate, certified sick leave, Special Leave Without Pay (SLWP), separation and other indicators of hidden resistance (goal: productivity drop/absenteeism increase etc., not higher than 5% compared to the regular setting)
- Usage of digital resources measured by visits or usage/month (70% and above desirable)

Objective 5.4: Digital Generation – Contribute to the growth of Digital Generation of Palestinian Refugees

5.4.1 Conduct well designed incubation program for fresh graduates to learn new and in-demand digital technologies and gain experience via on-job training that results in higher employability of participants

5.4.2 Create a pool of skilled technology experts coming out of the incubation program and prioritize the employment to existing technology related vacancies

5.4.3 Work with other UN entities, NGOs, public and private sector to provide IT services using this newly developed skill pool
### Annex B: UNRWA IMT Roadmap 2021

<table>
<thead>
<tr>
<th>Department</th>
<th>2021 Projects</th>
<th>Project description</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSSD</td>
<td>Travel management system, SAP Concur (tbc)</td>
<td>Support the end-to-end processes for travel management from the initiation of a travel request by a staff member, through different approvals and making travel arrangements, to final payment to settle the travel claim.</td>
</tr>
<tr>
<td>CSSD</td>
<td>Fleetwave - SAP integration (may start in 2020)</td>
<td>To ensure alignment of stock information across the two systems for good receipts (and reversal) and adjustments to be sent from SAP to Fleetwave, goods issued (and reversals) to be sent from fleetwave to SAP.</td>
</tr>
<tr>
<td>CSSD</td>
<td>Inova integration with Fleetwave</td>
<td>To integrate the Syria &quot;carlog&quot; system with fleetwave for (i) setting up a new driver, (ii) adding fuel records, (iii) adding trip data logs, and (iv) creating a new vehicle.</td>
</tr>
<tr>
<td>CSSD</td>
<td>UNOG system implementation</td>
<td>UNOG support the following areas of functionality that are not supported by SAP: Bid Opening Calendar, Shopping Cart Tracking, Source Selection Plan, Contract Management, RFx Builder, Note to The File, and Vendor Performance. UNOG provides web based applications developed dedicated to Procurement including paperless approval process with workflow, PDF generator, electronic signature, secure file repository, audit trail, templates integrated, keep track of progress and alert, amendments, etc.</td>
</tr>
<tr>
<td>DIOS</td>
<td>Governance, Risk and Compliance (GRC) System or Integrated Risk Management (IRM) System</td>
<td>GRC software is a set of tools designed to integrate compliance into everyday business processes like user provisioning, role management, emergency access management, and periodic risk assessment. GRC software streamlines routine audit and compliance processes while reducing the risk of fraud or malicious activity in Enterprise Resource Planning (ERP) systems. DIOS to engage UN Secretariat for systems used. IMTD to conduct market research and present options to DIOS.</td>
</tr>
<tr>
<td>DIOS</td>
<td>Integration of DIOS Case Management Software with HR disciplinary data</td>
<td>To enable sharing of relevant data between HR and DIOS related to cases under investigation.</td>
</tr>
<tr>
<td>DIOS</td>
<td>Dictation software (speech to text)</td>
<td>Software to transfer voice to text either in live session or by uploading recorded sessions. IMTD to conduct market research and present options to DIOS.</td>
</tr>
<tr>
<td>DIOS</td>
<td>Forensic tools (software and hardware) or forensic capability outsourced</td>
<td>Using forensic examination capability to collect evidence related to cases investigated by DIOS. Hardware and software solutions for digital forensic analysis. IMTD to conduct market research and present options to DIOS. Cost estimate may be lower if delivered through software as a service.</td>
</tr>
<tr>
<td>DIOS</td>
<td>Access to EBI dashboards</td>
<td>DIOS to confirm authority for audit access through policy/mandate. (2022 project)</td>
</tr>
<tr>
<td>Department</td>
<td>2021 Projects</td>
<td>Project description</td>
</tr>
<tr>
<td>------------</td>
<td>-------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>DLA</td>
<td>Complete and fully operationalize the Workflow and Document Management-Archiving system</td>
<td>Recording requests for DLA’s advice and progress; archiving advice/research product; search of documents; generating statistics; sharing of information among the staff (depending on the degree of confidentiality applied). SharePoint system under development by IMTD staff so, assuming appropriate security for confidential documents, development cost would be $0.</td>
</tr>
<tr>
<td>DLA</td>
<td>Automated/digitalized processing of procurement (including review of the procurement activities).</td>
<td>To support DLA’s review of procurement contracts. To be discussed and planned with CSSD and IMTD.</td>
</tr>
<tr>
<td>DLA</td>
<td>Automated/digital filing of responses and motions by DLA and transmission of orders/judgments by UNRWA Dispute Tribunal and other communications.</td>
<td>Digitalized filing of submissions and receiving orders/judgments from UNRWA DT through a secured IT platform (not by email with attachment); Shared data based between the UNRWA DT and DLA to manage, track, record and review all the reported complains, motions, translations, and judgements. To be discussed and planned with UNRWA DT Registry and IMTD.</td>
</tr>
<tr>
<td>DRSM</td>
<td>Capacity building for staff to utilize SharePoint within DSRM</td>
<td>Further enhance SharePoint Portal to include downloadable Security Risk Management Template to guide departments and programmes; and add further indicators included on DSRM’s dashboard on EBI</td>
</tr>
<tr>
<td>DRSM</td>
<td>Enhance DSRM SharePoint portal and reports on EBI dashboard</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>Digital Content Hub (continuing from 2020)</td>
<td>The project will disseminate SLM material in an organized and centralized way by provision of a digital content hub for all SLM, with workflow for publishing content.</td>
</tr>
<tr>
<td>Education</td>
<td>Zero-rating of Agency-wide Content Hub</td>
<td>Zero-rating educational websites, offline options, providing tablets to students and teachers. The project will provide Staff &amp; Students with no or little access to technology with alternative options to continue learning during lockdown.</td>
</tr>
<tr>
<td>Education</td>
<td>EdTech awareness campaign (continuing from 2020)</td>
<td>Development of teacher training module on using technology to support remote and blended learning</td>
</tr>
<tr>
<td>Education</td>
<td>Learning Management System Integrated with EMIS (O365 for Education)</td>
<td>Implementation of Learning Management System integrated with EMIS with virtual classroom where students and teachers can interact online using Microsoft O365 Suite for Education. Please note that $150,000 is to be financed by Education Department.</td>
</tr>
<tr>
<td>Education</td>
<td>Move EMIS to the cloud</td>
<td>IMTD to fund $105,420 for hosting project / service.</td>
</tr>
<tr>
<td>Education</td>
<td>Expand connectivity and device access for Technical and Vocational Education and Training (TVET) - internet provision.</td>
<td>Expand connectivity and device access: 9 months (one school year) of internet for TVET students currently without any access at home</td>
</tr>
<tr>
<td>Department</td>
<td>2021 Projects</td>
<td>Project description</td>
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</tr>
<tr>
<td><strong>Education</strong></td>
