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## Proposed programme budget for 2022

### Programme planning

## Proposed programme budget for 2022

### Part VI

### Human rights and humanitarian affairs

### Section 26

### Palestine refugees

#### Programme 22

#### Palestine refugees

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\* [A/76/50](#).

\*\* In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the programme plan and programme performance information is submitted through the Committee for Programme and Coordination for the consideration of the General Assembly.

\*\*\* In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the post and non-post resource requirements is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the General Assembly.





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## Foreword

Nearly a year into the coronavirus disease (COVID-19) pandemic, the global community remains in a public health, humanitarian and development emergency that has disproportionately affected the poorest and most vulnerable, posing threats to the implementation of the 2030 Agenda for Sustainable Development and achievement of the Sustainable Development Goals. Against this backdrop, which has exacerbated an existing funding crisis, the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) has maintained the delivery of humanitarian, protection and human development assistance for the benefit of 5.7 million Palestine refugees registered with the Agency.

Helping Palestine refugees achieve their full human development potential, pending a just and lasting solution to their plight, across its five fields of operation, the UNRWA response to the COVID-19 pandemic showcased the Agency's strength as a front-line service provider through innovative and adjusted service provision that continued to effectively address the new realities of working. In that regard, UNRWA (a) maintained core service provision (especially in relation to primary health care, sanitation services and social protection); (b) adapted working modalities (including staggered health centre appointments, the introduction of telemedicine, the home delivery of essential medicines and food, and the use of self-learning materials and interactive computer-based learning to minimize the spread of disease); and (c) scaled up its work in key areas (e.g. food and cash distributions for the most vulnerable). That support has been critical during the pandemic. The Agency's front-line staff, including doctors, nurses, teachers, sanitation labourers and social workers, have worked under perilous conditions to contain the spread of COVID-19, maintain treatment for 278,000 patients with non-communicable diseases, provide education to 540,000 students, ensure the delivery of cash and food assistance to over 1.9 million Palestine refugees most in need, and protect the most vulnerable, including women and girls, survivors of gender-based violence, the elderly and persons with disabilities. In that regard, it merits note that all UNRWA interventions were extended throughout 2020 on the basis of equal and dignified access, and a range of dedicated protection measures ensured that those in need of special assistance were served, upholding the 2030 Agenda pledge that "no one will be left behind".

The provision of essential services for Palestine refugees is predicated on adequate levels of funding for the Agency. UNRWA receives 2.9 per cent of its total resource requirements from the United Nations regular budget and relies on voluntary contributions for the remaining 97.1 per cent. That funding model has led to repeated liquidity crises, an ongoing struggle to maintain service delivery standards and norms, the degradation of UNRWA installations, including schools and health centres and, in relation to staffing, an increased reliance on short-term contracts and consultancies to cover core functions. At a time when more Palestine refugees rely on the Agency's services than ever before, financial uncertainty has become a source of anxiety and instability, felt not only by the refugee community but also by host Governments, regional actors and the international community at large. Following General Assembly resolution [75/252](#), the budget proposal is taking a first step to address that situation.

UNRWA draws inspiration from the humanity it sees every day in the refugee community, in particular the children and young people in the Agency's schools. This generation is absolutely determined to rise above the adversity that surrounds them, to succeed in their education and to lead a life of dignity, a life in which the rights of all peoples are respected. We must ensure that their plight is not forgotten in a world affected by the pandemic, armed conflict and crisis. We must also ensure that the rights of Palestine refugees are duly protected and that their needs are appropriately covered.

*(Signed)* **Philippe Lazzarini**  
Commissioner General, United Nations Relief and Works Agency  
for Palestine Refugees in the Near East

## **A. Proposed programme plan for 2022 and programme performance for 2020**

### **Overall orientation**

#### **Mandates and background**

- 26.1 The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) is responsible for providing assistance and protection to Palestine refugees. The mandate derives from the priorities established in relevant General Assembly resolutions, including resolution 302 (IV). Since starting operations in 1950, the Agency has adapted its programmes to meet the increasingly complex needs of Palestine refugees and to provide them with a measure of protection and stability amid chronic conflict in the region. It stands ready to continue to do so in 2022 in accordance with the triennial mandate that it received from the General Assembly through resolution 74/83.

#### **Strategy and external factors for 2022**

- 26.2 The mission of UNRWA is to help Palestine refugees achieve their full potential in human development under the difficult circumstances in which they live. In line with that mission, as part of its medium-term strategy for the period 2016–2021, UNRWA works towards five strategic outcomes: (a) Palestine refugee rights under international law are protected and promoted; (b) Palestine refugee health is protected and the disease burden is reduced; (c) school-age children complete quality, equitable and inclusive basic education; (d) Palestine refugee capabilities are strengthened for increased livelihood opportunities; and (e) Palestine refugees are able to meet their basic human needs of food, shelter and environmental health. Progress towards these outcomes will continue to drive the Agency's operations during 2022.
- 26.3 Under the above-mentioned five strategic outcomes, UNRWA aims to achieve its goals by maintaining and improving the provision of education and health services, relief and social services, microfinance assistance, infrastructure and camp improvement within refugee camps and protection, for the benefit of 5.7 million registered Palestine refugees in Jordan, Lebanon, the Syrian Arab Republic, Gaza and the West Bank, including East Jerusalem. In that regard, innovation will continue to play a pivotal role across UNRWA programming, including in education, where efforts to strengthen digital content and the supportive technical infrastructure will be leveraged in support of new ways of learning; improving what is delivered (through digital resources) and how it is delivered (via content delivery). Enabling students to be reached more efficiently and effectively through a variety of materials that can be self-directed, cooperative, interactive, problem-oriented and flexible in order to prepare them for a digital world, the Agency will also ensure that the challenges to digital education, including Internet access and the availability of technology to participate in digital learning, will be addressed.
- 26.4 For 2022, the Agency's planned deliverables and activities reflect the known and anticipated challenges related to coronavirus disease (COVID-19). Such planned deliverables and activities include: (a) the provision of education to over 500,000 students through mixed learning methods; (b) the continued use of telemedicine and home delivery of medicines to non-communicable disease patients; (c) food and cash distributions for the most vulnerable; and (d) the expanded provision of mental health and psychosocial support to Palestine refugees through the Agency's protection, health, education and relief and social services programming. Specific examples of such planned deliverables and activities are provided under each subprogramme.
- 26.5 With regard to cooperation with other entities at the global, regional, national and local levels, UNRWA maintains a wide range of partnerships with host and donor Governments, international financial institutions, UNRWA national committees and the private sector that assist the Agency to deliver its mandate. Additional partnerships with international and national non-governmental organizations and community-based organizations maximize the Agency's technical capacity to

deliver more effective and efficient results in key service delivery areas, including protection, health and poverty alleviation for the most vulnerable.

- 26.6 With regard to inter-agency coordination and liaison, UNRWA will continue to both maintain and expand core partnerships that reflect its commitment to supporting the implementation by Member States of Sustainable Development Goal 17. Many of those partnerships date to the Agency's founding in 1949, such as those with host Governments, the United Nations Educational, Scientific and Cultural Organization and the World Health Organization (WHO). Inter-agency partners helped to establish norms for Agency education and health programmes, and both organizations continue to furnish strategic assistance. UNRWA continues to interact regularly with United Nations country teams and their member organizations to improve synergies, in particular in the area of service delivery, in keeping with the respective organizational mandates.
- 26.7 With regard to external factors, the overall plan for 2022 is based on the following planning assumptions:
- (a) Instability and, in some cases, unrest and conflict characterize the macroenvironment throughout 2022;
  - (b) The macroenvironment is characterized by a continuation of the current cycle of complex emergencies;
  - (c) Demand for Agency emergency assistance increases, combined with a rising demand for core services;
  - (d) Hostility towards and prejudice against Palestine refugees within host communities do not increase;
  - (e) The blockade of Gaza does not tighten;
  - (f) UNRWA can raise sufficient funds;
  - (g) Security-related movement restrictions in the occupied Palestinian territory do not increase;
  - (h) Enrolled populations do not increase beyond projections based on historical trends;
  - (i) Commodity and rental prices do not rise beyond projected levels;
  - (j) The infrastructure, installations and housing in the Agency's fields of operation do not sustain damage as a result of natural or human-made humanitarian crises.
- 26.8 With regard to the COVID-19 pandemic, the proposed programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandate. Any such adjustments would be reported as part of the programme performance information.
- 26.9 UNRWA integrates a gender perspective into its operational activities, deliverables and results, as appropriate. For example, under subprogramme 1, recommendations from biennial protection audits serve to identify practical measures to increase the involvement of women and girls in Agency programming, while under subprogramme 2, women and men, girls and boys have equal access to primary health care. In addition, under subprogramme 3, all Palestine refugee children and youth enjoy, on a non-discriminatory basis, an equal opportunity to learn in Agency schools and are supported in developing their full potential, while under subprogramme 4, women are prioritized as recipients of microfinance loans. Under subprogramme 5, prioritization for shelter rehabilitation is accorded to vulnerable groups, including female-headed households. UNRWA will also continue to mainstream protection and gender into its operations, including with a view to meeting the needs of Palestine refugee children, persons with disabilities, youth and other vulnerable groups.
- 26.10 In line with the United Nations Disability Inclusion Strategy, the Agency will further advance disability inclusion through: (a) the reconstruction and rehabilitation of UNRWA installations to make them accessible to persons with disabilities; (b) continued support for students with a disability

to support their inclusion in the education system, including through the use of accessible technology, in line with the UNRWA inclusive education approach; and (c) training of front-line staff to ensure the provision of services to persons with disabilities.

## Programme performance in 2020

### Impact of COVID-19 on programme delivery

- 26.11 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Agency. The impact included the temporary closure to the public of 704 schools, 23 microfinance branch offices and 60 registration offices Agency-wide as well as 25 UNRWA health centres in Jordan and 10 food distribution centres in Gaza. Specific examples of such impact under each of the five subprogrammes are provided below. The change in approach of planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under each subprogramme.
- 26.12 At the same time, however, some planned deliverables and activities were modified during 2020, within the overall scope of the objectives of the subprogrammes, on issues related to the COVID-19 pandemic. Those modifications included the institution of staggered health centre appointments, introduction of telemedicine, home delivery of essential medicines and the use of self-learning materials and interactive computer-based learning to minimize the spread of disease. In addition, food and cash distributions were scaled up in support of the most vulnerable. Specific examples of the modified activities are provided under each of the five subprogrammes listed below. The modified deliverables and activities contributed to results in 2020, as described in the programme performance under each subprogramme.
- 26.13 Reflecting the importance of continuous improvement and responding to the evolving needs of Palestine refugees, the programme will mainstream lessons learned and best practices related to the adjustments to and adaptation of its subprogrammes owing to the COVID-19 pandemic. Specific examples of lessons learned include how UNRWA categorized the services to be maintained, adapted, and scaled up in order to best address the COVID-19 emergency.

## Legislative mandates

- 26.14 The list below provides all mandates entrusted to the programme.

### *General Assembly resolutions*

302 (IV), 74/83, 75/93	Assistance to Palestine refugees	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
3331 B (XXIX)	United Nations Relief and Works Agency for Palestine Refugees in the Near East	74/84	Persons displaced as a result of the June 1967 and subsequent hostilities
65/272	Report of the Secretary-General on the strengthening of the management capacity of the United Nations Relief and Works Agency for Palestine Refugees in the Near East	74/85	Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East
		75/94	Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East

## Deliverables

- 26.15 Table 26.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 26.1

**Cross-cutting deliverables for the period 2020–2022, by category and subcategory**

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>
1. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	2	2	2
2. Meetings of the Committee for Programme and Coordination	1	1	1	1
3. Meetings of the Fourth Committee	1	1	1	1
4. Meetings of the Fifth Committee	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Publications</b> (number of publications)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
5. Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East	1	1	1	1

**Evaluation activities**

- 26.16 The following self-evaluations completed in 2020 have guided the programme plan for 2022:
- (a) Subprogrammes 1, 2, 3, 4 and 5: a self-evaluation of the UNRWA medium-term strategy 2016-2021 monitoring and reporting activities;
  - (b) Subprogrammes 1, 2, 3, 4 and 5: a self-evaluation on the UNRWA activities for Palestine refugees from the Syrian Arab Republic in Lebanon and Jordan.
- 26.17 The findings of the self-evaluations referenced above have been taken into account for the proposed programme plan for 2022. For example, the recommendations stemming from the self-evaluation of the UNRWA medium-term strategy 2016–2021 monitoring and reporting activities resulted in sex-disaggregated reporting for another 27 performance indicators, which has led to an increased management focus to incorporate the needs of women into activities under subprogrammes 2, 4 and 5.
- 26.18 The following evaluations are planned for 2022:
- (a) Evaluation of the reform of the education programme;
  - (b) Evaluation of the UNRWA emergency appeal mechanism.

**Programme of work****Subprogramme 1****Palestine refugee rights under international law are protected and promoted****Objective**

- 26.19 The objective, to which this subprogramme contributes, is to ensure that Palestine refugee rights under international law are protected.

**Strategy**

- 26.20 To contribute to the objective, the subprogramme will strengthen the protection of vulnerable and at-risk groups by: (a) developing the capacity of front-line UNRWA personnel; (b) coordinating safe and meaningful access to life-saving services; (c) leading in the engagement of community members

in self-protection; and (d) providing access to medical, legal and/or psychosocial counselling and services for survivors of protection violations either directly or through referral to external partners. The subprogramme also plans to document protection concerns affecting Palestine refugees, including non-admission, refoulement and legal status and will engage host Governments, specialized organizations and other United Nations entities on those issues to secure remedial action, which will help to make progress towards Sustainable Development Goal 16. In addition, the subprogramme will implement protection principles across the spectrum of the Agency's service delivery, which will help to make progress towards Goals 5 and 10.

- 26.21 The subprogramme plans to provide support on issues related to COVID-19 by building new partnerships to engage Palestine refugee communities in integrated recovery mechanisms. These partnerships will be based on realistic recovery actions and specific protection issues that need to be addressed. The subprogramme will also provide Palestine refugees with access to face-to-face, phone and online consultations with social workers for those that seek support in relation to a range of protection concerns, including violence, substance abuse and the loss of livelihoods under situations of lockdown.
- 26.22 The above-mentioned work is expected to result in:
- (a) An increase in the identification of survivors of gender-based violence, abuse and neglect and in safe and unhindered access for such survivors to remedial services;
  - (b) Equal and dignified access to services for all Palestine refugees, including persons with disabilities, the elderly, undocumented married women and girls, and female- and child-headed households.
- 26.23 The planned support on issues related to COVID-19 is expected to result in:
- (a) The building of self-protection mechanisms within Palestine refugee communities, particularly for the most vulnerable and at-risk groups and individuals, to effectively respond to protection concerns specific to, or accentuated by, COVID-19;
  - (b) An increase in psychosocial resilience within Palestine refugee communities during periods of prolonged lockdowns and movement restrictions due to COVID-19.

### **Programme performance in 2020**

- 26.24 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### **Protecting the rights of Palestine refugees**

- 26.25 The Agency's protection activities respond to the protection needs of Palestine refugees. Those needs have been exacerbated by the onset of COVID-19 and associated movement and economic restrictions across all fields of UNRWA operation.
- 26.26 The subprogramme advocated and extended support to Palestine refugees who faced violations or risks to the enjoyment of rights during the reporting period. This support took the form of vulnerability-focused programming, including psychosocial and legal assistance and the promotion of self-protection and community mobilization to support resilience. Furthermore, through the issuance of formal letters, bilateral meetings and briefings, the subprogramme engaged with host authorities, United Nations entities, civil society and the international community to promote compliance with international law and secure remedial action for Palestine refugees whose rights had been violated. In the Syrian Arab Republic, UNRWA advocacy efforts contributed to the Agency being granted access to Yarmouk camp to provide primary health care, distribute food and non-food items and disseminate awareness-raising materials on explosive remnants of war.

