



syria regional crisis

emergency appeal 2016



**2016 syria regional crisis
emergency appeal**

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About UNRWA

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

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Cover Photo: Husseinieh, August 2015. © 2015 UNRWA Photo by Taghrid Mohammad

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acronyms and abbreviations

3RP	Regional Refugee and Resilience Plan	PCM	Project cycle management
ATM	Automated teller machine	PMTF	Proxy-means test formula
DTC	Damascus Training Centre	PR	Palestine refugees
GBV	Gender-based violence	PRL	Palestine refugees in Lebanon
GIS	Geographic information system	PRS	Palestinian refugees from Syria
HQ	Headquarters	PSS	Psychosocial support
HRP	Humanitarian Response Plan	RBM	Results-based monitoring
ICT	Information communications and technology	SFO	Syria Field Office
IDP	Internally displaced person	SGBV	Sexual and gender-based violence
IHRS	International human rights system	TVET	Technical and vocational education and training
INGO	International non-governmental organization	UK	United Kingdom
HEAT	Hazardous Environment Awareness Training	UNCT	United Nations Country Team
JFO	Jordan Field Office	UNHCR	United Nations High Commissioner for Refugees
JHAS	Jordan Health Aid Society	UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
LFO	Lebanon Field Office	WASH	Water, Sanitation and Hygiene
NFI	Non-food item		
NGO	Non-governmental organization		



foreword by the commissioner-general

March 2016 will mark five years since the start of the conflict in Syria. As the armed conflict intensifies across multiple front lines, the widespread disregard for civilian lives continues to result in deepening humanitarian and protection needs. Over 4.2 million people are now registered as refugees in neighbouring countries and an estimated 6.5 million are displaced within Syria.

In the midst of this bloodshed and destruction, the 560,000 Palestine refugees registered with UNRWA in Syria are among those worst affected. Hundreds of thousands have been subjected to continued and repeated displacement and thousands in Yarmouk and Khan Eshieh remain trapped in areas of active conflict, in conditions of unimaginable suffering. Those able to flee to Jordan and Lebanon face an extremely fragile and precarious existence and are forced to subsist on humanitarian handouts. Confronted with hopelessness and fear, amplified by the unresolved issue of Palestinian statelessness, many are joining the refugee exodus within the region and into Europe, often on perilous sea journeys.

More than ever, UNRWA provides a critical lifeline to Palestine refugees in Syria, Lebanon and Jordan. Our infrastructure and assets and, above all, the remarkable dedication of our staff enable us to respond rapidly and effectively to ever mounting needs. Since the conflict began in 2011, we have introduced new and innovative humanitarian programmes to save lives and preserve the dignity of affected communities. We have also adapted existing development programmes to the new realities created by the conflict. The Agency's humanitarian cash assistance programme in Syria, for example, is now

one of the largest such programmes anywhere in the world, while the distance-learning materials we have developed are supporting continued education for millions of Syrian and Palestinian children.

This has come at a cost. As we recognize the courage and perseverance of our 4,000 staff in Syria, we also commemorate the 14 colleagues who have lost their lives during the conflict. Moreover, the 27 staff who are missing or detained remain a serious concern for the Agency.

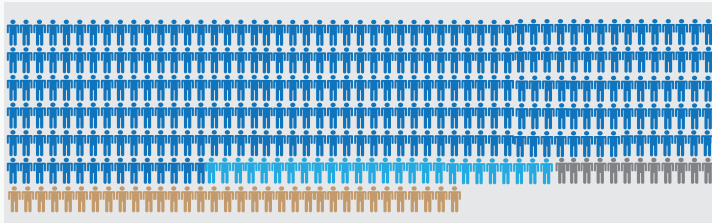
Our ability to respond to the mounting needs of Palestine refugees affected by the conflict in Syria depends on the generosity of donors and host governments alike. We urge donors to maintain and increase this support in 2016 to mitigate the worst humanitarian impacts of the conflict, enhance the protection of civilians and prevent further suffering.

We continue to call on all parties to the Syria conflict to seek a negotiated solution, to put an end to the violence, destruction and widespread rights violations. Absent such steps, the suffering and humanitarian needs of Palestinians – and others – affected by conflict will only continue to grow.