<td><strong>Expand connectivity and device access for Basic Education - internet provision.</strong></td>
<td>Expand connectivity and device access: 9 months (one school year) of internet for Basic Education students currently without any access at home.</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td><strong>Expand connectivity and device access for Basic Education students - devices.</strong></td>
<td>Provide tablets or other devices to children in Basic Education who have no internet-capable devices at home.</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td><strong>Expand connectivity and device access for TVET students - devices.</strong></td>
<td>Provide tablets to TVET students without access to a laptop.</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td><strong>Internet support for Basic Education and TVET staff during fully remote learning periods.</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td><strong>Transfer TVET &amp; FESA systems to the cloud.</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td><strong>Build site for ED at Intranet.</strong></td>
<td></td>
</tr>
<tr>
<td><strong>ERCD</strong></td>
<td><strong>Review use of Zoho system v SAP to ensure single source of truth.</strong></td>
<td>An engaging website to provide a view of all priority projects for the Agency, descriptions of each project and funding status. This should help donor engagement to align funding to UNRWA’s priority project needs. Costing based on PID from Hani in early 2020.</td>
</tr>
<tr>
<td><strong>ERCD</strong></td>
<td><strong>Projects website to provide transparency to donors of funding needs of priority projects.</strong></td>
<td></td>
</tr>
<tr>
<td><strong>ERCD</strong></td>
<td><strong>Salesforce review to increase use of the package to support donor communications.</strong></td>
<td>Review of Salesforce to increase use of the package to support donor communications.</td>
</tr>
<tr>
<td><strong>Ethics</strong></td>
<td><strong>Case management tool, SharePoint (tbc).</strong></td>
<td>To record, notify, analyze, report on all advice by ethics against retaliation. The scope would include all advice provided by the ethics office.</td>
</tr>
<tr>
<td><strong>Ethics</strong></td>
<td><strong>Declaration of interest, BPM tool (tbc).</strong></td>
<td>Senior staff are in finance, procurement and investment must make a declaration of interest each year; similarly, a declaration of interest/conflict may be filed by other personnel on an ad hoc basis. The tool would support completion of the declaration by providing information on external activities and relationships and would enable ethics to track, monitor, analyze, follow up and report on compliance.</td>
</tr>
<tr>
<td><strong>Finance</strong></td>
<td><strong>Automatic bank communications.</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Finance</strong></td>
<td><strong>Single document management repository.</strong></td>
<td>Currently HQ Finance use a SharePoint tool to store documents related to payments whereas Fields’s store documents in Reach-SAP.</td>
</tr>
<tr>
<td>Department</td>
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</tr>
<tr>
<td>Finance</td>
<td>UNBOA tracker (start in 2020)</td>
<td>System to track and report progress on UNBOA recommendations that are followed up and addressed by fields / departments across UNRWA.</td>
</tr>
<tr>
<td>Finance</td>
<td>e-signature</td>
<td>Review of Finance documents and those that can be authorized using e-signature to lower use of paper and increase electronic storage. Annual charge currently estimated to be $20,000 with $10,000 in 2021.</td>
</tr>
<tr>
<td>Finance</td>
<td>EBI reports development</td>
<td>To provide flexible reports for internal stakeholders and to maintain accurate and transparent financial information for decision makers.</td>
</tr>
<tr>
<td>Finance</td>
<td>BPC External Funds</td>
<td>To strengthen system performance and reliability and implement disaster recovery plan for the e-health system.</td>
</tr>
<tr>
<td>Health</td>
<td>Move e-health to the cloud</td>
<td>To strengthen system performance and reliability and implement disaster recovery plan for the e-health system.</td>
</tr>
<tr>
<td>Health</td>
<td>New generation health system or new modules for e-health system for school health, mental health, hospitalization, physiotherapy, x-ray and online appointments</td>
<td>Package / SaaS solution for health system to increase scope of medical processes that are supported by the system. Costs are from Kaan on assumption we progress with new generation health system ($200k for project cost + $400k / annum operating costs). Costs for e-health modules and online appointments estimated at $335,000.</td>
</tr>
<tr>
<td>Health</td>
<td>Online training - nine modules</td>
<td>Improve continued professional training for medical staff by providing online courses. The work is anticipated to be undertaken by IMTD staff so without cost to HD.</td>
</tr>
<tr>
<td>Health</td>
<td>Health EBI</td>
<td>Continue EBI project from 2020 to provide additional analysis beyond the indicators for the annual report. Cost assumes 2 ISPs for 12 months.</td>
</tr>
<tr>
<td>Health</td>
<td>eHealth LAB Integration (Sysmex)</td>
<td>To support the increased number of blood tests to be provided at health clinics.</td>
</tr>
<tr>
<td>Health</td>
<td>Implement AD &amp; user roles</td>
<td>Digitization of work and workflow in HRD to move to paperless office. The project will support the automation of staff services requested from HR. Scope for area staff includes (1) Annual Verification Process Including Engagement in Outside Activities (2) Night Duty Allowance Process (3) Overtime Payment Process (4) Payslip Verification Process. Scope for international staff includes (1) Change in Personal status (2) Add/Amend family members and insurance coverage (3) Yearly dependency verification (4) Rental Subsidy Application and (5) Education Grant Application.</td>
</tr>
<tr>
<td>HR</td>
<td>HR self-service (BPM)</td>
<td>To initiate service requests, track and monitor and eventually build KPI's on services provided and transactions to improve client/staff satisfaction.</td>
</tr>
<tr>
<td>HR</td>
<td>HR e-ticketing system (ongoing from 2020)</td>
<td>To initiate service requests, track and monitor and eventually build KPI's on services provided and transactions to improve client/staff satisfaction.</td>
</tr>
<tr>
<td>Department</td>
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</tr>
<tr>
<td>HR</td>
<td>EBI reports development</td>
<td>A focused effort is needed to prioritize and deploy the long pending dashboards. In addition, a specific dashboard page needs to be developed to be shared with non-HRD audience such as Department Director/Deputies etc.</td>
</tr>
<tr>
<td>HR</td>
<td>International leave system</td>
<td>To implement an end-to-end International staff leaves business processes to fully integrate with REACH and ensure business rules are up to date. This will combine the international and area staff leave systems and also provide opportunity to improve functionality of the eTM system to provide a &quot;leave calendar&quot; for teams so that approved and planned leave can be viewed.</td>
</tr>
<tr>
<td>HR</td>
<td>SharePoint online - document library</td>
<td>Establishment of a unified shared drive to place HRD files for all sections in HRD, starting with International Personnel Services and Organizational Design &amp; Classification.</td>
</tr>
<tr>
<td>HR</td>
<td>Document Management and Archive System</td>
<td>This project supports the move to a paperless office by archiving staff personnel files. It will provide easy access to staff files remotely and whenever it is needed, facilitate sharing with third-party, and automate the archiving of Official Status Files (OSF) for staff at HQs.</td>