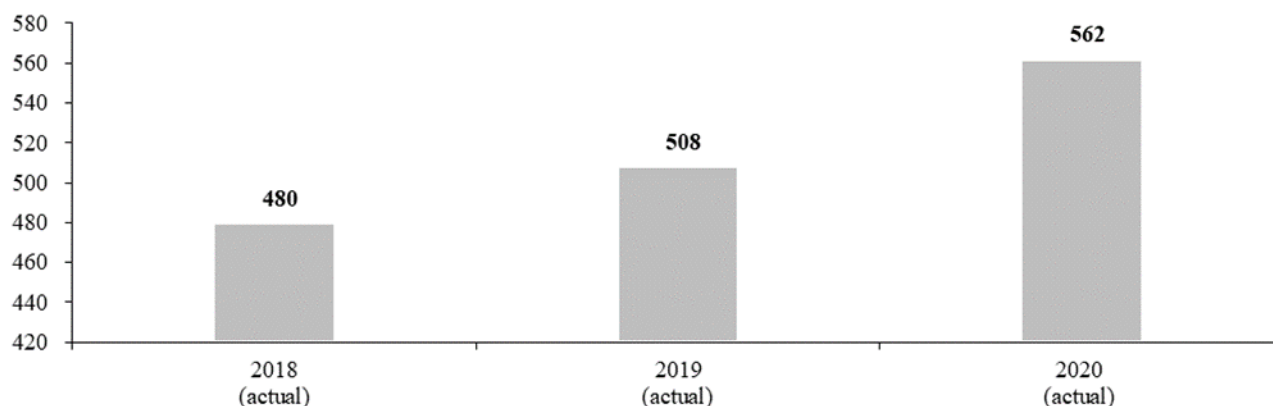


*Progress towards the attainment of the objective, and performance measure*

- 26.27 The above-mentioned work contributed to the objective, as demonstrated by an increasing number of protection advocacy interventions targeting duty-bearers (see figure 26.I).

Figure 26.I

**Performance measure: number of protection advocacy interventions, including formal letters received by duty-bearers**



**Impact of COVID-19 on subprogramme delivery**

- 26.28 Owing to the impact of COVID-19 during 2020, the subprogramme postponed all staff training on protection issues from March to July 2020. The subprogramme was also impacted by movement restrictions in UNRWA fields of operation due to COVID-19, which hindered the identification and documentation of protection issues.
- 26.29 At the same time, however, the subprogramme identified new activities on issues related to COVID-19, within the overall scope of its objectives, namely the expansion of hotline services to vulnerable groups, particularly survivors of gender-based violence. The subprogramme also expanded psychosocial support services for Palestine refugees through individual and group counselling sessions conducted through hotlines and over social media.

**Planned results for 2022**

- 26.30 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

**Result 1: realizing the vision of equality for all<sup>1</sup>**

**Programme performance in 2020**

- 26.31 The subprogramme has continued to mainstream protection through UNRWA health, education, relief and social services, microfinance and infrastructure and camp improvement programming. In addition, the subprogramme developed staff protection capacity, prioritizing those in front-line service-delivery positions through training courses on protection principles and their practical application, including: (a) combating gender-based violence for front-line personnel in Lebanon; (b) addressing violence against children for teachers and school counsellors in Jordan; and (c) disability inclusion for personnel in all fields of Agency operation. In-person training courses

<sup>1</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 26)).

were postponed from March to September owing to the COVID-19 pandemic, although e-learning courses resumed in July.

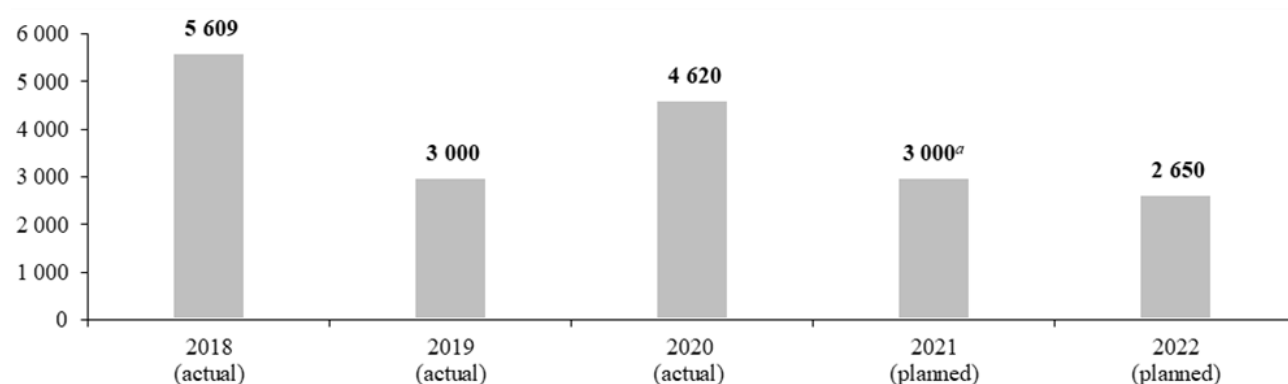
- 26.32 The above-mentioned work contributed to the training of 4,620 Agency personnel in protection, which exceeded the planned target of 3,000 staff trained reflected in the proposed programme budget for 2020.

#### Proposed programme plan for 2022

- 26.33 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to mainstream protection through additional training for front-line personnel, focusing on the self-identification of protection concerns, combating gender-based violence, promoting disability inclusion and addressing violence against children. However, owing to anticipated funding shortfalls, the number of UNRWA staff to be trained in 2021 and 2022 in protection is expected to decrease. The expected progress is presented in the performance measure below (see figure 26.II).

Figure 26.II

**Performance measure: number of additional United Nations Relief and Works Agency for Palestine Refugees in the Near East staff trained in protection**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 2: mainstreaming protection principles into the delivery of United Nations Relief and Works Agency for Palestine Refugees in the Near East services<sup>2</sup>

#### Programme performance in 2020

- 26.34 The subprogramme has continued to ensure that UNRWA services are delivered in accordance with internationally agreed standards and the Agency's own fundamental protection principles, established in 2010. The subprogramme achieved this through the design and implementation of training courses for UNRWA personnel that focused on key protection issues faced by Palestine refugees, including violence against children in Agency schools, inequalities rooted in social norms and obstacles to access to basic services for persons with disabilities.
- 26.35 The above-mentioned work contributed to the training of 4,620 Agency personnel on combating gender-based violence, addressing violence against children and promoting disability inclusion (see figure 26.II).

<sup>2</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

**Proposed programme plan for 2022**

- 26.36 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to mainstream protection through additional training for front-line personnel, focusing on the self-identification of protection concerns, combating gender-based violence, promoting disability inclusion and addressing violence against children. The expected progress is presented in the performance measure below (table 26.2).

Table 26.2

**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)</i>	<i>2022 (planned)</i>
5,609 UNRWA staff trained on combating gender-based violence, mainstreaming core protection standards, promoting disability inclusion and addressing violence against children	6,544 UNRWA staff trained on combating gender-based violence, mainstreaming core protection standards, international protection standards and addressing violence against children	4,620 UNRWA staff trained on combating gender-based violence, promoting disability inclusion and addressing violence against children	3,000 UNRWA staff to be trained on combating gender-based violence, promoting disability inclusion and mainstreaming core protection standards	2,650 UNRWA staff to be trained on combating gender-based violence, disability inclusion and mainstreaming core protection standards

**Result 3: strengthened protection for Palestine refugees through compliance monitoring and continuous improvement****Proposed programme plan for 2022**

- 26.37 The subprogramme is mindful that, while UNRWA strives to ensure that protection is addressed through and within its services, protection concerns may arise directly from its operations. Challenges include conflict, protection risks based on inequalities driven by social norms, the potential for violence against children in UNRWA schools and obstacles to access to basic services for persons with disabilities. To assess whether protection is mainstreamed throughout Agency service provision and gauge UNRWA compliance with protection principles, the subprogramme conducts internal audits of protection safeguards on a biennial basis. These internal audits are implemented by protection officers in the Agency's headquarters and field offices and result in an agreed set of recommendations that can encompass policy enhancements, operational improvements and changes in organizational culture.

*Lessons learned and planned change*

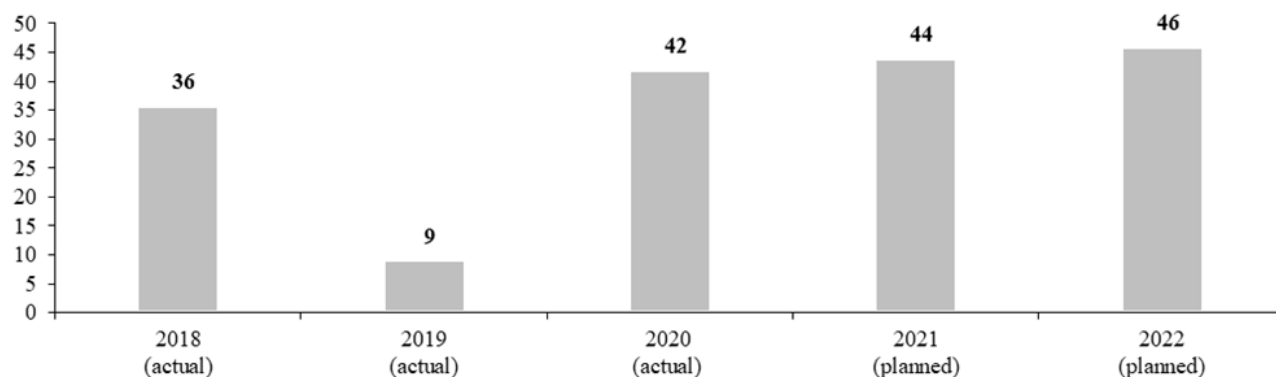
- 26.38 The lesson for the subprogramme was that standardized and frequent reporting structures and processes at the level of UNRWA field offices enhance the implementation rate of protection audit recommendations. In applying the lesson, the subprogramme will designate one focal point in each field office who will be responsible for regular follow-up with stakeholders charged with recommendation implementation. In addition, the subprogramme will increase the frequency of internal reporting to facilitate timely remedial action should implementation challenges be encountered.

*Expected progress towards the attainment of the objective, and performance measure*

- 26.39 This work is expected to contribute to the objective, as demonstrated by a steadily increasing implementation rate of protection audit recommendations by field offices (see figure 26.III).

Figure 26.III

**Performance measure: percentage of protection audit recommendations implemented by field offices**



## Deliverables

26.40 Table 26.3 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 26.3

**Subprogramme 1: deliverables for the period 2020–2022, by category and subcategory**

*Category and subcategory*

### C. Substantive deliverables

**Direct service delivery:** some 8,000 Palestine refugees provided with legal counselling, legal information and/or referrals to legal service providers; multiple submissions to the international human rights system

## Subprogramme 2

### Palestine refugee health is protected and the disease burden is reduced

#### Objective

26.41 The objective, to which this subprogramme contributes, is to ensure that Palestine refugee health is protected and the disease burden is reduced.

#### Strategy

26.42 To contribute to the objective, the subprogramme will control the spread of communicable diseases through surveillance and awareness-raising among staff and refugees, the provision of free childhood immunization services and by participating in host Governments' mass immunization campaigns. The subprogramme also plans to continue to provide people-centred primary health care using the family health team model in UNRWA health centres, which will help to make progress towards Sustainable Development Goal 3. In addition, the subprogramme will improve the accessibility of Agency health centres, which will help make progress towards Goal 10.

26.43 The subprogramme plans to provide support on issues related to COVID-19 by adapting its service delivery models. In this regard, depending on the characteristics of the COVID-19 pandemic in each field of UNRWA operation, this may include the use of telemedicine consultations, home delivery of medication to non-communicable disease patients and the provision of training and personal

protective equipment to health workers. The subprogramme will also support the establishment of isolation and quarantine centres, where warranted, in support of national response plans.

- 26.44 The above-mentioned work is expected to result in:
- (a) A reduction in the incidence and prevalence of vaccine-preventable diseases among refugee communities;
  - (b) A reduction of maternal and infant mortality among Palestine refugees, effective treatment of patients suffering from non-communicable diseases and better antenatal and postnatal care services;
  - (c) Enhanced accessibility of Agency health facilities, particularly benefiting persons with disabilities.
- 26.45 The planned support on issues related to COVID-19 is expected to result in:
- (a) The effective adaptation of essential health services for Palestine refugees to curtail COVID-19 outbreaks, for instance through telemedicine and home delivery of medicines;
  - (b) An effective and safe response to COVID-19 outbreaks, especially in areas with congested living environments.

### **Programme performance in 2020**

- 26.46 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### **Reduced dependency on antibiotics**

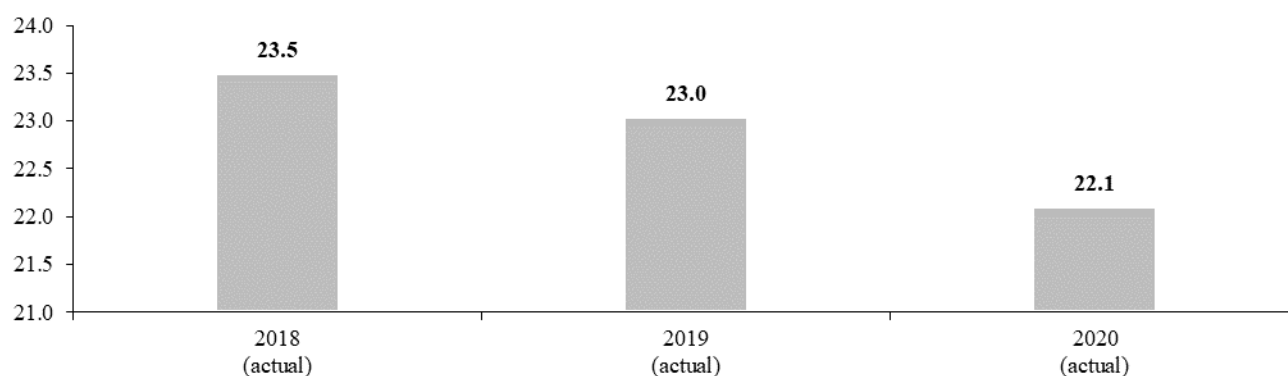
- 26.47 Antibiotics are used to prevent and treat bacterial infections and, since their widespread introduction in the 1940s, have been responsible for reducing mortality and improving life expectancy rates. However, as a consequence of their overuse, antibiotics have become less effective in treating a range of infections, including pneumonia, urinary tract infections, tuberculosis, blood poisoning, gonorrhoea and foodborne diseases. This has resulted in higher medical costs, prolonged hospitalization and increased mortality rates. The subprogramme has sought to reduce the use of antibiotics by establishing a limit on the percentage of prescriptions issued by Agency medical officers for curative diseases, prescribing antibiotics at 25 per cent of total prescriptions issued. This threshold is based on the standard recommended by WHO and is monitored on a quarterly basis.
- 26.48 The subprogramme also introduced technical instruction and management protocols on the 10 most common health conditions encountered at UNRWA health centres to establish uniform procedures for their treatment and to rationalize the prescription-issuing behaviour of Agency medical officers. Furthermore, the subprogramme continued to train UNRWA medical officers on evidence-based medicine, including through the WHO course on standard integrated management of childhood illnesses and the family medicine diploma programme. These training activities enhanced the clinical and diagnostic skills of Agency medical officers, thereby also improving prescription-issuing practice.

#### *Progress towards the attainment of the objective, and performance measure*

- 26.49 The above-mentioned work contributed to the objective, as demonstrated by a decrease in antibiotics prescriptions as a percentage of total prescriptions issued by UNRWA health centres (see figure 26.IV).

Figure 26.IV

**Performance measure: antibiotics prescriptions as a percentage of total prescriptions issued by United Nations Relief and Works Agency for Palestine Refugees in the Near East health centres**



### **Impact of COVID-19 on subprogramme delivery**

- 26.50 Owing to the impact of COVID-19 during 2020, the subprogramme reduced health centre walk-in foot traffic through the establishment of telemedicine consultations in Jordan and Gaza, a lifeline given that the 25 UNRWA health centres in Jordan were temporarily closed upon the order of the host Government from March to May 2020. In addition, the subprogramme introduced a triage protocol to screen patients with respiratory illnesses, separating them from the normal patient flow in order to reduce the potential for the spread of infection. The subprogramme also suspended non-critical services, including preconception care and preventative dental consultations, from March to June 2020, to release capacity within Agency health centres that could be dedicated to addressing COVID-19. In addition, the subprogramme introduced home delivery of medicines for registered non-communicable disease patients to ensure service continuity and reduce patient foot traffic in health centres.
- 26.51 At the same time, however, the subprogramme identified new activities to provide support on issues related to COVID-19, within the overall scope of its objectives, namely by increasing financial subsidies for Palestine refugees hospitalized in Jordan, Lebanon, the Syrian Arab Republic and Gaza. Some 4,221 patients benefited from the extension of that support. The subprogramme also introduced risk communication and community engagement activities in 45 refugee camps in Jordan, Lebanon, Gaza and the West Bank. Further, in cooperation with community volunteers, UNRWA sought to raise awareness of COVID-19 prevention among Palestine refugees.