Pierre Krähenbühl
UNRWA Commissioner-General



2016 syria regional crisis



560,000 Palestine refugees registered with UNRWA in Syria
50,000 PRS fled outside the region

- Syria
- Lebanon
- Jordan
- PRS fled outside the region

Syria: 450,000 PR

- 50% female
- 50% male
- 31% children

- 60% of refugees are internally displaced
- 95% of refugees are food insecure
- 95% of refugees are in need of sustained humanitarian assistance

our response

UNRWA is the primary provider of humanitarian assistance for the vast majority of PR families to meet their minimum needs

UNRWA health and education services will remain central pillars of support to PR resilience in Syria

UNRWA will retain the capacity to deploy emergency teams to areas of active conflict and displacement

How much are we asking for? US\$ 328,952,772

Lebanon: 42,000 PRS

- 51% female
- 49% male
- 41% children

- 50% of PRS are living in camps
- 90% of PRS are poor
- 95% of the PRS population is assessed to be food insecure

our response

UNRWA is the primary provider of services and humanitarian assistance to PRS and PRL

Front-line protection and legal support for individual protection cases to help them understand their rights including legal stay

High-level advocacy for protection and legal stay for PRS

How much are we asking for? US\$ 63,081,523

Jordan: 18,000 PRS

- 52% female
- 48% male
- 45% children

- 100% of PRS are in need of winterisation assistance
- 25% of PRS households are female headed
- 80% of PRS remain reliant on UNRWA for humanitarian assistance

our response

UNRWA will continue to provide targeted assistance and access to basic services

High-level advocacy for Jordan to grant temporary access and protection to PRS

UNRWA will introduce improved mechanisms for targeting and distribution of assistance mechanisms to prioritize humanitarian needs

How much are we asking for? US\$ 17,166,487

executive summary



The estimated 18,000 civilians remaining in Yarmouk are living in conditions of unacceptable hardship. Since late 2014, they have had no reliable supply of potable water or electricity.
© 2015 UNRWA Photo by Walla Masoud

The conflict in Syria has intensified during 2015, leading to heightened humanitarian and protection needs among an increasingly vulnerable population. Affected communities continue to suffer serious violations of international humanitarian and human rights law as a result of indiscriminate and widespread attacks on civilians and civilian infrastructure. Increasing numbers of people have been forced to flee to other locations inside Syria, neighbouring countries or further afield. The Syrian economy remains in deep crisis, as a result of the repeated destruction of its infrastructure, institutions, and physical and human capital. The situation has been exacerbated by sharp price rises, escalating inflation and extremely high unemployment, with coping mechanisms stretched to the limit.

Palestine refugees remain particularly vulnerable and have been disproportionately affected by the conflict, due to their proximity to conflict areas inside Syria, high rates of poverty and the tenuous legal status of those forced to flee to Lebanon

and Jordan. An estimated 450,000 of the 560,000 refugees registered with UNRWA in Syria remain inside the country; over two thirds (280,000 people) are internally displaced and an estimated 95 per cent (430,000) are in need of sustained humanitarian assistance. This includes tens of thousands of Palestinians who are trapped in areas of active conflict, such as Yarmouk or Khan Eshieh in Damascus or Muzeirib and Jillin in Dera'a, with extremely constrained access to humanitarian assistance.

Of those who have been forced again into exile, around 42,000 have fled to Lebanon and more than 17,000 to Jordan. The vast majority are living a precarious, marginalized existence, unable to regularize their legal status or access civil registration procedures and basic social services. They are largely dependent on UNRWA for basic subsistence needs, including food and shelter, as well as basic education and health care.

In Syria, Lebanon and Jordan, UNRWA remains the main provider of basic services and humanitarian assistance to Palestine refugees. The Agency's pre-existing structures, supply chains and workforce have enabled an effective response to the crisis, through a rapid expansion of humanitarian operations and the adaptation of development programmes to meet changing needs.

Due to the deterioration of conditions inside Syria and the protracted displacement of Palestine refugees to Lebanon and Jordan, the critical lifeline provided by UNRWA is required more than ever. In 2016, UNRWA needs US\$ 414 million to meet the minimum humanitarian needs of Palestine refugees affected by the conflict in the region. The Agency's humanitarian response will be guided by the following strategic priorities:

- **To preserve the resilience of vulnerable families through the provision of humanitarian assistance** in the form of cash, food or relief items.
- **To provide a protective framework for Palestine refugees and help mitigate their vulnerability** by maintaining access to basic services, including education; health; water, sanitation and hygiene (WASH); and livelihoods, and promoting respect for international humanitarian law and human rights law.
- **To strengthen humanitarian capacity, coordination and management** to improve the effectiveness and efficiency of emergency programme delivery.