</tr>
<tr>
<td>HR</td>
<td>e-signatures</td>
<td>Estimated annual cost to support the paperless office.</td>
</tr>
<tr>
<td>ICID</td>
<td>Tablet version of the maintenance module in FMIS</td>
<td>This should improve efficiency and reduce use of paper by allowing users more real-time data entry to FMIS.</td>
</tr>
<tr>
<td>ICID</td>
<td>Link with the tablet questionnaire module in SMIS.</td>
<td></td>
</tr>
<tr>
<td>IMTD</td>
<td>Business Process Management tool</td>
<td></td>
</tr>
<tr>
<td>IMTD</td>
<td>ICT asset discovery</td>
<td></td>
</tr>
<tr>
<td>IMTD</td>
<td>System Centre Configuration Manager</td>
<td></td>
</tr>
<tr>
<td>IMTD</td>
<td>DevOps/Cloud</td>
<td></td>
</tr>
<tr>
<td>IMTD</td>
<td>Penetration testing</td>
<td></td>
</tr>
<tr>
<td>IMTD</td>
<td>AAD authentication / satellite systems</td>
<td></td>
</tr>
<tr>
<td>Department</td>
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<td>Project description</td>
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<tr>
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</tr>
<tr>
<td>IMTD</td>
<td>SQL Azure</td>
<td></td>
</tr>
<tr>
<td>IMTD</td>
<td>Cisco Prime Infrastructure - network monitoring and optimization</td>
<td></td>
</tr>
<tr>
<td>IMTD</td>
<td>Threat intelligence platform</td>
<td></td>
</tr>
<tr>
<td>IMTD</td>
<td>Blockchain, AI</td>
<td></td>
</tr>
<tr>
<td>IMTD</td>
<td>NextGen Endpoint protection</td>
<td></td>
</tr>
<tr>
<td>IMTD</td>
<td>GIS data and BI warehouse integration</td>
<td></td>
</tr>
<tr>
<td>Micro Finance</td>
<td>Improve Loan Management Information System (OMNI) Application Security</td>
<td>Vendor to enable LMIS read from active directory with cooperation with IMTD To study the pros and cons in transferring to the new environment.</td>
</tr>
<tr>
<td>Micro Finance</td>
<td>Implement Digital Signage Technology</td>
<td>To provide digital content that creates a greater level of transparency and keep the clients more informative about their rights and obligations, by showing attractive and eye-catching contents about MD products, loans, payments, penalties, etc. through a network of screens distributed among 23 branches</td>
</tr>
<tr>
<td>Micro Finance</td>
<td>IFRS9 Automation</td>
<td>Systemizing the new IFRS9 to support the new International Financial Reporting Standards. Requirement’s definition and analysis to calculate MD provisions depending on various internal and external inputs.</td>
</tr>
<tr>
<td>Micro Finance</td>
<td>PMA Online</td>
<td>Mobile and tablet application to be used by loan officers in the fields to allow loan application and repayments on-the-spot data entry, in offline and on-line modes.</td>
</tr>
<tr>
<td>Micro Finance</td>
<td>Digital Transformation</td>
<td>Move the Loan Management Information System, OMNI, to be hosted on the cloud.</td>
</tr>
<tr>
<td>Micro Finance</td>
<td>Loan Management Information System Cloud Hosting</td>
<td></td>
</tr>
<tr>
<td>Micro Finance</td>
<td>Reach dashboards</td>
<td></td>
</tr>
<tr>
<td>Micro Finance</td>
<td>MD Intranet Site</td>
<td></td>
</tr>
<tr>
<td>Neutrality</td>
<td>Integration of Neutrality system with DRSM incidents reporting</td>
<td></td>
</tr>
<tr>
<td>Department</td>
<td>2021 Projects</td>
<td>Project description</td>
</tr>
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<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Neutrality</td>
<td>Integration of Neutrality system installations module with ICIP Facility Management Information System (FMIS).</td>
<td>FMIS should be the sole source of installation and GPS coordinates. The project would ensure that the neutrality system includes the same data as FMIS to support the inspection module.</td>
</tr>
<tr>
<td>Neutrality</td>
<td>Improving neutrality database</td>
<td></td>
</tr>
<tr>
<td>Neutrality</td>
<td>Vetting automation</td>
<td>Implement the UNICC tool to automate the vetting process in accordance with the revised SOP that is currently under development. This tool will increase efficiency of the process to vet staff, vendors, donors, beneficiary refugees and other parties with whom the Agency undertakes financial transactions.</td>
</tr>
<tr>
<td>Neutrality</td>
<td>Introduce SMS and WhatsApp broadcasting</td>
<td>Based on annual cost of $8,000 / field / year for five fields.</td>
</tr>
<tr>
<td>Neutrality</td>
<td>EBI reports development</td>
<td>Reports from the neutrality database.</td>
</tr>
<tr>
<td>Planning</td>
<td>Results Based Monitoring Enhancements</td>
<td>tbc: Increase flexibility to enable reporting with a different frequency than quarterly. Consider integrating to source systems for auto-calculation of the results.</td>
</tr>
<tr>
<td>Planning</td>
<td>Replace Action Tracking System</td>
<td>The project is needed to bring the system in line with up-to-date IMTD standards and security standards.</td>
</tr>
<tr>
<td>Planning</td>
<td>Replace Projects Assessment System</td>
<td>The project is needed to bring the system in line with up-to-date IMTD standards and security standards.</td>
</tr>
<tr>
<td>Protection</td>
<td>Protection SharePoint site</td>
<td>SharePoint Site to Share and manage Protection content and publication and to collaborate across the organization.</td>
</tr>
<tr>
<td>Protection</td>
<td>Internal Capacity building for the use of activity-info as a case Management system.</td>
<td>Project to include provision of protection courses on Moodle, iLearn System. Please note that the use of ActivityInfo should be re-considered during / following implementation of Primero by RSS to understand business scope for each system.</td>
</tr>
<tr>
<td>Protection</td>
<td>Close capture for communication application (Teams, Zoom, ..)</td>
<td>Support for the visually impaired when attending meetings through use of near real-time speech to text conversion.</td>
</tr>
<tr>
<td>RSS</td>
<td>RRIS modernization</td>
<td>This will ensure that each Palestine refugee is issued with her or his own individual electronic registration card. The new system should meet internationally acknowledged standards applied to civil registration, including related to data protection and disclosure, and ensure unhindered, private and protected access to UNRWA’s services.</td>
</tr>
<tr>
<td>RSS</td>
<td>RRIS Online Verification</td>
<td>The system will support requests to confirm a person’s status as a refugee, e.g. for an external organization, and support automation of the process.</td>
</tr>
<tr>
<td>Department</td>
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<td>Project description</td>
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</tr>
<tr>
<td>RSS</td>
<td>Establishment of an online portal to securely update and verify registration information</td>
<td>The system will enable each Palestine refugee to update their registration information by submitting relevant proof documents. The requests to verify registration information will be processed in a secure and efficient manner safeguarding confidentiality and privacy rights.</td>
</tr>
<tr>
<td>RSS</td>
<td>Establishment of effective case management software system at UNRWA through RSS Reform (Primero)</td>
<td>The system will help ensure that a professional social work response is provided to refugees across all five fields. Annual SaaS fees currently estimated between $8,500 and $10,000 per annum.</td>
</tr>
<tr>
<td>RSS</td>
<td>Biometric identification of refugees (to start in 2020)</td>
<td>The system will ensure an optimal identification and authentication of beneficiaries.</td>
</tr>
</tbody>
</table>
### Areas of Innovation at UNRWA