### **Planned results for 2022**

- 26.52 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### **Result 1: caring for a healthy future<sup>3</sup>**

#### **Programme performance in 2020**

- 26.53 The subprogramme extended primary health-care services through 140 health centres in Jordan, Lebanon, the Syrian Arab Republic, Gaza and the West Bank in 2020. In that regard, 5,798,904 primary health-care consultations were provided during the year. The subprogramme also addressed the increasing prevalence of non-communicable diseases, such as diabetes mellitus, hypertension and cardiovascular and chronic respiratory diseases among Palestine refugees. The subprogramme did so by adopting an “at-risk” approach that, in addition to passive detection of cases, focused on

<sup>3</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 26)).

screening target groups, including persons over 40 years old, persons who are overweight or obese, persons with a family history of non-communicable diseases, smokers and pregnant women. Furthermore, the subprogramme ensured that all non-communicable disease patients received adequate care, including annual health assessments incorporating blood pressure and blood sugar monitoring, body mass index calculations and assessments of control status and counselling on the use of medication, dietary adjustments and other lifestyle changes.

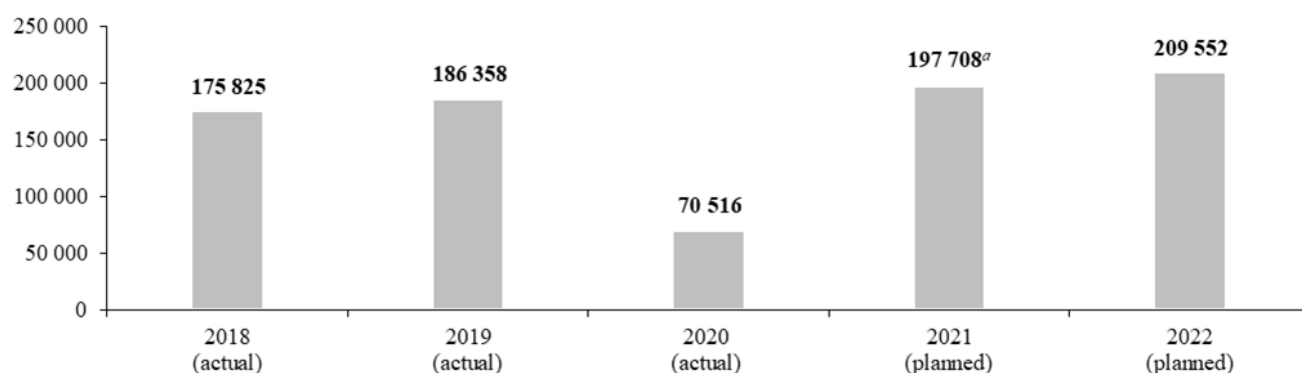
- 26.54 The above-mentioned work contributed to 70,516 Palestine refugees aged 40 years and above being screened for diabetes mellitus in 2020, which did not meet the target of 191,949 Palestine refugees aged 40 years and above being screened reflected in the proposed programme budget for 2020. The target could not be met owing to the onset of COVID-19, which led to service interruptions and the suspension of non-critical services from mid-March to the end of 2020. During that period, only patients exhibiting symptoms of diabetes and hypertension were screened.

### Proposed programme plan for 2022

- 26.55 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to provide Palestine refugees with universal access to primary health-care services across all fields of UNRWA operation. In that regard, through 140 health centres, the subprogramme will provide a range of curative services, pre- and postnatal care and non-communicable disease screening and care. The expected progress is presented in the performance measure below (see figure 26.V).

Figure 26.V

**Performance measure: total number of Palestine refugees aged 40 years and above screened for diabetes mellitus (annual)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

## Result 2: efficient and responsive health services<sup>4</sup>

### Programme performance in 2020

- 26.56 The subprogramme has continued to roll out the e-health system across UNRWA health installations. By the end of 2020, e-health was operational in 139 of 140 health centres and held 3,678,687 patient records. The lone health centre that remains unconnected is in the Syrian Arab Republic, where there are persistent challenges with the electricity supply and Internet connectivity. The subprogramme also updated e-health in 2020 to include the latest international classification of diseases, adopted by UNRWA in January 2020. The use of the updated classification will make e-health data more useful in relation to priority setting, resource allocation and organizational policy formulation. In

<sup>4</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

March 2020, in-person training for Agency e-health users on the updated classification began, in coordination with WHO. The course was transitioned to online learning following the onset of COVID-19 shortly thereafter.

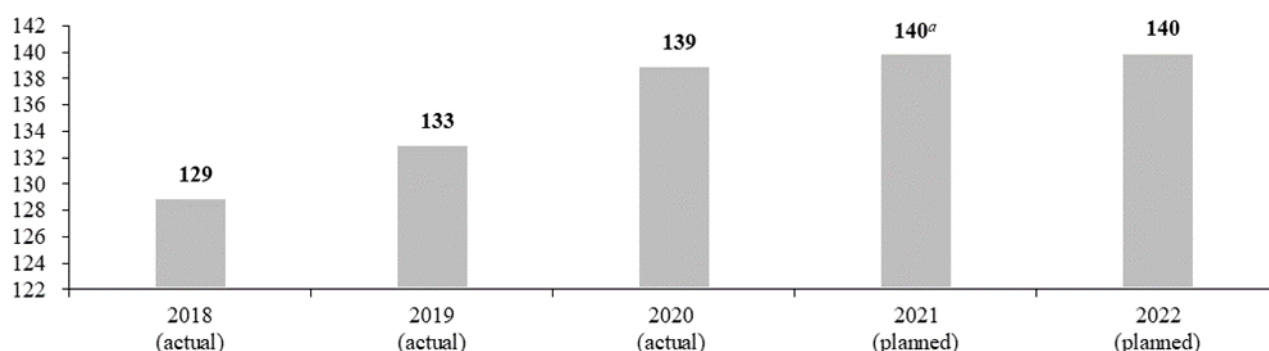
- 26.57 The above-mentioned work contributed to 139 health centres implementing e-health, which exceeded the planned target of 138 health centres reflected in the programme budget for 2021.

#### **Proposed programme plan for 2022**

- 26.58 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will transition e-health to a new, secured platform grounded in a United Nations International Computing Centre cloud-based server. The upgraded system will be more reliable, make data entry more efficient and improve data quality. The implementation of these enhancements will commence in 2022 and is expected to be completed by the end of 2023. The expected progress is presented in the performance measure below (see figure 26.VI).

Figure 26.VI

**Performance measure: total number of United Nations Relief and Works Agency for Palestine Refugees in the Near East health centres having implemented the e-health system (cumulative)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: vaccine-preventable disease outbreaks prevented within Palestine refugee communities**

#### **Proposed programme plan for 2022**

- 26.59 Immunization is an important element of basic care as it protects against deadly diseases that can be prevented through timely interventions during childhood. With the 1974 introduction of the Expanded Programme on Immunization, WHO sought to streamline, develop and expand immunization programmes throughout the world. UNRWA health centres began implementing the Programme in 1979, mirroring its adoption by each host country. In line with the Programme, the subprogramme currently vaccinates 12 and 18-month-old Palestine refugee children against tuberculosis, diphtheria, pertussis, tetanus, polio, measles, mumps, rubella and hepatitis (A and B). The subprogramme's coverage has surpassed the WHO 95 per cent target for immunization coverage for the past two decades. The subprogramme maintains this high rate by: (a) ensuring a consistent supply of vaccines; (b) adhering to an appointment system for vaccinations; (c) continuously following up on patients defaulting on their appointments; and (d) participating in campaigns to educate and encourage parents to have their children immunized.



### *Lessons learned and planned change*

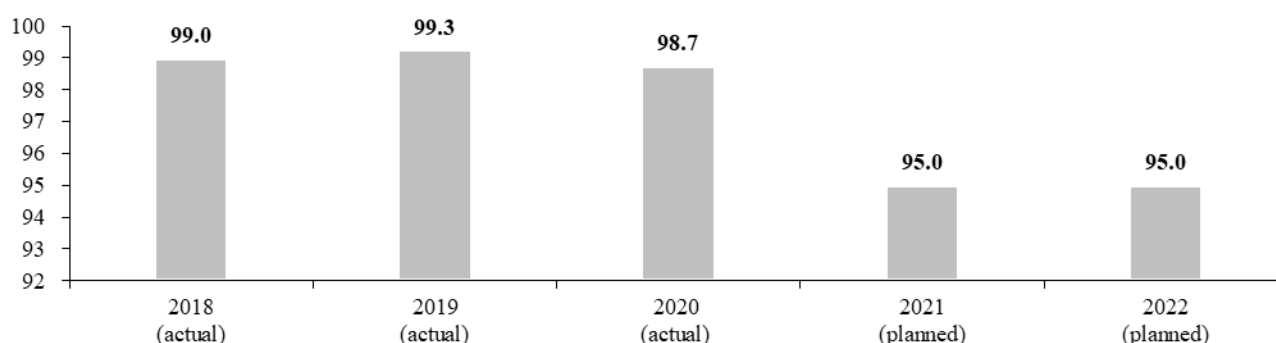
- 26.60 The lesson for the subprogramme highlighted the benefits associated with a collaborative approach in responding to an outbreak of hepatitis A in Rashidieh camp in Lebanon. Here, coordinated actions with the host country's Ministry of Public Health, the camp committee and the UNRWA education and infrastructure and camp improvement programmes ensured that the outbreak was controlled at an early stage. In applying the lesson, the subprogramme will continue to enhance both internal and external coordination to both prevent and respond to disease outbreaks. In addition, hygiene promotion will be conducted in UNRWA schools. The subprogramme will also participate in community engagement activities with host country health ministries and camp committees to improve health awareness and reduce the risk of epidemic propagation.

### *Expected progress towards the attainment of the objective, and performance measure*

- 26.61 This work is expected to contribute to the objective, as demonstrated by the maintenance of the immunization coverage rate for children at 18 months old, who received all booster vaccines at or above the WHO target of 95 per cent (see figure 26.VII).

Figure 26.VII

**Performance measure: percentage of children aged 18 months who received all booster vaccines**



## **Deliverables**

- 26.62 Table 26.4 below lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 26.4

**Subprogramme 2: deliverables for the period 2020–2022, by category and subcategory**

*Category and subcategory*

### **C. Substantive deliverables**

**Direct service delivery:** approximately 9.0 million public health-care consultations; some 90,000 mental health and psychosocial support consultations.

### **Subprogramme 3**

#### **School-aged children complete quality, equitable and inclusive basic education**

#### **Objective**

- 26.63 The objective, to which this subprogramme contributes, is to ensure that school-aged children complete quality, equitable and inclusive basic education.

#### **Strategy**

- 26.64 To contribute to the objective, the subprogramme will enhance the professionalization of teachers through continuous professional development and career progression opportunities and ensure that the textbooks used are developing students' skills and competencies, and promote human rights culture and practices and higher-order thinking skills in UNRWA classrooms. The subprogramme also plans to continue to monitor student performance, ensure safe and secure learning environments, facilitate parent engagement and promote inclusive recreational and extracurricular activities, which will help to make progress towards Sustainable Development Goals 4 and 5. In addition, the subprogramme will continue to enhance the capacity of the Agency's education staff, ensure students identified with a disability receive support meeting their specific needs, assist individuals identified as experiencing a protection risk and work towards healthy and accessible schools, which will help Member States to make progress towards Sustainable Development Goal 10.
- 26.65 The subprogramme plans to provide support on issues related to COVID-19 by implementing a blended learning approach in all schools affected by local restrictions, including the use of self-study through the provision of printed, online and televised materials. The subprogramme will also integrate psychosocial support into its education services, to be provided by counsellors through online and social media channels.
- 26.66 The above-mentioned work is expected to result in:
- (a) The meeting or surpassing of UNRWA targets for the percentage of students performing at the "Achieved" or "Advanced" levels in the triannual monitoring of learning achievement tests, to be conducted in either the third quarter of 2021 or the first quarter of 2022;
  - (b) A reduction in inequalities and in the gap in student performance in monitoring of learning achievement testing;
  - (c) Fewer children having to repeat a grade or dropping out of school completely.
- 26.67 The planned support on issues related to COVID-19 is expected to result in:
- (a) The continuation of basic education for all pupils enrolled in Agency schools despite the periodic physical closure of schools and implementation of mixed learning methods on account of COVID-19;
  - (b) Enhanced well-being for all students, particularly vulnerable students, during periods of prolonged lockdowns and movement restrictions due to COVID-19, which is specified in more detail under result 3 below.

#### **Programme performance in 2020**

- 26.68 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

### Improved education through increased parental involvement

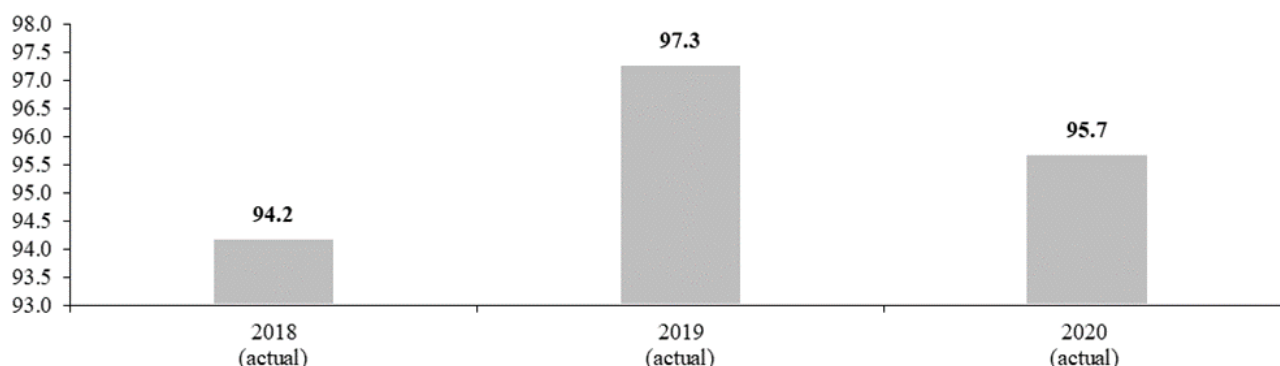
- 26.69 Educational research consistently suggests that parental engagement with children's education is a strong predictor of student participation, achievement and attainment. The subprogramme engages parents in supporting their children's education through regular awareness sessions for parents on a variety of topics, including psychosocial support, safety and security. UNRWA also considers parent-teacher associations to be a reliable mechanism to increase parental engagement and has established such associations in all 709 Agency schools, in accordance with the Agency's regulatory framework and educational policies, strategies and principles. Parent-teacher associations help strengthen links between students, teachers, parents and community members so that they can share ideas and be actively involved in the school's work.
- 26.70 The subprogramme also engages parents and the community in the students' learning process, including in times of emergencies, through the parent-teacher associations. Furthermore, the subprogramme uses the associations to mobilize community support for school events and facilitates the organization of recreational and educational activities for students by the associations.

#### *Progress towards the attainment of the objective, and performance measure*

- 26.71 The above-mentioned work contributed to the objective, as demonstrated by the percentage of active parent-teacher associations in place, despite the slight reduction in performance owing to disruption caused by COVID-19 (see figure 26.VIII).

Figure 26.VIII

**Performance measure: percentage of active parent-teacher associations in place in United Nations Relief and Works Agency for Palestine Refugees in the Near East schools**



### Impact of COVID-19 on subprogramme delivery

- 26.72 Owing to the impact of COVID-19 during 2020, the subprogramme postponed triennial monitoring of learning achievement tests for all grade 4 and grade 8 students, which were originally scheduled to be conducted in March 2020, to 2021. The subprogramme also transitioned to a remote learning approach for all 528,846 students enrolled in basic education in Jordan, Lebanon, the Syrian Arab Republic, Gaza and the West Bank following the physical closure of schools in March 2020 until the end of the 2019/20 school year. Remote learning continued in most fields during the 2020/21 school year. UNRWA schools provided self-learning materials to students through email, online platforms and social media. Hard copies of materials were also printed and distributed to students who did not have access to the Internet.
- 26.73 At the same time, however, the subprogramme identified new activities on issues related to COVID-19, within the overall scope of its objectives, namely the introduction of catch-up classes for students who fell behind in their learning, either owing to challenges with access to self-learning or limitations in relation to the curriculum materials offered. The subprogramme also launched an awareness-raising campaign targeting students at Agency schools on health and hygiene to help prevent the transmission of COVID-19 by actively engaging students to develop and share their own messages.