Activities described in this plan are consistent with the priorities and interventions in the 2016 Syria Humanitarian Response Plan and the Regional Refugee and Resilience Plan (3RP) for 2016-2017. They will be complemented by ongoing operations supported by the Agency's regular budget, particularly in the areas of education and health.

2016 syria regional crisis

livelihoods

Microfinance loans to 40,000 Palestine refugees and Syrians in 2016 in Syria, in areas where economic activities are ongoing. Vocational training to over 2,500 Palestinian youths in Syria, Lebanon and Jordan.

protection

Targeted assistance to all Palestine refugees identified as experiencing a protection risk and continued advocacy for respect for International Humanitarian Law and Human Rights Law.

health

11 emergency health points in Syria and access to all Palestine refugees from Syria in Jordan and Lebanon. Secondary and tertiary health care for over 20,000 Palestine Refugees from Syria.

education

Continued access to education for over 43,000 Palestinians in Syria and around 6,000 and 1,800 in Lebanon and Jordan, respectively.

repair and maintenance

Rehabilitation and maintenance of 219 installations affected by the conflict in Syria, including 18 collective centres.

WASH

Safe water and WASH services for more than 100,000 Palestinians in camps in Syria and Lebanon and for refugees in UNRWA-managed collective shelters.

food assistance

Quarterly food parcels to 430,000 Palestinians in Syria covering 1/3 of daily caloric and nutritional needs.

cash assistance

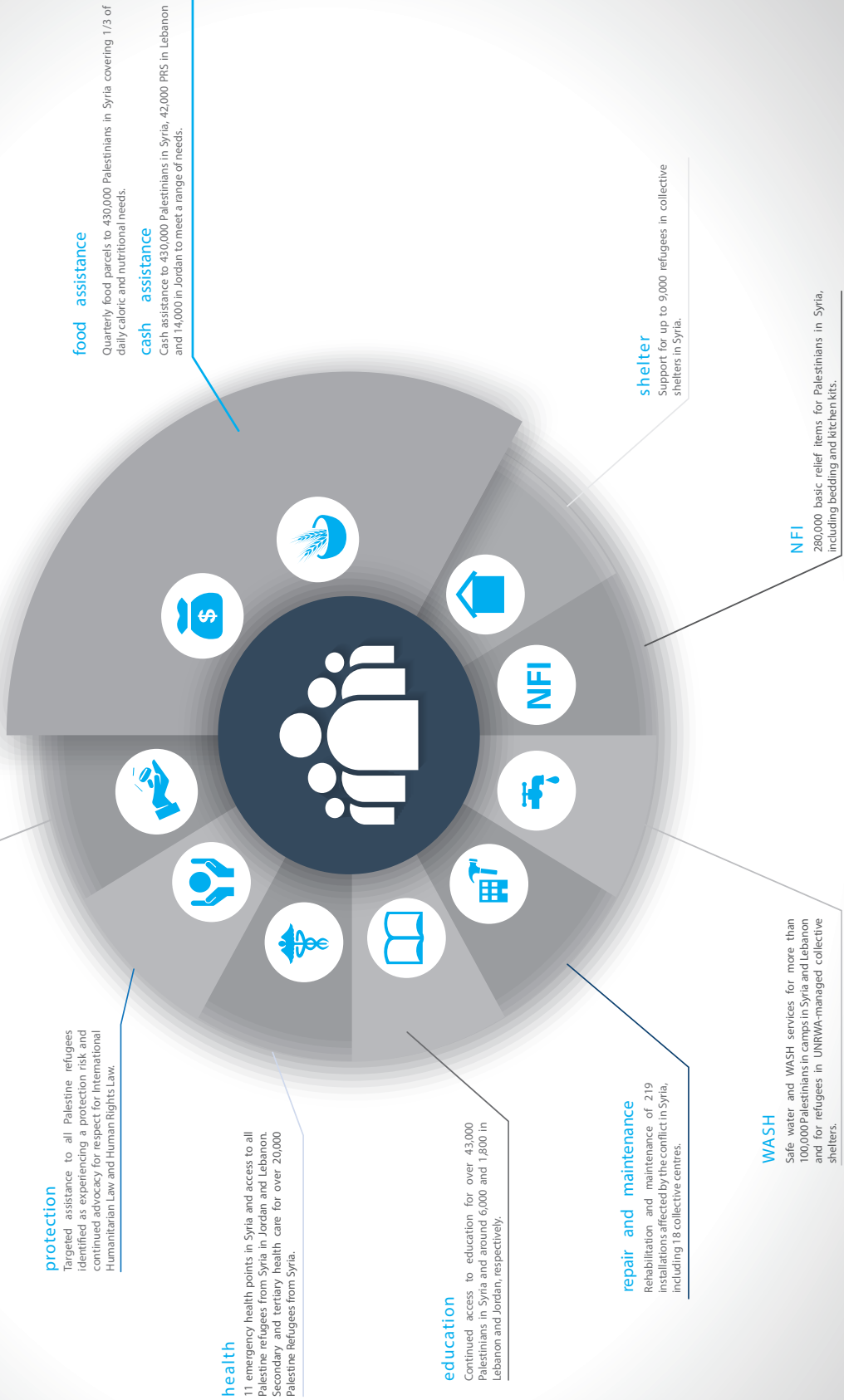
Cash assistance to 430,000 Palestinians in Syria, 42,000 PRS in Lebanon and 14,000 in Jordan to meet a range of needs.