#### Operational Excellence

<table>
<thead>
<tr>
<th>Innovation Area</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tailored curriculum</td>
<td>To better serve students with special needs</td>
</tr>
<tr>
<td>Reduce double shift</td>
<td>For schools to create more space for activities</td>
</tr>
<tr>
<td>Career guidance unit</td>
<td>To follow up with students</td>
</tr>
<tr>
<td>Scholarship portal</td>
<td>To be improved by adding beneficiary stories</td>
</tr>
<tr>
<td>Modernize construction system</td>
<td>Move away from paper-based system</td>
</tr>
<tr>
<td>Urban planning</td>
<td>e.g., green spaces, LED lights, solar panels, micro-grids</td>
</tr>
<tr>
<td>Self-help approach</td>
<td>To repair, including cash transfer for repairs instead of UNRWA doing it</td>
</tr>
<tr>
<td>Set the criteria</td>
<td>For environmentally friendly installations, including health centers</td>
</tr>
<tr>
<td>Enhanced access of pharmacies</td>
<td>To private sector</td>
</tr>
<tr>
<td>Make the appropriate technology</td>
<td>Available to respond to the health needs (e.g., diabetes diagnosis)</td>
</tr>
<tr>
<td>Fully integrated supply chain</td>
<td>With real-time visibility to ensure availability of medicines</td>
</tr>
<tr>
<td>e-Health system</td>
<td>To automatically trigger appointments for children before they enter school</td>
</tr>
<tr>
<td>Identify a safe storage</td>
<td>For hard copy of refugee files</td>
</tr>
<tr>
<td>Offer meaningful cash transfers</td>
<td>To most vulnerable groups</td>
</tr>
<tr>
<td>Adjust cash transfers to CRPs</td>
<td>(offer meaningful transfers to cover basic needs)</td>
</tr>
<tr>
<td>Review hospitalization policy</td>
<td>To ensure access to health insurance</td>
</tr>
<tr>
<td>Change access to hospitalization based on current address and not based on registration</td>
<td></td>
</tr>
<tr>
<td>Improved referral pathways</td>
<td>+ follow up (including accountability)</td>
</tr>
<tr>
<td>Provision of information and materials</td>
<td>That is accessible to persons with disabilities</td>
</tr>
</tbody>
</table>