## Planned results for 2022

- 26.74 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### Result 1: learning side by side: inclusive education<sup>5</sup>

#### Programme performance in 2020

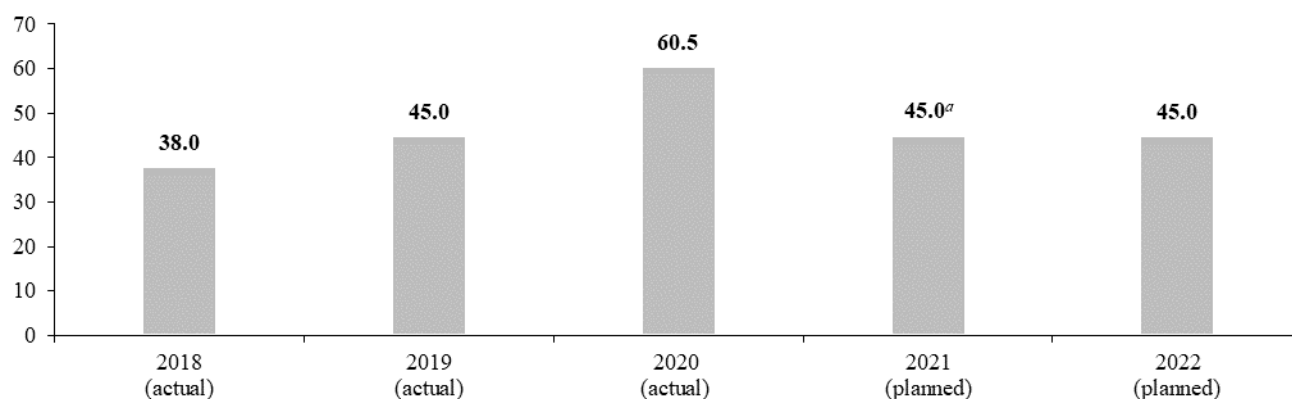
- 26.75 The subprogramme has strengthened the inclusive education approach to ensuring that all Palestine refugee children and young people, regardless of gender, ability, disability, socioeconomic status, health and psychosocial need, have an equal opportunity for learning in Agency schools and are supported in developing their full potential. The subprogramme has continued to strengthen student support teams, comprising school principals, teachers, school counsellors and health tutors, in all five fields of operation. The subprogramme also conducted virtual outreach sessions with parents and students, designed to build a supportive and destigmatized environment around students with disabilities. Furthermore, the subprogramme upgraded 10 schools to improve the overall accessibility for Palestine refugee students, and in addition, one school was constructed in accordance with the Technical Standards and Guidelines to Ensure Physically Accessible Environments at UNRWA Premises. The subprogramme also modernized its data capture techniques on students identified as having a disability in order to improve the accuracy and reliability of data used to target support to students.
- 26.76 The above-mentioned work contributed to 60.54 per cent of students being identified as having a disability and receiving support, which exceeded the planned target of 53 per cent of students being identified as having a disability and receiving support reflected in the proposed programme budget for 2020.

#### Proposed programme plan for 2022

- 26.77 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to utilize and build the capacity of student support teams. The subprogramme will also continue to upgrade Agency schools to improve accessibility for Palestine refugee students. The expected progress is presented in the performance measure below (see figure 26.IX).

Figure 26.IX

**Performance measure: percentage of students identified as having a disability who receive support**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

<sup>5</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 26)).

**Result 2: improved grades through school quality assurance<sup>6</sup>****Programme performance in 2020**

- 26.78 The subprogramme has continued to support the work of school quality assurance units in each field office, which were established in 2014, to implement the UNRWA quality assurance system. The implementation of school quality assurance was limited in 2020 owing to the closure of schools following the onset of COVID-19 and the refocusing of efforts to transition all students to remote learning. The subprogramme therefore developed and reviewed materials to enhance the capacity of the education support cadre to adapt and implement the school quality assurance process in the light of the new challenges caused by the pandemic.
- 26.79 The above-mentioned work contributed to the continuation of the school quality assurance process in Agency schools, which, in turn, is expected to lead to improved learning, which did not meet the planned target of 65 per cent of students performing at the “Achieved” or “Advanced” levels in the monitoring of learning achievement Arabic language tests in grade 8, reflected in the proposed programme budget for 2021. In view of the closure of UNRWA schools caused by COVID-19, monitoring of learning achievement tests were postponed from spring 2020 to either the third quarter of 2021 or the first quarter of 2022, dependent on the lifting of local restrictions on the reopening of schools in all Agency fields of operation.

**Proposed programme plan for 2022**

- 26.80 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will resume regular visits by school quality assurance units to UNRWA schools as they reopen. The subprogramme will also undertake a classroom observation study, which will be used, together with monitoring of learning tests, to evaluate teaching and learning quality. The expected progress is presented in the performance measure below (see table 26.5).

Table 26.5

**Performance measure**

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)</i>	<i>2022 (planned)</i>
Analysis of the 2016 monitoring of learning test results were finalized and schools were categorized according to the support needed to improve performance. School improvement plans were put in place	<ul style="list-style-type: none"> <li>A guidance manual for the implementation of performance improvements was made available to all schools in Arabic and English</li> <li>Teacher capacity on assessment skills strengthened and enrichment materials for mathematics and Arabic introduced as part of the implementation of school improvement plans</li> </ul>	Modules on constructive learning approaches and classroom practices embedded into teacher and support cadre training programmes as part of the implementation of school improvement plans	Monitoring of learning tests in Arabic and mathematics takes place in all UNRWA schools for students at grade 4 and grade 8. Some 64.7 per cent of students are targeted to perform at the “Achieved” or “Advanced” levels in monitoring of learning achievement Arabic language tests in grade 8	Analysis of monitoring of learning achievement test results available to inform education programme adjustments at Agency-wide, field-specific and school-specific levels

<sup>6</sup> As reflected in the proposed programme budget for 2021 (A/75/6/Add.1).

**Result 3: increased education efficiency linked to reduced drop-out rates****Proposed programme plan for 2022**

- 26.81 Sustainable Development Goal 4 includes targets to ensure that school-aged children complete quality, equitable and inclusive basic education. An important measure of inclusiveness is education participation, which can be increased through an efficient education system that seeks to minimize grade repetition and drop-out rates among students through the adoption of inclusive education practices. The efficiency of the UNRWA education system is gauged through the coefficient of internal efficiency, which measures the ideal number of pupil-years required to produce a number of graduates from a given school-cohort for a cycle of education. For instance, a coefficient of 1 implies that all students who enrolled in grade 1 also graduate from grade 9/10 in the ideal number of years, without any of those students dropping out or repeating a school year. The subprogramme has, in line with the Agency's 2013 inclusive education policy: (a) enhanced the capacity of UNRWA education staff; (b) ensured students identified with a disability have received support meeting their specific needs; (c) assisted individuals identified as experiencing a protection risk; and (d) worked towards creating healthy and accessible schools.

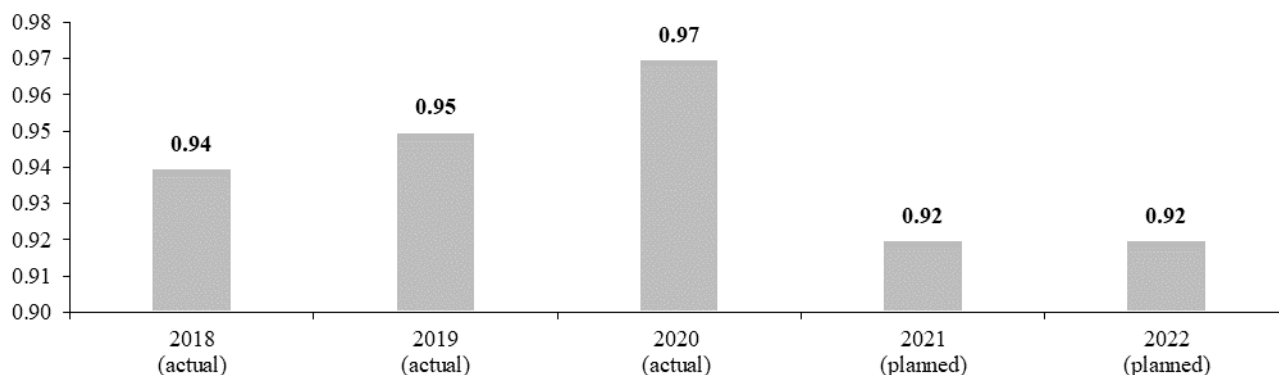
*Lessons learned and planned change*

- 26.82 The lesson for the subprogramme was that it needed to adapt its inclusive education practices and systems in the light of the transition to remote learning owing to the onset of COVID-19. Inclusive education ensures that students are provided with support specific to their learning needs. That support, in turn, helps to keep students engaged in the learning process and reduce drop-out rates, which is an important component in ensuring education system efficiency. In applying the lesson, the Agency will continue to draw on its significant experience in providing education in emergencies. The Agency will establish a task force to determine how best to respond to challenges in relation to the implementation of inclusive education. The task force will capture the Agency's education system response, including lessons learned, and disseminate its findings to UNRWA schools in the form of best practices.

*Expected progress towards the attainment of the objective, and performance measure*

- 26.83 This work is expected to contribute to the objective, as demonstrated by a coefficient of internal efficiency of the Agency's education system at or above the UNRWA benchmark of 0.92 (see figure 26.X).

Figure 26.X

**Performance measure: coefficient of internal efficiency****Deliverables**

- 26.84 Table 26.6 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 26.6

**Subprogramme 3: deliverables for the period 2020–2022, by category and subcategory**

*Category and subcategory*

**C. Substantive deliverables**

**Direct service delivery:** some 550,000 students enrolled in education services.

**Subprogramme 4  
Palestine refugee capabilities are strengthened for increased  
livelihood opportunities**

**Objective**

- 26.85 The objective, to which this subprogramme contributes, is to ensure that Palestine refugee capabilities are strengthened for increased livelihood opportunities.

**Strategy**

- 26.86 To contribute to the objective, the subprogramme will provide financial services such as diversified loan products covering businesses, consumption and housing needs to low-income Palestine refugees, women and youth through a network of 23 microfinance branches in Jordan, the Syrian Arab Republic, Gaza and the West Bank. The subprogramme also plans to create employment opportunities for Palestine refugees through infrastructure and construction projects in camps, which will help to make progress towards Sustainable Development Goals 1 and 8. In addition, the subprogramme will provide quality and relevant technical and vocational education and training at its vocational training centres and education science facilities for degree-level teacher education in the West Bank (Education Science Faculty) and Jordan (Faculty of Educational Sciences), focusing on vulnerable young people whose families are recipients of the social safety net programme and continue the provision of an UNRWA-wide donor-funded scholarships programme, which will help Member States to make progress towards Sustainable Development Goals 4, 5, 8 and 10.
- 26.87 The subprogramme plans to provide support on issues related to COVID-19 by expanding its offering of small enterprise loans for existing businesses and start-up efforts in Jordan, the Syrian Arab Republic, Gaza and the West Bank and by promoting Palestine refugee employment opportunities in construction and infrastructure works in all fields of UNRWA operation to, among other things, reduce the lasting economic impact on businesses and loss of livelihoods owing to COVID-19. The subprogramme will also implement a blended learning approach at all vocational training centres, the Education Science Faculty and the Faculty of Educational Sciences affected by local restrictions owing to COVID-19 closures, utilizing a dedicated online platform through which course material is shared.
- 26.88 The above-mentioned work is expected to result in:
- (a) Inclusive economic growth;
  - (b) An increase in employment opportunities, decent work and poverty reduction;
  - (c) A sustained high percentage of all vocational training centre, Education Science Faculty and Faculty of Educational Sciences graduates employed.
- 26.89 The planned support on issues related to COVID-19 is expected to result in:
- (a) The stimulation of investment, job creation, economic growth and innovation driven by small enterprises and construction and infrastructure works for Palestine refugees affected by a loss of livelihood due to the economic impact of COVID-19;

- (b) The continuation of education for all students enrolled in vocational training centres, the Education Science Faculty and the Faculty of Educational Sciences despite the physical closure of vocational and technical training centres due to COVID-19.

### Programme performance in 2020

- 26.90 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### Improved adoption of and tailored microfinance options for women entrepreneurs

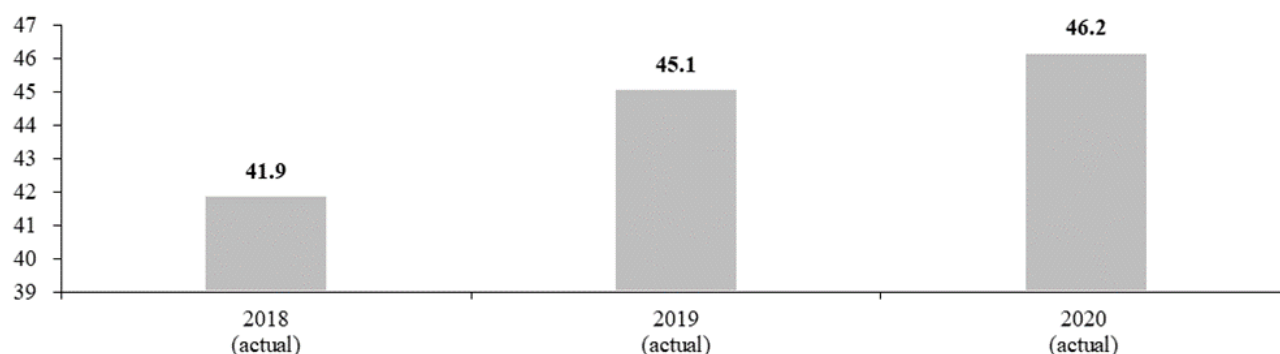
- 26.91 Across the Near East, women remain severely underrepresented in the labour force. In 2019, according to the International Labour Organization, women's labour force participation was 14 per cent in Jordan and the Syrian Arab Republic, 18 per cent in Gaza and the West Bank and 23 per cent in Lebanon. The subprogramme seeks to address this by promoting livelihood opportunities for women through tailored microfinance products for female clients. These products include the women's household credit, which is a home-based loan that allows recipients to purchase household assets through income-generating activities. Many women's household credit clients are the primary breadwinner for their household, in addition to having family responsibilities.
- 26.92 The subprogramme also encourages women entrepreneurs by promoting female clients for micro-enterprise "credit plus" loans. This product helps micro-enterprises to build up and maintain reserves of short-term working capital and provides financing for expansion.

#### *Progress towards the attainment of the objective, and performance measure*

- 26.93 The above-mentioned work contributed to the objective, as demonstrated by an increasing percentage of all microfinance loan products provided to women clients (see figure 26.XI).

Figure 26.XI

**Performance measure: percentage of all microfinance loan products provided to women**



#### Impact of COVID-19 on subprogramme delivery

- 26.94 Owing to the impact of COVID-19 during 2020, the subprogramme was forced to close microfinance branch offices, suspend the issuance of new microfinance loans and defer loan repayments between March and May. Following the reopening of microfinance branch offices, the subprogramme adopted a conservative lending approach in relation to new microfinance loans. As a result, the number of clients with Agency microfinance loans was 21,339 by the end of 2020, a decrease from the 35,576 client loans at the end of 2019. In relation to technical and vocational education and training, the subprogramme transitioned to a self-learning approach for all 10,237 students enrolled in vocational training centres, the Education Science Faculty and the Faculty of Educational Sciences following the physical closure of training centres from March 2020 to the start of the 2020/21 academic year. Learning materials were made available through online platforms, and students without connectivity



were provided with Internet packages. Those changes had an impact on programme performance in 2020, as specified under results 1 and 2 below.

- 26.95 At the same time, however, the subprogramme identified new activities on issues related to COVID-19, within the overall scope of its objectives, namely the procurement of devices and Internet access for vulnerable students enrolled in vocational training centres to allow them to continue their technical and vocational education and training. The subprogramme also introduced psychosocial support, which was available for all vocational training centre, Education Science Faculty and Faculty of Educational Sciences students through individual and group counselling sessions conducted online and through social media channels.

## Planned results for 2022

- 26.96 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### Result 1: microfinance: client-focused interventions<sup>7</sup>

#### Programme performance in 2020

- 26.97 The subprogramme has continued to provide access to loan products for Palestine refugees and members of other vulnerable and marginalized groups who would normally be ineligible for such products as they possess few assets for use as collateral. One of the key target groups for UNRWA microfinance products has been young people aged 18–30 years in Jordan, the Syrian Arab Republic, Gaza and the West Bank. Young people face high levels of unemployment across all fields of Agency operation. In 2019, according to the International Labour Organization, youth unemployment ranged from 20.8 per cent in the Syrian Arab Republic to 37.3 per cent in Jordan and 40.0 per cent in Gaza and the West Bank.<sup>8</sup> The subprogramme offered specific support to young people by offering Mubadarati (initiative) loans to young men and women aged 18–30 to start new businesses that create self-employment and employment opportunities for others. When launched in 2012, the Mubadarati was the first youth start-up loan product of its kind in the region.
- 26.98 The above-mentioned work contributed to 4,950 young people receiving microfinance loans. The number of new microfinance loans disbursed to young people in 2020 decreased by 47.6 per cent compared to 2019 owing to challenges associated with COVID-19 as described in result 2 (expanded access to microfinance) below.

#### Proposed programme plan for 2022

- 26.99 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to target young people for UNRWA microfinance products, especially those seeking to start new businesses that create self-employment and employment opportunities for others. The expected progress is presented in the performance measure below (see table 26.7).

<sup>7</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 26)).