shelter

Support for up to 9,000 refugees in collective shelters in Syria.

NFI

280,000 basic relief items for Palestinians in Syria, including bedding and kitchen kits.

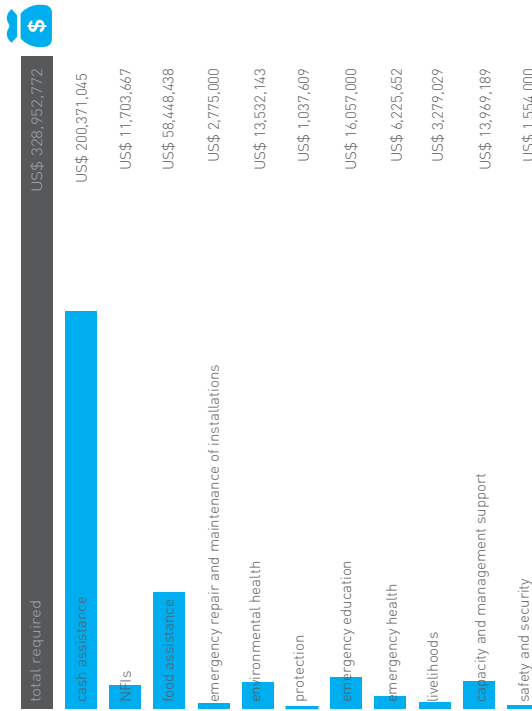


funding requirements (in US\$)