### Operational Excellence

<table>
<thead>
<tr>
<th>Innovation Area</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased transparency</td>
<td>And accountability: donors prefer earmarked contributions vs UNRWA preferring un-earmarked contributions</td>
</tr>
<tr>
<td>Link our reporting to sustainable development goals</td>
<td></td>
</tr>
<tr>
<td>Targeted advertisements</td>
<td></td>
</tr>
<tr>
<td>Videos on UNRWA services (e.g., from teachers to communicate with donors)</td>
<td></td>
</tr>
<tr>
<td>Break down big concepts and create stories using media to communicate with donors</td>
<td></td>
</tr>
<tr>
<td>Ensure data protection</td>
<td></td>
</tr>
<tr>
<td>Establish and operationalize the Ombudsman office &amp; legal assistance office</td>
<td></td>
</tr>
<tr>
<td>Increase the job learning</td>
<td>And e-learning courses</td>
</tr>
<tr>
<td>Rationalize system of benefits</td>
<td>To make it more competitive to attract talent</td>
</tr>
<tr>
<td>Establish and scale up capacity</td>
<td>To investigate complaints (survivors of sexual exploitation/abuse)</td>
</tr>
<tr>
<td>Build on gender strategy</td>
<td>To campaign UNRWA cause</td>
</tr>
<tr>
<td>Make it more competitive</td>
<td>To attract talent</td>
</tr>
<tr>
<td>Set the criteria for</td>
<td>Meaningful cash transfers to most vulnerable groups</td>
</tr>
<tr>
<td>Make the appropriate technology</td>
<td>Available to respond to the health needs (e.g., diabetes diagnosis)</td>
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<td>That is accessible to persons with disabilities</td>
</tr>
</tbody>
</table>

### Areas of Innovation at UNRWA

- **Implementation of Telemarketing (SMS, WhatsApp)**
- **Segment and target donor groups for targeted marketing**
- **Personalize the beneficiary story** (monthly updates and updates from beneficiaries)
- **Connect beneficiaries** with donors e.g., digital pen pals, zoom sessions with youth parliamentarians
- **Target former recipients** of UNRWA aid and encourage them to campaign UNRWA cause
- **Better vetting and improved due diligence**

- **Increased transparency and accountability:** Donors prefer earmarked contributions vs UNRWA preferring un-earmarked contributions.
- **Link our reporting:** To sustainable development goals.
- **Targeted advertisements.**
- **Videos on UNRWA services:** (e.g., from teachers to communicate with donors)
- **Break down big concepts and create stories using media to communicate with donors.**
- **Ensure data protection.**
- **Establish and operationalize the Ombudsman office & legal assistance office.**
- **Increase the job learning and e-learning courses.**
- **Rationalize system of benefits:** To make it more competitive to attract talent.
- **Establish and scale up capacity:** To investigate complaints (survivors of sexual exploitation/abuse).
- **Build on gender strategy:** To campaign UNRWA cause.
- **Make it more competitive:** To attract talent.
- **Set the criteria for:** Meaningful cash transfers to most vulnerable groups.
- **Make the appropriate technology:** Available to respond to the health needs (e.g., diabetes diagnosis).
- **Identify a safe storage:** For hard copy of refugee files.
- **Offer meaningful cash transfers:** To most vulnerable groups.
- **Adjust cash transfers to CRPs:** (offer meaningful transfers to cover basic needs).
- **Review hospitalization policy:** To ensure access to health insurance.
- **Change access to hospitalization:** Based on current address and not based on registration.
- **Improved referral pathways + follow up (including accountability).**
- **Provision of information and materials:** That is accessible to persons with disabilities. 

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**Annex C: DTS Workshop Outputs – UNRWA Areas of Innovation**
Areas of Innovation at UNRWA

**Digital Services**
- Setting up a platform to have a better overview across sectors (e.g., for donors to provide funding to the platform)
- Mobile communication: informing beneficiaries that assistance is available
- Complete loans online
- Adoption of digital tools for e-payments
- e-library, train to be rolled out in all fields of operation for TVET
- App platform to connect and match skills for private sector companies with students/graduates seeking employment
- Online scholarship portal to support vulnerable groups
- Microsoft accounts for teachers with enhanced features
- Provide alumni a platform where former UNRWA students can share their experiences
- Ane-government system where you can find a refugee all services, e.g., health records, children’s school reports
- Integrate systems around the beneficiary’s single ID number, throughout the refugee life cycle. Refer to Turkey and Estonia.
- Computer based self-diagnosis
- Lifelong digital medical records available to refugees through an app
- Virtual health center with information resources and accessibility to make appointments
- RFID tagging for medicines and other health equipment supplies
- Accessibility accommodations for those with disabilities, e.g., braille
- Provide access to medical research and add incentive to do so
- Integrate data sharing to avoid overlap and consequences such as double dipping, and to facilitate collaboration, such as transferring of students from UNRWA to host government schools
- Computer based self diagnosis
- Lifelong digital medical records available to refugees through an app
- Virtual health center with information resources and possibility to make appointments
- RFID tagging for medicines and other health equipment supplies
- Accessibility accommodations for those with disabilities, e.g., braille
- Provide access to medical research and add incentive to do so
- Integrate systems around the beneficiary’s single ID number, throughout the refugee life cycle. Refer to Turkey and Estonia.
- Online registration & verification portal
- Integrated refugee system
- Make files previously digitised to be classified and accessible to refugees
- Aggregate non-personal information from digitised files – make public
- Placement and career guidance
- Self reporting capability
- System to connect DIOHR/Legal and fields to track applications
- Reliable and efficient information sharing with donors (on website).
- Co research (with vendors) to better address the needs of programs and beneficiaries.
- Inter-compatible systems (e.g., school registration systems, assistance for mixed families)
- Unified understanding and coordinated approach on sensitive topics (e.g., on vetting).
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## Areas of Innovation at UNRWA