<sup>8</sup> Unemployment, youth total (percentage of total labour force ages 15–24), <https://data.worldbank.org/indicator/SL.UEM.1524.ZS>.

Table 26.7  
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
10,695 young people received UNRWA microfinance products, valued at \$10,220,460	9,444 young people received UNRWA microfinance products, valued at \$8,806,956	4,950 young people received microfinance products, valued at \$4,011,311	14,748 young people are expected to receive UNRWA microfinance products with an increase in the value of loans provided	15,043 young people are expected to receive UNRWA microfinance products with an increase in the value of loans provided

## Result 2: expanded access to microfinance<sup>9</sup>

### Programme performance in 2020

- 26.100 The subprogramme has continued to provide access to loan products for Palestine refugees and other vulnerable and marginalized groups who would normally be ineligible for such products as they possess few assets for use as collateral. In 2020, the subprogramme provided loans to 21,339 clients, including 8,200 Palestine refugees. The subprogramme also expanded its operations in the Syrian Arab Republic through the opening of a new credit unit in Sahnaya, the targeting of new clients in Husayniyah and the reduction of interest rates for Palestine refugee clients to stimulate business. These efforts increased the number of Palestine refugee clients in the Syrian Arab Republic by 13 per cent compared to 2019.
- 26.101 The above-mentioned work contributed to 21,339 clients receiving microfinance loans, which did not meet the target of 46,969 loan recipients reflected in the proposed programme budget for 2021. The target was not met owing to: (a) a decrease in the number of potential clients with a sufficient creditworthiness rating to take out a loan, which was possibly linked to an overall deterioration in the economic situation in Jordan, the Syrian Arab Republic, Gaza and the West Bank as a result of COVID-19; (b) the suspension of microfinance loans to new clients and the closure of microfinance branch offices between March and May; and (c) the adoption of a conservative lending approach in relation to new microfinance loans following the resumption of microfinance programming.

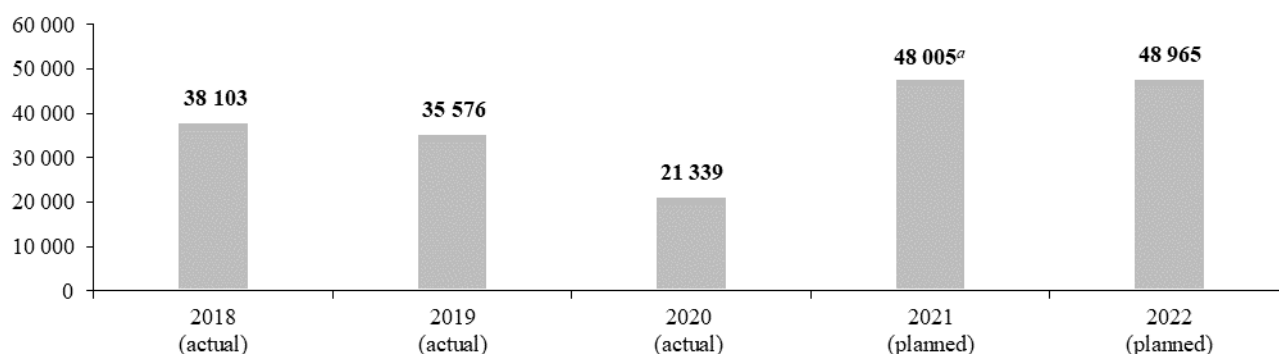
### Proposed programme plan for 2022

- 26.102 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will direct its efforts to alleviating the economic impact of COVID-19 on Palestine refugees and other vulnerable and marginalized groups by disbursing microfinance loans in Jordan, the Syrian Arab Republic, Gaza and the West Bank. In this respect, the subprogramme plans to disburse 48,965 microfinance loans in 2022. The expected progress is presented in the performance measure below (see figure 26.XII).

<sup>9</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

Figure 26.XII

**Performance measure: total number of clients receiving financial services (microfinance loans) (annual)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023

### **Result 3: improved youth employment through vocational training**

#### **Proposed programme plan for 2022**

- 26.103 The subprogramme provides technical and vocational education and training to young Palestine refugees, equipping them with the relevant skills and expertise for labour markets across the Middle East. The subprogramme operates eight vocational training centres and enrolls approximately 8,000 students onto its courses each year. Three types of courses are offered: (a) semi-professional courses of two-year duration (technician level) at the post-secondary school level for those who have successfully completed year 12 of schooling; (b) trade courses (vocational) of a one-year (skilled labourer level) and two-year (craftsman level) duration for those who have successfully completed at least years 9 or 10 of schooling; and (c) short-term courses to prepare young Palestine refugees for employment in sectors where there is a high demand in the labour market. A range of specializations are covered, such as mechanics, building construction, plumbing, refrigeration, electrical installations, auto electrical installations and electronics, communication systems, mobile maintenance, hair-dressing and fashion design, graphic design, accounting, assistant pharmacist, nursing, medical records and physiotherapy.

#### *Lessons learned and planned change*

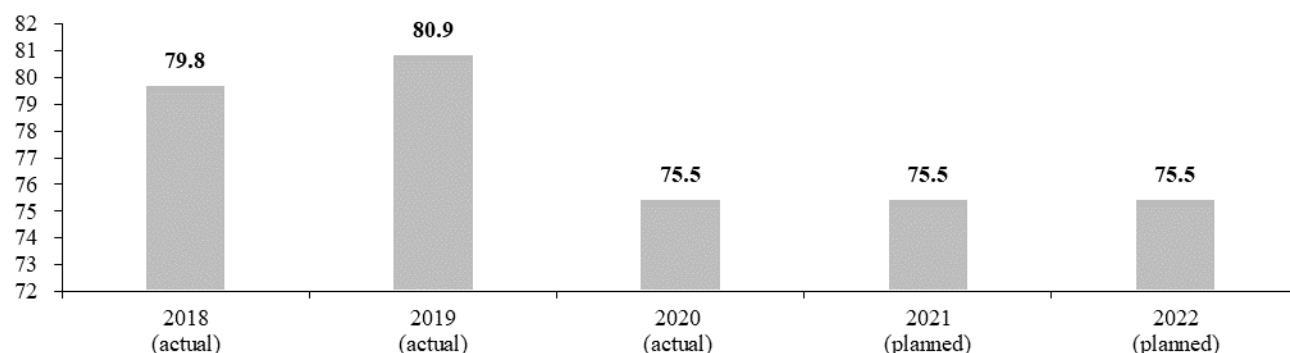
- 26.104 The lesson for the subprogramme was that it needed to focus on developing the capacity of technical and vocational education and training students and instructors to engage in remote learning during the closure of vocational training centres due to COVID-19. In applying the lesson, the subprogramme will enhance access to remote learning for the students and instructors by procuring learning devices and connectivity packages. The subprogramme will also invest in training instructors in the skills needed to effectively deliver technical and vocational education and training remotely.

#### *Expected progress towards the attainment of the objective, and performance measure*

- 26.105 This work is expected to contribute to the objective, as demonstrated by the maintenance of the percentage of vocational training centre graduates gaining employment within one year of graduation in 2020, despite the economic downturns and increasing levels of unemployment affecting UNRWA host countries (see figure 26.XIII).

Figure 26.XIII

**Performance measure: percentage of vocational training centre graduates employed within one year of graduation**



## Deliverables

26.106 Table 26.8 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 26.8

**Subprogramme 4: deliverables for the period 2020–2022, by category and subcategory**

*Category and subcategory*

### C. Substantive deliverables

**Direct service delivery:** issuance of microfinance loans valued at \$48,698,929; approximately 10,000 enrolments in technical and vocational education and training and the youth programme; and some 2,000 job placements created as full-time equivalents.

## Subprogramme 5

**Palestine refugees are able to meet their basic human needs of food, shelter and environmental health**

### Objective

26.107 The objective, to which this subprogramme contributes, is to ensure that Palestine refugees are able to meet their basic human needs of food, shelter and environmental health.

### Strategy

26.108 To contribute to the objective, the subprogramme will assist in the mitigation and reduction of abject poverty and food insecurity among Palestine refugees through the distribution of cash-based and in-kind social transfers to persons in need, including those in abject poverty (those who are unable to meet their basic food needs) and households headed by women, the elderly and persons with disabilities, which will help to make progress towards Sustainable Development Goals 1, 2, 5 and 10. The subprogramme will continue to provide safe and habitable shelters for Palestine refugees through the rehabilitation of substandard shelters for the most vulnerable Palestine refugees, which will help to make progress towards Sustainable Development Goals 1, 10 and 11. In addition, the subprogramme will continue to provide Palestine refugees living in camps with effective environmental health services, including equitable and sufficient water for their basic needs, storm water drainage systems, solid waste collection and sewerage systems, which will help to make progress towards Sustainable Development Goals 6 and 12.

- 26.109 The subprogramme plans to provide support on issues related to COVID-19 by increasing the value of in-kind and cash-based social transfers to existing vulnerable recipients of social transfer programmes and enrolling additional refugees who have been identified as being in need to mitigate additional ongoing socioeconomic hardship due to COVID-19 and the recovery phase. The subprogramme will also look to expand its shelter rehabilitation activities and improve water and sewage networks in camps to mitigate against risks of COVID-19 transmission associated with overcrowding and poor sanitation.
- 26.110 The above-mentioned work is expected to result in:
- (a) An increase in resilience among the target population in the face of economic hardship and restricted household income;
  - (b) An improvement in the safety and protection of Palestine refugee families;
  - (c) An improvement in environmental health and infrastructure services, including access to safe drinking water, sanitation, drainage, electricity and waste disposal, for Palestine refugees living in camps.
- 26.111 The planned support on issues related to COVID-19 is expected to result in:
- (a) Mitigation of the economic impact of COVID-19 on the most vulnerable and provision for their socioeconomic needs;
  - (b) An improvement in hygiene conditions in crowded refugee camps and enhanced public health to prevent the spread of diseases, including COVID-19.

### **Programme performance in 2020**

- 26.112 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

#### **Safeguarding sanitation in refugee camps during the pandemic**

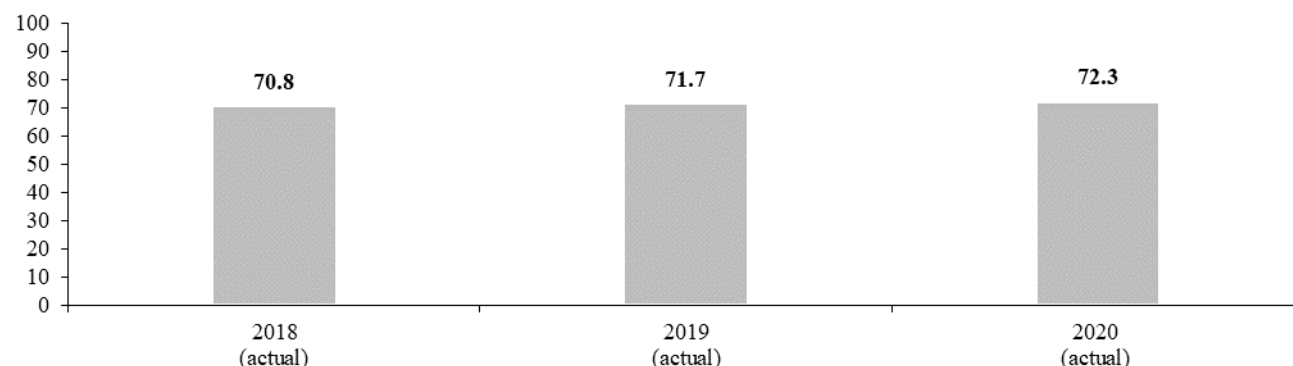
- 26.113 Over the last 70 years, the 58 official Palestine refugee camps in Jordan, Lebanon, the Syrian Arab Republic, Gaza and the West Bank have grown organically into highly congested spaces characterized by concentrations of poverty and extreme overcrowding, and some lack proper sewerage and drainage systems. These conditions make Palestine refugees susceptible to air- and water-borne diseases such as diarrhoea, cholera and hepatitis. The subprogramme has worked with Palestine refugees to improve the physical and social environment of the camps through a community-driven planning approach to improvements that include refugees in both the planning and design processes.
- 26.114 The subprogramme also collaborated with the host Governments in all five fields of Agency operation to ensure Palestine refugees residing in official camps have access to safe drinking water through comprehensive water-supply networks. Host Governments are responsible for the provision of public services to these camps; UNRWA, however, connected an increased number of shelters to official water networks, replaced water pipes, installed water treatment systems and implemented a range of measures to improve water production and quality at source. Furthermore, the subprogramme improved sewerage systems, waste removal services, storm-water drainage and rodent-control services.

#### *Progress towards the attainment of the objective, and performance measure*

- 26.115 The above-mentioned work contributed to the objective, as demonstrated by the increase in the percentage of shelters in official camps connected to adequate water supply services (see figure 26.XIV).

Figure 26.XIV

**Performance measure: percentage of shelters in camps connected to adequate water supply services**



### Impact of COVID-19 on subprogramme delivery

- 26.116 Owing to the impact of COVID-19 during 2020, the subprogramme changed its approach to food assistance by providing home deliveries of food packages in Gaza rather than through collection at crowded distribution centres. Food assistance was delivered to 226,578 Palestine refugee households in Gaza (1,109,778 individuals) in the first half of 2020. The subprogramme also postponed camp improvement works in Lebanon and Gaza between March and May 2020 due to movement restrictions which hampered the ability to receive supplies and access project sites.
- 26.117 At the same time, however, the subprogramme identified new activities on issues related to COVID-19, within the overall scope of its objectives, namely the enhancement of cash assistance to Palestine refugees in all fields of operation to mitigate additional socioeconomic hardship due to COVID-19. In this regard, top-up cash assistance payments benefited 840,746 Palestine refugees in Jordan, Lebanon, the Syrian Arab Republic and Gaza in 2020. The subprogramme also enhanced solid waste collection and sanitation activities in refugee camps. Disinfection campaigns were held in all 58 official refugee camps and additional sanitation labourers were hired in Jordan, Lebanon, the Syrian Arab Republic, Gaza and the West Bank.

### Planned results for 2022

- 26.118 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

### Result 1: expansion of the Agency's social safety net programme<sup>10</sup>

#### Programme performance in 2020

- 26.119 The subprogramme has continued to reform the Agency's social safety net programme. This included the establishment of a minimum basic social assistance floor in those fields of UNRWA operations with very high poverty rates and afflicted by chronic crises, such as the Syrian Arab Republic and Gaza. In the Syrian Arab Republic, all Palestine refugees received a cash transfer of \$9 per person per month as part of the Agency's emergency programme response, which was supplemented by an additional \$5 per person per month for the most vulnerable, including households headed by women, the elderly and persons with disabilities, under the social safety net programme. In Gaza, preparations were implemented towards the 2021 transition to universal food assistance provided through the Agency's emergency programme response, supplemented by cash payments for vulnerable groups under the social safety net programme. The subprogramme also increased the

<sup>10</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 26)).

transfer value of the social safety net programme in Jordan and Lebanon to accommodate consumer price inflation and to maintain the purchasing power of the transfer value against a baseline set in 2016. However, the transfer value of the social safety net programme remains at only 20 per cent of minimum food requirements in Jordan and the West Bank and below 13 per cent in Lebanon.

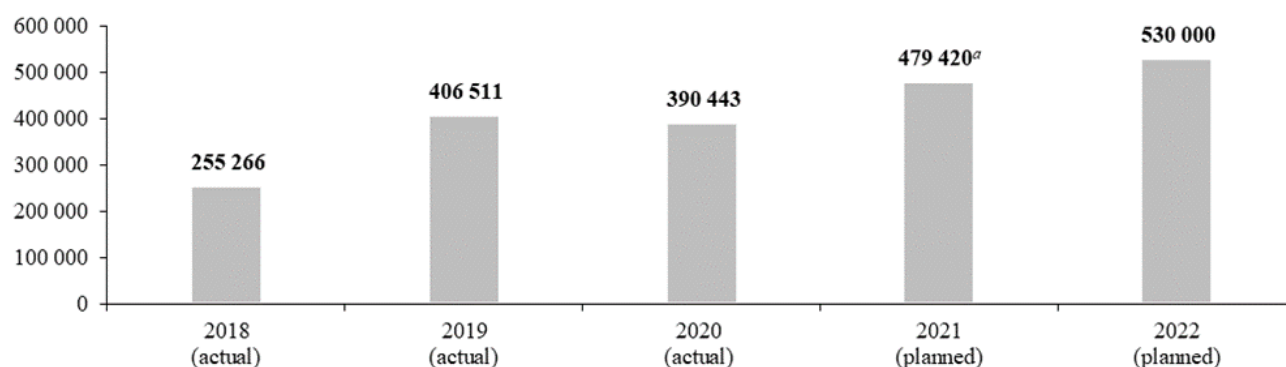
- 26.120 The above-mentioned work contributed to 390,443 poor and vulnerable refugees receiving assistance through the social safety net programme, which did not meet the target of 475,213 reflected in the proposed programme budget for 2020. In view of the pandemic, a socioeconomic survey to be implemented in Lebanon, which was expected to provide the basis for the reform and expansion of the social safety net programme, had to be deferred to 2021.