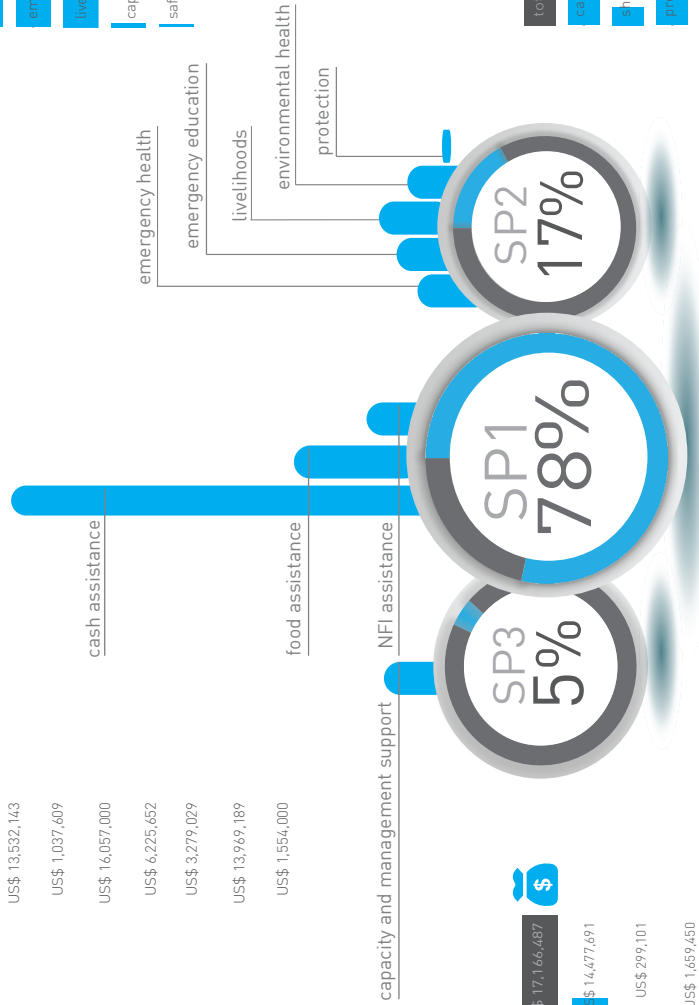
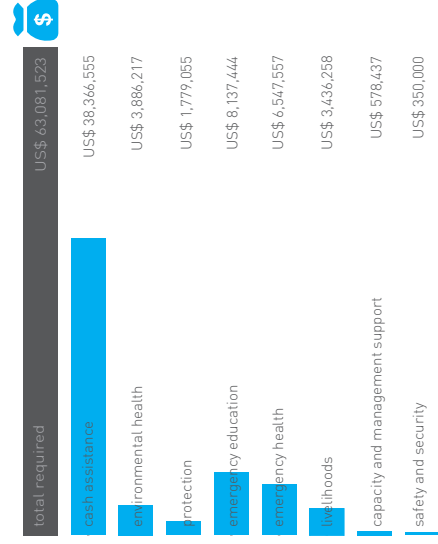
Programme Interventions	Syria	Lebanon	Jordan	Regional	Total
Cash assistance for essential needs, including food, shelter and NFIs	200,371,045	38,366,555	14,477,691	1,000,000	254,215,291
Non-food items (NFIs)	11,703,667	0	0	0	11,703,667
Food assistance	58,448,438	0	0	0	58,448,438
Livelihoods (including social cohesion for Lebanon)	3,279,029	3,436,258	0	0	6,715,287
Emergency health	6,225,652	6,547,557	502,630	400,000	13,675,839
Emergency education	16,057,000	8,137,444	1,659,450	400,000	26,253,894
Shelter	0	0	0	200,000	200,000
Protection	1,037,609	1,779,055	299,101	300,000	3,415,765
Environmental health	13,532,143	3,886,217	0	0	17,418,360
Safety and security	1,554,000	350,000	19,814	900,000	2,823,814
Capacity and management support	13,969,189	578,437	207,801	1,500,000	16,255,427
Emergency repair and maintenance of UNRWA installations	2,775,000	0	0	0	2,775,000
Total (US\$)	328,952,772	63,081,523	17,166,487	4,700,000	413,900,782

2016 syria regional crisis funding summary

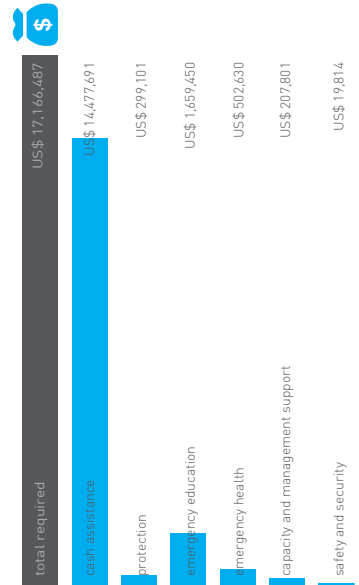
Syria



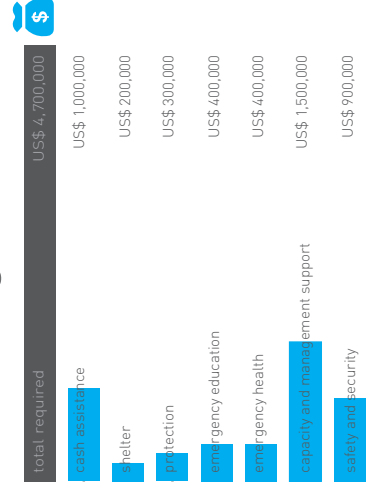
Lebanon



Jordan



Regional



syria: context and needs analysis

The armed conflict in Syria intensified significantly in 2015, inflicting profound and rapidly growing humanitarian needs on approximately 450,000 Palestine refugees in the country. This is an extremely vulnerable community that is exposed to the most severe effects of armed violence. As in previous years, the conflict was characterized by the use of heavy weapons and weapons of indiscriminate impact, including in civilian areas, and other violations of international humanitarian and human rights law, leaving over 60 per cent (280,000 individuals) of the Palestine refugee population in Syria internally displaced and over 95 per cent in need of sustained humanitarian assistance. With steep increases in the cost of essential commodities and rent, combined with rapid inflation and extremely high rates of unemployment, a large majority of Palestine refugees in Syria struggle to feed and house themselves. Tens of thousands remain trapped in areas of active conflict such as Yarmouk and Khan Eshieh in rural Damascus or Muzeirib and Jillin in the southern governorate of Dera'a, with highly constrained access to humanitarian assistance.