- **Structured and continuous provision of training**
- **Empower staff through career paths, salaries, education, benefits**
- **Reward staff that complete trainings and recognize qualifications agency-wide**
- **Increased training in digital literacy**

### Structured and Continuous Provision of Training
- Empower staff through career paths, salaries, education, benefits.
- Reward staff that complete trainings and recognize qualifications agency-wide.
- Increased training in digital literacy.

### Infographic

- **Emergency Response**
- **Infrastructure & Camp Improvement**
- **Fundraising / Fund Management**
- **Education**
- **Staff**
- **Microfinance**
- **Health**
- **Protection**
- **Host Governments**
- **Indirect Stakeholders**
Annex D: DTS Workshop Outputs – summary of beneficiary journeys, pain points and areas of innovation

Relief & Social Services:

As a Palestinian Refugee, I register with UNRWA to protect my right as a Palestine refugee and ensure access to UNRWA services.

Touch Points
- Registration Office
- Online Registration

Pain Points
- Over-crowding & queues in registration offices
- Incomplete documentation
- Physical barriers/inaccessibility to UNRWA offices
- Required to leave work to register
- Internal family issues with registering as a family

Initiatives
- Integrated online registration platform
- Integrated online registration verification platform
- Issuance of electronic registration cards
- Enhance mapping between registration and other service provider programs
As a Palestinian Refugee, I receive relief assistance from UNRWA

**Touch Points**
- UNRWA office and apply for relief assistance
- Receive an SMS
- Collect an ATM card
- Pick up food assistance

**Pain Points**
- Difficulty in identity verification during receipt of relief assistance
- Difficulty communicating with refugees in some fields for additional cash distributions

**Initiatives**
- Biometrics for identity verification and service points

**Education:**

As a refugee, I register my children or acquaintances into a school and receive their certificates.

**Touch Points**
- Bulletin board with announcements of registration dates
- Government announcements (newspapers & social media)
- EMIS – students registered through school principle
- In person registration
- Teachers print certificate and provide to students

**Pain Points**
- Parents excluded from EMIS (no online information about students)
- Parent registration must happen in person (physical copies required)
- Data input inconsistencies between UNRWA systems i.e. names (health, education, registration etc.)

**Initiatives**
- Include parents in EMIS
- Integrate UNRWA systems
As a refugee student, I enroll in a vocational or technical training institute

Refugee Student

- Touch Points
  - VTC’s use online system in Jordan for applications
  - Students have pre-existing accounts and can register & make selections for courses
  - Career guidance unit to support students with selecting a course

- Pain Points
  - Not all fields have access to online system (limited to teacher/instructor level in other field offices)

- Initiatives
  - Increase access to registration system for other field offices

As a teacher, I can complete a teaching program that I am registered for

Teacher

- Touch Points
  - Teacher assigned a program through the principle

- Pain Points
  - Classroom sizes are too big – making it difficult to teach the program
  - Daily paid teachers do not get access to capacity building programs

- Initiatives
  - Expand e-learning platform
  - Equip classrooms with more technology devices
  - Digitize the classroom capacity building program
As a refugee student, I obtain foundational knowledge

**Touch Points**
- Students attend online/in-person classes

**Pain Points**
- Double-shift system
- Learning material does not cover all subject areas (constraints with ensuring material adheres to neutrality, gender sensitivity)

**Initiatives**
- Reduce double shift schools to make time for extracurricular
- Increase online education to include learning about UN principles, neutrality, gender sensitivity, human rights etc.
- Enhance online self-learning material program to include all grades/subjects
- Ensure online material available during emergency situations

As a refugee student, I apply and receive a scholarship for higher education.

**Touch Points**
- Advertising of scholarships on website and newspapers
- Register with the university offering scholarship online (also accessible in person at UNRWA office)
- Application is reviewed and upon approval, student is sent an email

**Pain Points**
- Limited scholarships
- Lack of HR to support scholarship system

**Initiatives**
- Partner with more organizations to provide scholarships
- Increase HR resources to support the scholarship system
- Expanding the existing scholarship program
As a refugee student, I seek placement and career guidance

<table>
<thead>
<tr>
<th>Touch Points</th>
<th>Pain Points</th>
<th>Initiatives</th>
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</thead>
<tbody>
<tr>
<td>Career guidance sessions upon graduation</td>
<td>Lack of human resources to identify opportunities</td>
<td>Online platform to connect companies with graduates (2-way communication)</td>
</tr>
<tr>
<td>Contact companies to make connections</td>
<td>Insufficient partnerships with companies to employ students</td>
<td>Increase visibility (job fairs, target outreach to private sector)</td>
</tr>
<tr>
<td>Advertisements in newspapers</td>
<td>Lack of resources in the career guidance unit</td>
<td>Increase coordination with job/career sites and companies</td>
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Microfinance:

As a Palestinian Refugee, I apply for loans from UNRWA

<table>
<thead>
<tr>
<th>Touch Points</th>
<th>Pain Points</th>
<th>Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loan officer promotes lending capabilities</td>
<td>Very detailed and long application (over 11 pages)</td>
<td>Use tables to facilitate data collection, making it easier for loan officers</td>
</tr>
<tr>
<td>Loan officer visits the area and completes application</td>
<td>Issues with guarantees</td>
<td></td>
</tr>
<tr>
<td>Loan officer assess project and attaches supporting documents</td>
<td>Closure of business and lockdowns</td>
<td></td>
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<td></td>
<td>Not able to do in-person visits due to COVID-19</td>
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</table>
As a Palestinian Refugee borrower, my guarantor(s) have to cover installment when I default payments

### Touch Points
- Loan officer visits borrower when installments is 7 days late
- Loan officer visits borrower’s office and completes report
- Area supervisor sends notification to lawyer.
- Guarantor is contacted by UNRWA
- Guarantor contacts borrower and encourages payment
- If guarantor is UNRWA employee a payroll deduction is made
- If payment by guarantor is not possible case goes to Court

### Pain Points
- Unable to visit customers due to COVID-19
- Follow up reports with Loan Officers is a manual process.

### Initiatives
- Loan Officers to complete report electronically to provide early visibility
- Create checklists and automatic notifications system.

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As a Loan Officer, I visit client to check their needs and complete documentation

### Touch Points
- Loan Officer visit refugee to collect supporting documentation for loan

### Pain Points
- Paper based forms. Incomplete documentation. Multiple trips
- Electronic signatures are not legally accepted
- Physically has to sign documents

### Initiatives
- Use soft copies to collect loan information
As a Loan Officer, I must get higher level approvals before loan disbursement.

As a Loan Officer, I follow up with my clients on regular basis.
As a Loan Officer, I follow up with my late clients to collect payments

**Loan Officer**

**Touch Points**
- Loan officer visits client regularly and collects payment
- Loan Officer submits collections to cashier with temporary receipts (TRC)
- Cashier receives payment and issues final receipt to loan officer

**Pain Points**
- Loan officer must write TRC manually
- Loan officer is responsible for handling money
- Potential for errors

**Initiatives**
- Use tablets to automate this process
- Integrate with an e-payment solution

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**Healthcare:**

As a Palestinian Refugee, I book an appointment, get medical advice and refill my medicines.

**Palestinian Refugee**

**Touch Points**
- Phone call either paid or free
- During lockdown patients not allowed to go to the clinic
- Home visits for medicine distribution

**Pain Points**
- If the patients have no credit for the call, they have to wait for the HC to call them
- HC phone support only during working hours
- Long waits until they connect with officer in charge

**Initiatives**
- Smart system app pre-validating the data available to facilitate contact
- Application for mobile - self-service application
- Self-diagnosis technology chat portal (taking appointments, medication, test results, etc.)
- Call center linked to IT
- Capability of the system to indicate to UNRWA staff that there is a need for refilling of medication
- Reduce visits to HC and favor telemedicine capabilities
As a Palestinian Refugee with disabilities, I receive special disability health care

**Touch Points**
- Health Care Center

**Pain Points**
- Some HC are easier to access for refugee with disability than others.
- Communication with PR at the HC called by voice and the tick machine (for hearing issues).
- Track for people with wheelchairs to access the HC.

**Initiatives**
- Offer special taxi services for those that need transportation to HC.
- Programme for volunteers (students, scout) to help RwD in the health center.
- App should be inclusive.

As a Palestinian Refugee woman, I receive pre and post natal healthcare

**Touch Points**
- Registration for pre-natal care
- Conduct ultrasound with respective professional
- Reminders are sent to those women that are late in setting up appointments.
- Patient is encouraged to use eMCH app. Nurse helps setting up the app.
- Using app. Patient can receive answers and set up appointments.

**Pain Points**
- Not enough supplements given due to financial constraints.
- Accessing the health center might be limited by transportation costs.
- Family restrictions - woman must be accompanied to health center.
- Sometimes, only one mobile in household belonging to husband, so difficulty in installing the app.

**Initiatives**
- Have capability to download all the screens when she opens the app.
- Fundraising for transportation costs or home visits from the physicians.
- Look at introducing telemedicine through other mediums such as videoconferencing.
- App sends notifications to the mother based on her gestational stage, we need to improve this.
As a Palestinian Refugee, I am referred to hospital to receive the care Donors need

Palestinian Refugee

Touch Points
- UNRWA doctor writes a referral slip for another hospital
- The refugee takes themselves to the hospital (self-referral)
- The refugee receives the care needed
- Patients access Microfinance services to pay for health care services

Pain Points
- Cost limitation on the care that UNRWA can provide
- The hospital might not offer a particular service
- The hospital might not have good quality care
- Services which UNRWA not able to fund/cover, e.g., some cancer treatments

Initiatives
- Insurance solutions
- Financial help
- Introduction of the hospital module into eHealth
- Link into the Host Govt hospital system especially from financial component

As a Palestinian Refugee, I can call the health center to book an appointment, get medical advice and ask for my medicines refill during lockdowns.

Palestinian Refugee

Touch Points
- Phone call that the patient should pay for
- Free call provided by some field for the patients to call for free
- Home visit for medicine distribution as a lockdown measure
- Steps depending the specific situation to ensure patient was at home to receive medication

Pain Points
- Patients with no credit for the call, must wait for the HC to call them
- HC only available during working hours, but needs can arise outside working hours, causing problems
- There is a waiting time for the patient to catch the officer in charge

Initiatives
- A smart system app to pre-validate the data available and anticipate the needs of the PR
- Mobile - self-service application self-diagnosis technology
- Chat portal (taking appointments, medicine, test results, etc.)
- Call center linked to IT system to indicate a need for refilling of medication
- Increased people capacity is needed to ensure the system works
As a Palestinian Refugee, I receive early detection and prevention measures regarding outbreaks

Infrastructure:

As a Palestinian Refugee, I receive adequate basic services which include safe drinking water, solid waste collection & removal, storm water drainage, sewerage drainage and rodent control services.