### Proposed programme plan for 2022

- 26.121 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will conduct a socioeconomic survey and implement a high-frequency situation monitoring approach in Lebanon which will provide a basis of evidence for introducing emergency cash assistance to Palestine refugees in Lebanon, as well as for increasing the transfer value of the social safety net programme. Crisis situation monitoring will be implemented on a biannual basis in Gaza and the Syrian Arab Republic to keep track of the economic situation affecting Palestine refugees and report on the effectiveness and relevance of relief assistance interventions. The social safety net programme in Jordan and the West Bank will also be better aligned with host country social assistance schemes to offer targeting and transfer value equivalency, thereby preventing duplicative coverage, and in the case of Jordan, increasing the inclusion of populations excluded by the host country's programmes. The expected progress is presented in the performance measure below (see figure 26.XV).

Figure 26.XV

**Performance measure: total number of poor and vulnerable refugees receiving assistance (annual)**



<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### Result 2: targeting those most in need through the social safety net programme<sup>11</sup>

#### Programme performance in 2020

- 26.122 The subprogramme has continued to provide eligible refugees with in-kind food assistance and cash-based transfers under the social safety net programme. These transfers contributed to poverty mitigation for Palestine refugees across the Agency's fields of operations, with priority focus on those in abject and absolute poverty. While the social safety net programme was reformed in the Syrian Arab Republic to target beneficiaries based on vulnerability criteria, the eligibility of Palestine refugees to receive social transfers under the social safety net programme in Jordan,

<sup>11</sup> As reflected in the programme budget for 2021 (A/75/6/Add.1).

Lebanon, the Syrian Arab Republic and the West Bank continued to be determined based on poverty-based criteria. This entails the use of a proxy means testing formula which includes a detailed analysis of the underlying causes of poverty, costs of food commodities and socioeconomic and protection factors. In 2020, information for this analysis was obtained through data pertaining to national poverty lines and the consumer price index, as well as through telephone interviews with social safety net programme applicants, following the suspension of home visits at the onset of the COVID-19 pandemic. The proxy means testing formula allows the Agency to assess whether social safety net programme beneficiaries and applicants are in abject poverty (food insecure) or absolute poverty (not able to meet the entire basket of basic needs, including food).

- 26.123 The above-mentioned work contributed to the social transfers through the social safety net programme received by 255,448 Palestine refugees in Jordan, Lebanon, Gaza and the West Bank using poverty-based criteria and by 134,995 Palestine refugees in the Syrian Arab Republic targeted using vulnerability-based criteria. The number of recipients of social transfers reflects a decrease of approximately 4 per cent compared with 2019 owing to the challenges caused by COVID-19 in conducting home visits for the purpose of completing proxy means testing on existing and prospective social safety net programme recipients, as described in paragraph 26.122 above. The previous performance measure reflected in [A/75/6/Add.1](#) is reported in figure 26.XV.

### Proposed programme plan for 2022

- 26.124 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to maintain updated information on national poverty lines and the consumer price indices in the fields of UNRWA operation. The subprogramme will also continue to undertake telephone interviews or, should the public health situation allow, home visits to social safety net programme applicants by Agency social workers to conduct poverty assessments. The expected progress is presented in the performance measure below (see table 26.9).

Table 26.9

### Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)</i>	<i>2022 (planned)</i>
Social transfers through the social safety net programme received by 255,266 Palestine refugees in Jordan, Lebanon, Gaza and the West Bank determined through poverty-based criteria. The social safety net programme remained suspended in the Syrian Arab Republic as poverty-based targeting could not be implemented	Social transfers through the social safety net programme received by 406,511 Palestine refugees in Jordan, Lebanon, Gaza and the West Bank determined through poverty-based criteria. The social safety net programme was reintroduced in the Syrian Arab Republic for 16,071 Palestine refugees targeted using a vulnerability-based targeting criteria	Social transfers through the social safety net programme received by 255,448 Palestine refugees in Jordan, Lebanon, Gaza and the West Bank through poverty-based criteria and by 134,995 Palestine refugees in the Syrian Arab Republic targeted through vulnerability-based criteria	Social transfers through the social safety net programme received by a total of 479,420 Palestine refugees in Jordan, Lebanon, the Syrian Arab Republic, Gaza and the West Bank. Universal food assistance will be introduced in Gaza, supplemented by cash assistance targeted through vulnerability-based criteria	Social transfers through the social safety net programme received by a total of 530,000 Palestine refugees in Jordan, Lebanon, the Syrian Arab Republic, Gaza and the West Bank. Progress on the reform of the social safety net programme in Lebanon and progress on preparations for reform of the social safety net programme in Jordan and the West Bank



### Result 3: safe and habitable shelters for vulnerable Palestine refugees

#### Proposed programme plan for 2022

- 26.125 Since their establishment, the 58 official refugee camps across the Agency's five fields of operation have transformed from temporary shelters into highly urbanized and overcrowded spaces. Owing to conflict, increases in the refugee population, difficult economic conditions and limited space, many shelters have become critically substandard. The majority of shelters contain asbestos, zinc or temporary roofing that constitute acute health risks, and many also suffer from poor sanitation and a lack of ventilation. As of 2020, there were an estimated 40,000 substandard shelters, excluding those that have been affected by hostilities in Lebanon, the Syrian Arab Republic and Gaza. The subprogramme is dedicated to upgrading critically substandard shelters and prioritizes support for the most vulnerable Palestine refugees in accordance with a number of criteria, including poverty status, family size, number of persons in the family with a disability, amount of time waiting for shelter rehabilitation and the type of head of household (e.g. female, or custodian or guardian of orphans). In 2020, the subprogramme rehabilitated 561 substandard shelters in Jordan, Lebanon, Gaza and the West Bank.

#### *Lessons learned and planned change*

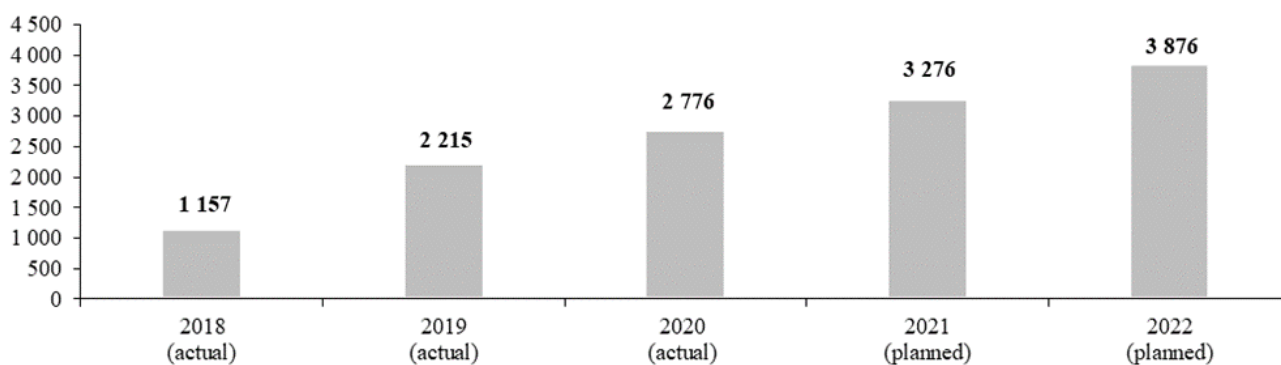
- 26.126 The lesson for the subprogramme was that shelter rehabilitation is most successful when the primary beneficiaries are fully engaged. In applying the lesson, the subprogramme will promote the use of the self-help approach, whereby the families whose shelters are being rehabilitated manage the works, with the Agency's technical support and supervision. The expansion of the self-help approach is expected to increase the satisfaction rate of beneficiaries of UNRWA shelter rehabilitation assistance.

#### *Expected progress towards the attainment of the objective, and performance measure*

- 26.127 This work is expected to contribute to the objective, as demonstrated by an increase in the total number of families who have benefited from improved shelter conditions (see figure 26.XVI).

Figure 26.XVI

**Performance measure: total number of families benefiting from improved shelter conditions (cumulative)**



### Deliverables

- 26.128 Table 26.10 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 26.10

**Subprogramme 5: deliverables for the period 2020–2022, by category and subcategory**

*Category and subcategory*

#### C. Substantive deliverables

**Direct service delivery:** some 1.9 million food and cash transfers provided to beneficiaries.

## B. Proposed post and non-post resource requirements for 2022

### Overview

26.129 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 26.11 to 26.13.

Table 26.11

#### Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Post	30 434.2	33 491.4	—	5 490.6	343.6	5 834.2	17.4	39 325.6
Other staff costs	—	29.5	—	—	—	—	—	29.5
<b>Total</b>	<b>30 434.2</b>	<b>33 520.9</b>	<b>—</b>	<b>5 490.6</b>	<b>343.6</b>	<b>5 834.2</b>	<b>17.4</b>	<b>39 355.1</b>

Table 26.12

#### Overall: proposed posts and post changes for 2022<sup>a</sup>

(Number of posts)

	Number	Details
Approved for 2021	158	1 USG, 1 ASG, 8 D-2, 12 D-1, 28 P-5, 62 P-4, 34 P-3, 2 P-2/1, 10 GS (OL)
Conversion	21	8 P-4, 8 P-3, 1 P-2/1 and 4 GS (OL)
Establishment	22	1 P-5, 7 P-4, 12 P-3 and 2 P-2/1
Reclassification	—	Upward reclassification of 37 posts: 2 posts from the P-2/1 to the P-3 level, 19 posts from the P-3 to the P-4 level, 11 posts from the P-4 to the P-5 level, 4 posts from the P-5 to the D-1 level and 1 post from the D-1 to the D-2 level Downward reclassification of 2 posts: 1 post from the D-2 to the D-1 level and 1 post from the P-5 to the P-4 level
Proposed for 2022	201	1 USG, 1 ASG, 8 D-2, 16 D-1, 35 P-5, 86 P-4, 37 P-3, 3 P-2/1, 14 GS (OL)

<sup>a</sup> More information on post changes is reflected in annex III.

Table 26.13

#### Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2021 approved	Changes				2022 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
<b>Professional and higher</b>						
USG	1	—	—	—	—	1
ASG	1	—	—	—	—	1
D-2	8	—	—	—	—	8
D-1	12	—	—	4	4	16

*Note:* The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); USG, Under-Secretary-General.

Category and grade	2021 approved	Changes				2022 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
P-5	28	–	1	6	7	35
P-4	62	–	18	6	24	86
P-3	34	–	17	(14)	3	37
P-2/1	2	–	3	(2)	1	3
<b>Subtotal</b>	<b>148</b>	<b>–</b>	<b>39</b>	<b>–</b>	<b>39</b>	<b>187</b>
<b>General Service and related</b>						
GS (OL)	10	–	4	–	4	14
<b>Subtotal</b>	<b>10</b>	<b>–</b>	<b>4</b>	<b>–</b>	<b>4</b>	<b>14</b>
<b>Total</b>	<b>158</b>	<b>–</b>	<b>43</b>	<b>–</b>	<b>43</b>	<b>201</b>

- 26.130 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 26.14 to 26.16 and figure 26.XVII.
- 26.131 As reflected in tables 26.14 (1) and 26.15 (1), the overall resources proposed for 2022 amount to \$39,355,100 before recosting, reflecting a net increase of \$5,834,200 (or 17.4 per cent) compared with the appropriation for 2021. Resource changes result from two factors, namely: (a) new and expanded mandates; and (b) other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.
- 26.132 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycle, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Agency is integrating environmental management practices into its operations. In 2020, UNRWA continued to implement a series of practical measures to reduce its carbon footprint. All field offices replaced florescent lighting with light-emitting diode fittings, which are up to 85 per cent more energy-efficient. Some 21 installations in the West Bank, the Syrian Arab Republic, Gaza and Jordan were renovated in 2020 to incorporate energy-saving measures. Among the installations were Amman New Camp schools, in Jordan, which integrated double-glazed windows, wall insulation, motion sensor-controlled lighting and solar-heated water. In the West Bank, the Aida boys' school and health centre were reconstructed in accordance with a design that maximized the use of natural light and ventilation, as well as incorporating wall insulation, solar-heated water and energy-efficient variable refrigerant flow air conditioning. In 2021, the Agency will continue these practices. COVID-19 necessitated changes to the Agency's working practices, which served to diminish its carbon footprint as a result of: (a) a reduction in official air travel, which was necessitated by border closures for extended periods during the year; (b) movement restrictions in all fields, which led to UNRWA vehicles covering 2.4 million fewer km than in 2019; and (c) a reduction in fuel consumption owing to the closure of installations.

Table 26.14

**Overall: evolution of financial resources by source of funding and component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	2020 expenditure	2021 appropriation	Changes				2022 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Programme of work	30 434.2	33 520.9	–	5 490.6	343.6	5 834.2	17.4	39 355.1
Subtotal, 1	30 434.2	33 520.9	–	5 490.6	343.6	5 834.2	17.4	39 355.1

(2) *Extrabudgetary*

Component	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
Programme of work	833 300.0	1 047 400.0	–	–	1 047 400.0
<b>Subtotal, 2</b>	<b>833 300.0</b>	<b>1 047 400.0</b>	<b>–</b>	<b>–</b>	<b>1 047 400.0</b>
<b>Total</b>	<b>863 734.2</b>	<b>1 080 920.9</b>	<b>5 834.2</b>	<b>0.5</b>	<b>1 086 755.1</b>

Table 26.15

**Overall: proposed posts for 2022 by source of funding and component**

(Number of posts)

(1) *Regular budget*

Component	Changes					2022 proposed
	2021 approved	Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	158	–	43	–	43	201
<b>Subtotal, 1</b>	<b>158</b>	<b>–</b>	<b>43</b>	<b>–</b>	<b>43</b>	<b>201</b>

(2) *Extrabudgetary*

Component	2021 estimate	Change	2022 estimate
Programme of work <sup>a</sup>	50	(21)	29
<b>Subtotal, 2</b>	<b>50</b>	<b>(21)</b>	<b>29</b>
<b>Total</b>	<b>208</b>	<b>22</b>	<b>230</b>

<sup>a</sup> In addition, around 29,000 local area staff and 222 individual service providers (international and area staff) are funded from extrabudgetary contributions.