In 2016, the humanitarian impact of the crisis on Palestine refugees is expected to deepen. Resilience and coping mechanisms among this vulnerable population have been all but exhausted, leaving a large majority of families dependent on UNRWA assistance to meet their minimum needs. Based on regular assessments and monitoring, UNRWA estimates that at least 430,000 of the 450,000 Palestine refugees in Syria will continue to require humanitarian support in the form of emergency cash assistance; food; non-food items (NFIs);

water, sanitation and hygiene (WASH); collective shelter; and protection. UNRWA retains the responsive and innovative operational capacities to support these needs through 4,000 staff and 219 facilities across Syria. However, without sustained and increased humanitarian funding in 2016, the Palestine refugee community in Syria will face accelerating and unsustainable threats to their well-being.

Looking beyond emergency response operations, health and education services will remain central pillars of support to Palestine refugee resilience in Syria. Over 43,000 Palestine refugee children are enrolled in UNRWA schools for the 2015/16 school year. Functioning UNRWA schools and the provision of quality education remain a vital source of stability in a context of worsening armed conflict that poses severe physical and psychosocial risks to children. Continued investments and innovations in the provision of quality education services, through a combination of direct delivery and self-learning materials, will allow Palestine refugee children to continue learning despite the crisis. UNRWA will also continue to strengthen health services to respond to the needs of Palestine refugees entering their sixth year of crisis. Fifteen UNRWA health centres are currently in operation throughout Syria, with a further 11 health points opened in areas with significant populations of displaced Palestine refugees. UNRWA will retain the capacity to deploy emergency health teams to areas of active conflict and displacement, such as Yarmouk and its surrounding areas, in the event of localized crises.

syria: planning assumptions

The armed conflict in Syria is dynamic, intensive and unpredictable, posing significant challenges to the delivery of regular services and humanitarian assistance. In response to this volatile environment, UNRWA has embraced flexibility, mobility and innovation in service delivery. In 2016, these qualities will be more important than ever as the conflict and its humanitarian effects become increasingly overwhelming. The Agency's response is based on the following planning assumptions:

- **Continuing and intense armed conflict throughout Syria.** Armed engagements will continue throughout Syria in the short to medium term, with various parts of the country experiencing periods of highly intense armed conflict from time to time.
- **High levels of displacement and humanitarian need.** With over 60 per cent of the population internally displaced, a majority of Palestine refugees in Syria have lost their homes, assets and savings, leaving 95 per cent dependent on UNRWA assistance.
- **Deepening economic contraction and rising survival costs.** In December 2014, unemployment in Syria stood at 58 per cent. It is expected to rise to 66 per cent by the end of 2015. Costs of basic commodities have increased dramatically since the start of the conflict, leading to increased dependency on humanitarian assistance. Unless the provision of assistance can be sustained, many Palestine refugees will lack the income or assets to survive in Syria.
- **A diverse operational context, with a mix of humanitarian and development challenges.** In 2015, the situation in Husseiniyeh in Damascus allowed formerly displaced Syrian and Palestinian residents to return and UNRWA to restore its services. Other areas, such as Yarmouk and Dera'a, saw repeated outbreaks of intensive armed conflict, while Homs and Latakia camps remained free of direct impact from the armed conflict. This mixed pattern is likely to continue, requiring UNRWA to remain adaptive and flexible in responding to new and evolving humanitarian and human development needs.
- **Renewed displacement of Palestine refugees remains a risk.** Since early 2014, Palestine refugees in Syria have not been affected by mass internal displacement to the extent experienced in 2012 and 2013. The Agency's humanitarian response will remain effective as long as the majority of the Palestine refugee community in Syria, including those who have experienced displacement in the past, continue to find relative safety in and around major cities. However, as the armed conflict persists and constantly threatens places of relative safety, the risk of renewed mass displacements inside Syria remains high, and the option of seeking safety outside Syria will continue to be attractive to many.