The UNRWA Digital Transformation Strategy (DTS)
As a Palestinian Refugee, I participate along with my camp community in preparing a Camp Improvement Plan and decide on our camp priorities in improving the overall build environment of our camps.

As a Palestinian Refugee, I get an adequate shelter that is designed and constructed in line with my needs and entitlements, which contribute to leading a healthy life with dignity.
As a Palestinian Refugee, I want to participate in improving the physical conditions of my school and the health center we receive services in.

Touch Points
- Data for rehabilitation from the Chief of Education from the Field Office
- UNRWA coordinates with Chief of Education for resident input in creation of initial architecture designs
- 3-D presentation is prepared and presented to representatives of the camp residents
- Similar process for rehabilitation of health centers

Pain Points
- Covid-19 slowed or stopped construction projects and community participation

Initiatives
- Implement a new standard for better designed schools
- Incorporate camp improvement into e-government portal initiative
- Respond to refugee needs and enhance designs to be more child and environmentally friendly
- Water harvesting and reuse of grey water

As a refugee, I participate in the design for reconstruction and upgrading of my school and the health center I receive primary health care in.

Touch Points
- For Schools: School Parliament, Additional 6 students, Staff of Teachers and 1 other Administration staff, PTA, 2 adjacent Neighbors, XX Camp committee
- For Health Centers: Friends of the HC, 16 patients preferably who visit the premises regularly, HC Staff, 2 adjacent Neighbors, XX Camp committee
  - Three Focus Group Discussions (Participatory decision-making sessions (PDMS))
  - PD forms are distributed and filled by the refugees to measure satisfaction level
- The following tools are used in the Participatory decision-making sessions (FD):
  - 3-Dimensional images for the proposed new building design, Plans and elevations, internal and external facades for colour schemes. So far face to face meetings are proposed used, PD forms are used to measure the satisfaction level

Pain Points
- Covid-19 resulted in delays in construction projects
- Covid-19 resulted in inability to meet with end users
- Resources in some cases are not adequate to prepare enough presentation tools to explain the designs to non-experts such as 3Ds, models and other
- Participatory process needs time and we are limited by the project duration committed to donors
- Participatory process has to be started when funds are secured to avoid raising refugees’ expectations
- Refugees reflect satisfaction of services rather then the physical spaces

Initiatives
- E-government portal initiative
- Use the Ed platforms to conduct the participatory sessions and involve more end users, since the PD is limited in the number of participants
- Use animation to explain new designs and share to all end users rather than a sample to collect comments and enhance ownership
- Highlight the child and environmentally friendly features used in the new design
- Once school building is occupied:
  - Use the environmentally friendly features such as photovoltaic cells, water harvesting, reuse of grey water and other to the end users
  - Use platforms to report and address maintenance requirement and issues identified in the buildings
  - Use platforms to conduct the Post Occupancy Assessment
  - Conduct PUA online
As a refugee vulnerable person, I can access services without discrimination and receive assistance if I face gender-based violence, including GBV/SEA/VAC.

- **Persons with disability (patients) visit the HCs or attend the schools and they may find physical barriers that prevent them from accessing and circulating independently.**
- **Physically Accessible Guidelines and relevant checklists are used to measure if a facility/premises is physically accessible or not.**
- **Accessibility is measured by observing the physical environment not based on feedback from refugees.**
  - Checklists are used to measure application of Protection requirements in schools and HCs (safety, gender and accessibility).
  - Situation is rectified once funds are available.

**Palestinian Refuge Pain Points Initiatives**

- **Refugees/staff not always aware of the internal/external services available as there might be a gap in communicating.**
- **Discrimination problems for survivors.**
- **Use data to identify at-risk groups.**
- **App to access services for children and women survivors of violence (GBV, SEA, VAC).**
- **Platform for the refugees to report issues they find in the physical environment of HCs and Schools related to gender and disability.**
- **Online surveys regarding the satisfaction of the refugees with the application of accessibility, gender and safety requirements in the facilities.**

**As a refugee, I receive services at my school and health centre, that are constructed/reconstructed or upgraded as per our community needs.**

- **The progress in the Construction and Maintenance projects is monitored through the Schedule submitted by the Contractor, usually using MS Project software. Not all FICPs have copies of this software.**
- **When UNRWA employs new engineers (especially site engineers who are employed only for projects and for the project periods), we need to give them some training on the documents used by UNRWA for the implementation of the projects.**
- **To provide at least one copy of the "MS Project" software in each FICP office in the Fields, so that the Engineering staff can monitor the progress in the projects and compare the Schedule submitted by the Contractor with the actual progress and ask the Contractor to close the gaps in the Schedule/progress.**
- **Create training videos for the new site engineers which will give some explanation on the documents used by UNRWA and show some techniques for the implementation of the projects on site.**
As a site Engineer or construction manager I want to verify and check the project schedule and Extension of times (EOT) submitted by the project contractor.

**Touch Points**
- Project schedule and EOT are verified and approved by CFICIP or DOW
- Construction manager (CM) and site engineer (as per every staff relevant role), then a copy sent to ICID HQ (CM) for monitoring and advice

**Pain Points**
- The project contractor submits a hard copy of project schedule where there is no available software for UNRWA relevant staff to verify the logic and content of project schedule.

**Initiatives**
- To provide a software License(s) for Microsoft project application so project management relevant staff can verify/approve project schedule and any EOT claims requested by contractor