Table 26.16

**Overall: evolution of financial and post resources**

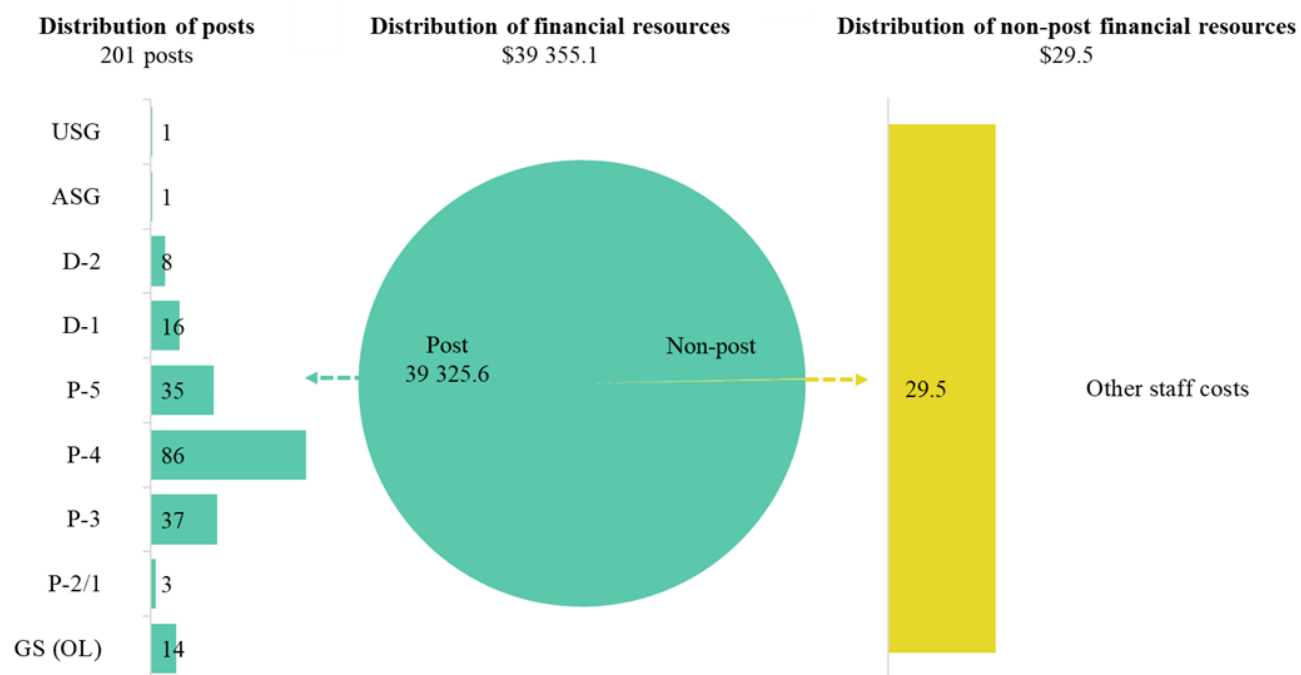
(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	30 434.2	33 491.4	—	5 490.6	343.6	5 834.2	17.4	39 325.6
Non-post	—	29.5	—	—	—	—	—	29.5
Total	30 434.2	33 520.9	—	5 490.6	343.6	5 834.2	17.4	39 355.1
Post resources by category								
Professional and higher	148	148	—	39	—	39	26.0	187
General Service and related	10	10	—	4	—	4	40.0	14
Total	158	158	—	43	—	43	27.0	201

Figure 26.XVII

**Distribution of proposed resources for 2022 (before recosting)**

(Number of posts/thousands of United States dollars)



## Explanation of variances by factor

### Overall resource changes

#### New and expanded mandates

- 26.133 As reflected in table 26.14 (1), resource changes reflect an increase of \$5,490,600, as explained below.
- 26.134 In its resolution 3331 B (XXIX), the General Assembly decided that, with effect from 1 January 1975, the expenses for salaries of international staff in the service of UNRWA, which would otherwise be a charge on voluntary contributions, should be financed by the regular budget of the United Nations for the duration of the Agency's mandate. Subsequently, as a result of the chronic funding shortfalls, the Secretary-General, in his report on strengthening the management capacity of UNRWA (A/65/705), proposed an increase in funding to the Agency on an incremental basis, starting with an increase of \$5 million for the biennium 2012–2013, which was approved by the Assembly in its resolution 65/272. The Advisory Committee on Administrative and Budgetary Questions, in its first report on the proposed programme budget for 2021, was concerned that the financial situation of UNRWA continued to be precarious, also in view of the uncertainty of extrabudgetary contributions, and recommended that the Assembly request the Secretary-General to undertake a review of the functions currently funded from extrabudgetary resources, including of the functions of individual service providers that could be considered to be of a continuous nature, and identify those functions that should be funded from the regular budget, taking into consideration resolutions 3331 B (XXIX) and 65/272, and to present the results of that review, together with any related additional regular budget resource requirements, in the proposed programme budget for 2022 (A/75/7 and A/75/7/Corr.1, para. VI.36). The Assembly, in its resolution 75/252, endorsed the recommendation of the Advisory Committee.
- 26.135 In the context of the Agency's financial situation, which continues to be precarious owing to uncertain extrabudgetary contributions, UNRWA has undertaken the review requested by the General Assembly in its resolution 75/252. As a result, it is proposed that 43 additional posts (1 P-5, 15 P-4, 20 P-3, 3 P-2/1 and 4 General Service (Other level)) be funded under the regular budget. The review was undertaken taking into account the following priorities that the Commissioner-General has set for the Agency:
- (a) To strengthen accountability and transparency through the implementation of management reforms, including for investigations, conduct and discipline, the Secretary-General's initiatives on Clear Check and sexual exploitation and abuse and sexual harassment and the Agency's internal justice system. In 2020, the Agency launched a package of management reforms, the management initiatives, to revamp its management structures, practices and culture to make decision-making more accountable, inclusive, transparent and efficient, building on best practices from other United Nations agencies. The plan, currently under way, has already led to key achievements, such as enhancement of the accountability bodies (the Department of Internal Oversight Services, the Advisory Committee on Internal Oversight and the Ethics Office), establishment of an Ombudsperson's Office and an Executive Committee, and restructuring of key departments, such as the Department of External Relations, the Department of Strategic Communications and the Department of Administrative Support. The Agency has taken unprecedented and far-reaching measures to control its costs to respond to recurrent financial gaps, which have produced, since 2015, cumulative reductions in expenditure estimated at over \$700 million, although many of the measures have imposed real short-term operational effectiveness challenges and longer-term efficiency concerns;
  - (b) To strengthen operational support for service delivery to ensure fulfilment of the Agency's mandate to serve the needs of Palestine refugees;
  - (c) To secure the Agency's long-term financial stability and build relationships with Member States, hosts, donors and other interlocutors;

- (d) To ensure the safety and security of staff in the field offices, in particular in Gaza and the Syrian Arab Republic;
- (e) To fast-track human resources reforms;
- (f) To modernize and digitally transform the Agency across programmatic, management and operational work streams, taking into account the 2030 Agenda and lessons learned from the COVID-19 response, in particular in the areas of education, e-health, registration and service eligibility;
- (g) To finalize the reform of the Agency's protection function in order to protect Palestine refugees, including the most vulnerable, and to and strengthen the mainstreaming of the following cross-cutting functions: gender, environmental sustainability, neutrality, prevention of gender-based violence and violence against children, and disability.

26.136 The 43 additional posts proposed to be funded from the regular budget comprise the following:

- (a) A total of 21 posts (8 P-4, 8 P-3, 1 P-2/1 and 4 General Service (Other level)), currently funded from extrabudgetary resources carrying functions of a continuous nature. The Agency currently has 50 extrabudgetary active posts, of which 21 are proposed to be funded from the regular budget, while the remaining 29 would continue to be funded from extrabudgetary contributions, given that they are for projects of a temporary nature under emergency appeal and other sources of funding. The 21 posts proposed to be funded from the regular budget comprise the following: two External Relations and Projects Officers (P-3) and one Associate External Relations and Projects Officer (P-2/1) in the External Relations Department; one Legal Officer (P-3) in the Agency's Dispute Tribunal; five Protection and Neutrality Team Leaders (P-4) in the Jordan, Lebanon, Syrian Arab Republic, Gaza and West Bank field offices; three Protection and Neutrality Officers (P-3) in the Lebanon, Syrian Arab Republic and West Bank field offices, as well as one Coordinator (P-4) for neutrality and one Senior Protection Officer (P-4) for protection mainstreaming in the Protection Division; and two Legal Officers (P-3), one for protection and one for neutrality, in the Department of Legal Affairs; one Senior Social Transfer Specialist (P-4) in the Department of Relief and Social Services; and four Close Protection Officers (General Service (Other level)) in the Gaza Field Office;
- (b) Six posts (2 P-4 and 4 P-3), which were previously funded from extrabudgetary contributions, that have expired and whose functions have since been performed by staff on temporary contracts owing to a lack of continuous funding, although the functions are of a continuing nature. The six posts comprise the following: one Head of the Information Security Office (P-4), one Head of the Project and Information Management Office (P-4), one Protection and Neutrality Officer (P-3) in the Jordan Field Office, one Liaison Officer (P-3) in the Washington, D.C., Liaison Office, one Intake Investigator (P-3) in the Department of Internal Oversight Services and one Protection and Neutrality Officer (P-3) in the Gaza Field Office;
- (c) Five posts (3 P-3 and 2 P-2/1) for functions of a continuing nature currently being performed by individual service providers. Such service providers are complementary personnel with non-staff status engaged by UNRWA in an advisory or consultative capacity under a task-oriented contract for the provision of specified fee-related deliverables, or engaged under a time-bound, task-specific contract, to fulfil a temporary need that may arise in relation to project implementation and unforeseen circumstances in an emergency context, for example, recently, for COVID-19-related measures. Because of its precarious financial situation, UNRWA has, however, had to hire a number of individual service providers to perform core functions of a continuous nature. The Agency currently employs 222 such providers, 56 of whom are international. Out of the 56 international providers, 5 perform core functions for which posts are now proposed to be established, as follows: one External Relations and Projects Officer (P-3) and one Associate External Relations and Projects Officer (P-2/1) in the External Relations Department; one Hospitalization Officer (P-3) in the Department of Health and one Monitoring and Reporting Officer (P-3) and one Reporting Officer (P-2/1) in the Department of Planning;

- (d) A total of 11 additional posts (1 P-5, 5 P-4 and 5 P-3) and three post reclassifications (from the P-3 to the P-4 level) to strengthen functions in a number of areas, in line with the priorities that the Commissioner-General has set for the Agency and outlined in paragraph 26.135. The 11 posts and three reclassifications are as follows:
- (i) In the Department of Relief and Social Services, one Statistician (P-3) to implement large-scale representative surveys to monitor the impact of social transfer programmes and to inform their appropriate targeting;
  - (ii) In the External Relations Department, one External Relations and Projects Officer (P-3) to help to identify, maintain and strengthen relationships with partners, explore innovative fundraising models and expand private sector fundraising opportunities, as well as one Special Assistant (P-3) to support senior management in the development and implementation of the strategic vision of the Department;
  - (iii) In the Department of Education, one Senior Curriculum Adviser (P-4) to help to ensure neutrality with regard to political, religious and identity narrative in the curricula used for the education of the refugees;
  - (iv) In the Protection Division, one Senior Protection Officer (Child Protection) (P-4) to ensure progress in the implementation of the Agency's child protection framework;
  - (v) In the Human Resources Department, one Chief of the Organizational Design and Compensation Section (P-5) to develop and manage a revised compensation framework and salary survey methodology, given that UNRWA is the only United Nations agency to not follow the common system International Civil Service Commission policy framework in administering its unique area staff category; one Administrative Lawyer (P-4) to support the Agency-wide reform with regard to sexual exploitation and abuse, sexual harassment and its internal justice system; and one Human Resources Operations Manager (P-4) to strengthen oversight and compliance regarding implementation of human resources processes, rules and regulations, lead the gender parity workplan and refine the performance management system;
  - (vi) In the Executive Office, one Ethics Officer (P-3) in the Ethics Office to support the Agency's efforts to build stronger and more empowering relationships with refugees and staff, including by promoting a friendly and favourable work environment, given that the Agency's capacity to help Palestine refugees to achieve their full potential in human development depends on, among other things, its staff's ability to uphold and promote the highest standards of ethical and professional conduct;
  - (vii) In the Finance Department, one Audit and Verification Officer (P-4) to ensure the timely implementation of the recommendations of the Board of Auditors and one Procurement Officer (P-3) in the Department of Administrative Support to strengthen the Agency's procurement approach regarding critical items, notably the supply of pharmaceuticals and food commodities, which are fundamental to the successful delivery of health and relief and social services programmes;
  - (viii) In addition, it is proposed that three posts of Field Security Officer based in the Gaza, Syrian Arab Republic and West Bank field offices be reclassified from the P-3 to the P-4 level in view of the prevailing security situation in each of those duty stations and in order to ensure appropriate and timely decisions on security and risk management.

26.137 The above-mentioned proposals constitute the first of two steps in implementing General Assembly resolution [75/252](#). Further functional reviews are being carried out by UNRWA throughout 2021, aimed at creating an updated fit-for-purpose management structure, which would allow the Commissioner-General and other senior managers to lead the Agency through a period of funding instability and the continuing precarious financial situation. The Agency needs to be able to avail itself of expertise necessary to streamline and consolidate best practices and lessons learned across areas of operation, build partnerships with relevant stakeholders and ensure efficient and effective



service delivery, in particular through the provision of simplified and rapid Agency headquarters support for field offices. The task is made more complex by the fact that the Executive Office is spread over three geographic areas, in Amman, Jerusalem and Gaza. The Agency needs to leverage multilateral diplomacy and create additional opportunities for resource mobilization by establishing stronger representation in key geographic areas. In this context, UNRWA has started to develop a blueprint that will inform its new multi-year strategy, the successor to the current 2016–2021 medium-term strategy. The new multi-year strategy will be informed by the outcomes of the above-mentioned functional reviews (e.g. procurement, protection and administration of justice), which will allow the Agency to assess the way forward and identify new opportunities, such as a new resource mobilization strategy that will benefit from the new digital trends and the establishment of a new protection organization chart. On the basis of the functional reviews, UNRWA will reassess its staffing needs and make any related further proposals for additional regular budget resources, in accordance with General Assembly resolution [75/252](#), in the proposed programme budget for 2023.

### Other changes

26.138 As reflected in table 26.14 (1), resource changes reflect an increase of \$343,600, as explained below.

26.139 Over the past 10 years, the Agency has gradually adapted its programmes and updated its organizational structure to best suit its operational and strategic needs and allow the Commissioner-General and other senior managers to lead the Agency through a period of instability and a recurrent financial crisis. As a result, the Agency has revised the grade levels and functional titles of 36 of the 158 posts funded from the regular budget while managing its vacancy rate in order to offset any financial impact of the post changes. The changes are now presented to the General Assembly for approval, as follows:

- (a) The upward reclassification of two posts of Programme Management Officer (P-3) to two posts of Head of Field Legal Office (P-4) in the Gaza and Syrian Arab Republic field offices, whose incumbents provide legal advisory services on all the matters related to field operations;
- (b) The upward reclassification of two posts of Legal Officer (P-3) to two posts of Senior Legal Officer (P-4) in the Jerusalem Field Office, whose incumbents provide legal support to over 29,000 UNRWA staff, as well as assistance on administrative law, employment law and human resources policies and issues;
- (c) Seven posts were redeployed from other UNRWA entities to the Department of Information Management and Technology and reclassified upward: one post of Associate Programme Management Officer (P-2/1) in the Gaza Field Office and one post of Programme Management Officer (P-3) in the West Bank Field Office to one post of Head, Enterprise Architecture and Business Intelligence Unit (P-3), and one post of Head, Application Development and Support Section (P-4), respectively; one post of Legal Officer (P-3) to one post of Head, End-User Services Delivery Section (P-4); and four posts of Administrative Officer (2 P-3 and 2 P-4) in the previous Administrative Support Department to one post of Head, Infrastructure and Operations Section (P-4), one post of Head, Business Services Management (P-4), one post of Chief, Technology Development and Operations Division (P-5) and one post of Chief, Business Engagement Division (P-5). The changes allowed the Department to implement a new strategy to be more responsive to business demands and to align its technology landscape with the latest technological advancements and best practices;
- (d) Two posts of Programme Management Officer (P-3) in the Gaza Field Office and in the Planning Department were reclassified upward to two posts of External Relation Projects Officer (P-4) in the Department of External Relations, while one post of Senior External Relations Officer (P-5) in the Department was reclassified upward to one post of Special Adviser, Gulf Region (D-1) in order to bolster the Agency's efforts towards addressing financial challenges and strengthening resource mobilization. In addition, in the Department of Communications, one post of Public Information Officer (P-3) and one post of Spokesperson (P-5) were reclassified upward to one post of Senior Communication Officer (P-4) and one

post of Spokesperson and Director of Strategic Communications Advocacy (D-1), respectively, in view of the considerable expansion of duties as part of the transformation of the communications function, including multifaceted areas vis-à-vis advocacy, public information and donor visibility, as well as the daily provision of media relations advice and strategic communications support for the Agency;

- (e) Five posts of Programme Management Officer (P-4) in the field offices in Gaza, Jordan, Lebanon, the Syrian Arab Republic and the West Bank were reclassified upward in the same field offices to five posts of Deputy Director of UNRWA Affairs (P-5) in order to empower field leadership teams with regard to the management and oversight of the Agency's programmes in a context of constant growth and expansion of UNRWA operations, services and programmes for Palestine refugees;
- (f) Two posts of Senior Programme Management Officer (P-5) in the New York and Brussels representative offices were reclassified upward to two posts of Director of Representative Offices (D-1), which represent the Agency and report directly to the Commissioner-General on a range of issues affecting the Agency, including supporting resource mobilization efforts and have a bearing on political and financial support for the Agency and its ability to leverage its standing for the benefit of Palestine refugees;
- (g) One post of Auditor (P-4) in the Department of Internal Oversight Services and one post of Appeals Counsel (P-4) in the Dispute Tribunal were reclassified upward to one post of Chief, Evaluation Division (P-5) and one post of Registrar (P-5), respectively, to lead the Evaluation Division of the Department of Internal Oversight Services and to provide substantive, technical and administrative support to the Judges of the Dispute Tribunal in the adjudication of cases of the Dispute Tribunal;
- (h) One post of Social Affairs Officer (P-3) in the Department of Education was reclassified upward to one post of Senior Education Programme Specialist (P-4) to ensure the quality and sustainability of the education in emergency programme, and one post of Senior Engineer (P-5) in the Department of Infrastructure and Camp Improvement was reclassified downward to one post of Deputy Director and Head, Housing and Camp Improvement (P-4), because many responsibilities of the former post were redistributed to other existing posts in the Department;
- (i) In the Executive Office, one post of Principal Administrative Officer (D-1) was reclassified upward to one post of Chief of Staff (D-2) to coordinate all aspects of the Agency's overall management and advise the Commissioner-General and Deputy Commissioner-General, and one post of Administrative Officer (P-4) was reclassified upward to one post of Head, Advisory Commission Secretariat (P-5) to supervise the Advisory Commission Secretariat;
- (j) In order to streamline the support functions, one post of Associate Human Resources Officer (P-2/1) and four posts of Human Resources Officer (P-3) were reclassified upward to one post of Human Resources Officer (P-3) and four posts of Human Resources Officer (P-4), while the post of Director, Human Resources was reclassified downward from the D-2 to the D-1 level. In the Finance Department, one post of Finance and Budget Officer (P-4) was reclassified upward to one post of Chief of Treasury (P-5).

### Extrabudgetary resources

- 26.140 As reflected in tables 26.14 (2) and 26.15 (2), UNRWA expects to continue to receive cash contributions. In 2022, extrabudgetary resources (cash contributions) are estimated at \$1,047,407,000 (including 29 international posts and 29,000 local area staff) and would provide for continued humanitarian support for and aid to Palestine refugees. The extrabudgetary resources represent 97.0 per cent of the total resources required to implement the Agency's overall programme.

## Annex I

### Organizational structure and post distribution for 2022

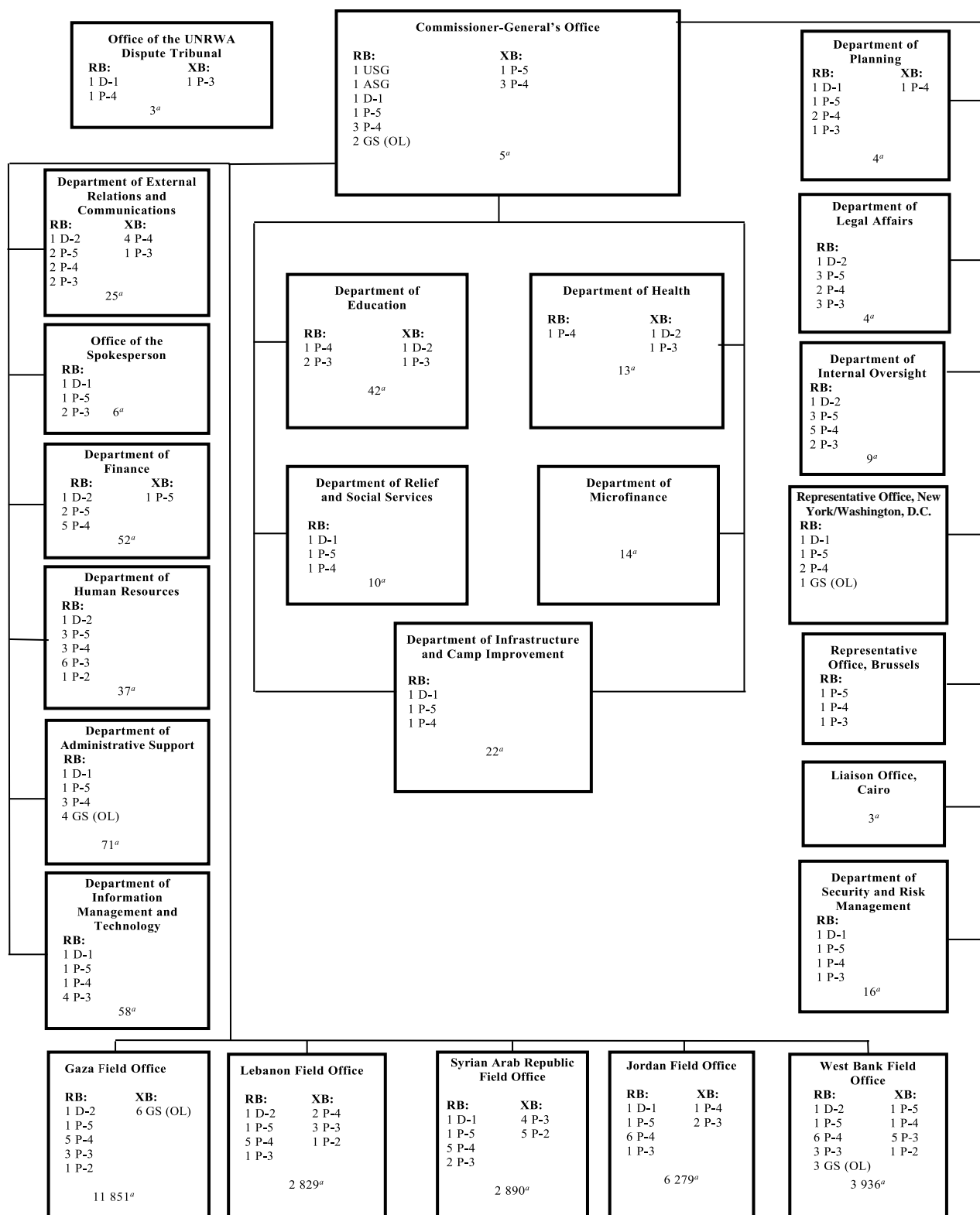
Two charts showing the organizational structure of UNRWA are presented below. Chart A reproduces the approved organizational structure for 2021, as contained in document [A/75/6 \(Sect. 26\)](#). Chart B presents the proposed organizational structure for 2022.

#### Justification for the proposed changes

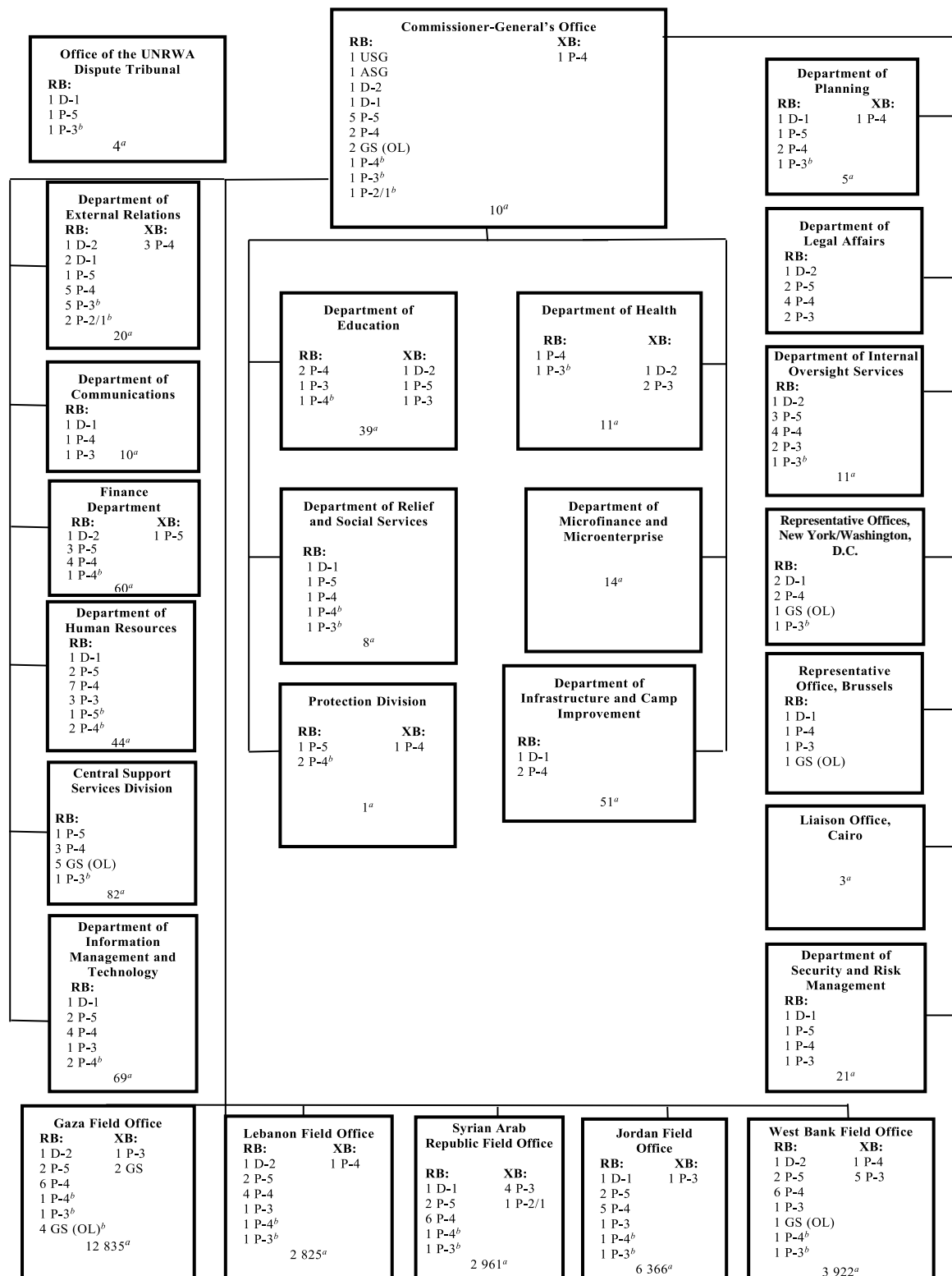
The Agency's main resource mobilization efforts are conducted by the External Relations Department. The Department recently underwent a strategic review, resulting in several changes designed to increase its effectiveness and efficiency in a context of reduced capacity. Notably, the divisions that dealt with the private and public sectors were merged, and the Communication Division was separated from the External Relations Department and established as a stand-alone entity, consolidating all strategic and operational communications capacities. The restructuring was part of a larger effort by the Agency to align its structure with realities and opportunities and create synergies across and between its departments.

UNRWA has established a new Protection Division at its headquarters. The establishment of the Division was aimed at strengthening the protection function in the Agency in order to provide strategic direction for UNRWA protection work and coordinate the implementation of diverse protection and gender equality activities across various field offices and headquarters departments.

## A. Approved organizational structure and post distribution for 2021



## B. Proposed organizational structure and post distribution for 2022



*Abbreviations:* ASG, Assistant Secretary-General; GS (OL), General Service (Other level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

<sup>a</sup> Area staff.

<sup>b</sup> New posts for 2022 include 43 posts, while the organizational chart reflects 39 posts proposed for reclassification.

## Annex II

### Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

*Brief description of the recommendation*

*Action taken to implement the recommendation*

#### Advisory Committee on Administrative and Budgetary Questions

##### [A/75/7](#) and [A/75/7/Corr.1](#)

The Advisory Committee welcomes the fundraising efforts of UNRWA and encourages the Agency to continue to strengthen those efforts and to broaden its donor base further, with a view to achieving sustainable levels of voluntary funding (para. VI.43).

UNRWA defines the broadening of its donor base as securing income that is not from traditional partners at significant and sustainable levels. Therefore, and in accordance with the current UNRWA resource mobilization strategy (2019–2021) the following donor categories contribute to diversification efforts: regional partners, emerging donors and other funding sources, such as the private sector.

In 2020, against an overall budget request of \$1.5 billion (including emergency appeals), traditional partners accounted for 83.4 per cent of UNRWA funding, emerging donors for 1.8 per cent, regional partners for 4.6 per cent and the private sector for 2.1 per cent. Around 11 per cent (\$101 million) was raised through other funding avenues, including United Nations agencies, intergovernmental organizations, non-governmental organizations and private individuals. In total, the share of income from emerging and regional partners reached 6.4 per cent of UNRWA income in 2020. That figure is significantly lower than the 2020 target set in the strategy of 26.5 per cent and is below the 2019 level of 20.6 per cent.

The decrease is largely a result of a reduced share of regional partner contributions in 2020. Private sector income was slightly higher than the 2 per cent target, with 2.1 per cent of overall income attributed to that donor category. In 2021, UNRWA targets for diversified funding include 27 per cent of income from regional partners and emerging donors and 2.5 per cent of income from private sector sources. UNRWA is continuing its efforts to broaden its donor base, noting, however, that the COVID-19 pandemic has had an impact on donors' capacity to support the Agency.

## Annex III

## Summary of proposed changes in established posts

<i>Action</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Conversion	1	P-2	Associate External Relations and Projects Officer	Posts funded from extrabudgetary contributions carrying functions of a continuous nature and proposed to be funded from the regular budget
	2	P-3	External Relations and Projects Officers	
	3	P-3	Legal Officers	
	5	P-4	Protection and Neutrality Team Leaders	
	3	P-3	Protection and Neutrality Officers	
	1	P-4	Coordinator for Neutrality	
	1	P-4	Senior Protection Officer	
	1	P-4	Senior Social Transfer Specialist	
Establishment	4	P-4	Close Protection Officers	Posts previously funded from extrabudgetary contributions that have expired and whose functions have since been performed by staff on temporary contracts owing to a lack of continuous funding, although the functions are of a continuing nature
	1	P-4	Head of the Information Security Office	
	1	P-4	Head of the Project and Information Management Office	
	2	P-3	Protection and Neutrality Officers	
	1	P-3	Liaison Officer	Posts for functions of a continuing nature currently being performed by individual service providers
	1	P-3	Intake Investigator	
	1	P-2	Associate External Relations and Projects Officer	
	1	P-3	External Relations and Projects Officer	
	1	P-3	Hospitalization Officer	To strengthen functions in a number of areas in line with the priorities that the Commissioner-General has set for the Agency
	1	P-3	Monitoring and Reporting Officer	
	1	P-2	Reporting Officer	
	1	P-3	Statistician	
	1	P-3	External Relations and Projects Officer	
	1	P-3	Special Assistant	
	1	P-4	Senior Curriculum Adviser	
	1	P-4	Senior Protection Officer	
	1	P-5	Chief of the Organizational Design and Compensation Section	To strengthen functions in a number of areas, in line with the priorities that the Commissioner-General has set for the Agency
	1	P-4	Administrative Lawyer	
	1	P-4	Human Resources Operations Manager	
	1	P-3	Ethics Officer	
	1	P-4	Audit and Verification Officer	To best suit the Agency's operational and strategic needs and allow the Commissioner-General and other senior managers to lead the Agency through a period of instability and a recurrent financial crisis
	1	P-3	Procurement Officer	
Reclassification			3 posts of Field Security Officer from the P-3 to the P-4 level	
			2 posts of Programme Management Officer (P-3) to 2 posts of Head of Field Legal Office (P-4)	
			2 posts of Legal Officer (P-3) to 2 posts of Senior Legal Officer (P-4)	
			1 post of Associate Programme Management Officer (P-2) to 1 post of Head, Enterprise Architecture and Business Intelligence Unit (P-3)	

**Part VI Human rights and humanitarian affairs**

<i>Action</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
			1 post of Programme Management Officer (P-3) to 1 post of Head, Application Development and Support Section (P-4)	
			1 post of Legal Officer (P-3) to 1 post of Head, End-User Services Delivery Section (P-4)	
			4 posts of Administrative Officer (P-3/P-4) to 1 post of Head, Infrastructure and Operations Section (P-4), 1 post of Head, Business Services Management (P-4), 1 post of Chief, Technology Development and Operations Division (P-5) and 1 post of Chief, Business Engagement Division (P-5)	
			2 posts of Programme Management Officer (P-3) to 2 posts of External Relations Projects Officer (P-4)	
			1 post of Senior External Relations Officer (P-5) to 1 post of Special Adviser, Gulf Region (D-1)	
			1 post of Public Information Officer (P-3) to 1 post of Senior Communication Officer (P-4)	
			1 post of Spokesperson (P-5) to 1 post of Spokesperson and Director of Strategic Communications Advocacy (D-1)	
			5 posts of Programme Management Officer (P-4) to 5 posts of Deputy Director of UNRWA Affairs (P-5)	
			2 posts of Senior Programme Management Officer (P-5) to 2 posts of Director of the Representative Office (D-1)	
			1 post of Auditor (P-4) to 1 post of Chief, Evaluation Division (P-5)	
			1 post of Appeals Counsel (P-4) to 1 post of Registrar (P-5)	
			1 post of Social Affairs Officer (P-3) to 1 post of Senior Education Programme Specialist (P-4)	
			1 post of Senior Engineer (P-5) to 1 post of Deputy Director and Head, Housing and Camp Improvement (P-4)	
			1 post of Principal Administrative Officer (D-1) to 1 post of Chief of Staff (D-2)	
			1 post of Administrative Officer (P-4) to 1 post of Head, Advisory Commission Secretariat (P-5)	
			1 post of Associate Human Resources Officer (P-2) to 1 post of Human Resources Officer (P-3)	
			4 posts of Human Resources Officer (P-3) to 4 posts of Human Resources Officer (P-4)	
			1 post of Director, Human Resources, reclassified from the D-2 to the D-1 level	
			1 post of Finance and Budget Officer (P-4) to 1 post of Chief of Treasury (P-5)	