syria: sector-specific interventions

An elderly man in Yarmouk, Damascus. March 2015.
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strategic priority 1

preserve resilience through the provision of humanitarian assistance

emergency
food assistance

in-kind food assistance
provided to

430,000

Palestine refugees

emergency
cash assistance

emergency cash grants to

430,000

Palestine refugees

emergency
non-food items

NFIs to

280,000

Palestine refugees

Strategic Priority 1: Preserve Resilience through the Provision of Humanitarian Assistance

Cash Assistance, NFIs and Food Aid

Outcome/Output	Indicators	Target
Outcomes		
Palestine refugees are able to meet their essential life-saving needs and cope with sudden crises	Percentage of targeted Palestine refugees in Syria (PRS) receiving one or more UNRWA emergency assistance interventions	100%
Outputs		
Palestine refugees in Syria are provided with relief assistance (food assistance, NFI and shelter assistance)	Average number of individuals receiving cash assistance for food and NFI per round (gender disaggregated)	430,000
	Average number of PRS individuals receiving in-kind food assistance per round	430,000
	Number of PRS individuals receiving NFIs	280,000
	Average duration of cash distribution rounds	8 weeks
	Total amount of cash distributed	US\$ 200,371,045*
UNRWA temporary collective shelters contribute to the protection, health and well-being of displaced refugees	Percentage of temporary UNRWA collective shelters meeting UNRWA emergency shelter standards (including protection standards)	100%
	Number of displaced refugees receiving shelter at UNRWA facilities	7,000

*This amount includes bank charges

In 2016, **cash assistance will remain the most critical form of UNRWA emergency support** to Palestine refugees in Syria, helping them to meet a part of their essential humanitarian and survival needs in a cost-effective manner that provides flexibility and the dignity of choice. UNRWA has established a rigorous and strictly managed system for distributing cash assistance, with the capability to disburse grants to up to 430,000 Palestine refugees across Syria in eight weeks or less. As part of this appeal, UNRWA plans to distribute cash grants of US\$ 35 per individual¹ per month in 2016 to 430,000 beneficiaries. Six distribution rounds are planned over the course of the year, with US\$ 70 distributed per person under each round.

Cash distribution outlets, comprised of banks, private institutions and UNRWA offices, in Damascus, Aleppo, Dera'a, Homs, Hama and Latakia allow the Agency to reach Palestine refugee communities across Syria with very low transaction costs and minimal financial risk. UNRWA has dedicated technical staff assigned to each of these outlets, allowing the Agency to ensure strict compliance with financial rules and regulations. UNRWA also updates its emergency management database on a continuous basis, through physical verification of beneficiaries, ensuring that only Palestine refugees remaining in Syria are served.

Food insecurity worsened significantly in 2015, as the exhaustion of coping mechanisms left over 95 per cent of Palestine refugees in Syria dependent on UNRWA to support their minimum food needs. In 2016, UNRWA will continue to provide **in-kind food assistance to up to 430,000 Palestine refugees**, in addition to regular delivery of cash assistance. Parcels are designed to meet approximately one third of

caloric (approximately 700 kcal per person per day) and micronutrient requirements of Palestine refugee families. Food assistance will remain the most critical support modality for vulnerable families in areas where, as in Yarmouk, security considerations prevent distribution of cash assistance. UNRWA will also provide two meals per day to internally displaced persons (IDPs) sheltering in Agency-administered collective centres.

UNRWA will provide **in-kind NFIs and WASH items to vulnerable groups**, including people with disabilities, pregnant and nursing women, female-headed households, refugees in besieged and hard-to-reach areas, and those living in collective shelters. Ongoing fuel scarcity and unemployment mean that supplies such as thermal bedding and additional cash assistance are of particular importance during the colder months.

Palestine refugees in areas without functioning markets or freedom of movement will continue to rely on in-kind distributions to meet their minimum needs, wherever humanitarian access is possible. UNRWA anticipates ongoing and very high levels of need in relation to critical NFIs throughout 2016, as economic contraction, high unemployment and rapid inflation prevent increasingly vulnerable Palestine refugees from meeting their minimum requirements. UNRWA will continue to manage collective shelters for up to 9,000 displaced Palestine refugees and other civilians in 2016.

1. Amounts provided to IDPs in UNRWA-administered collective shelters will be reduced to account for meals and NFIs provided to these refugees.

Qabr Essit, Syria. April 2015.
© 2015 UNRWA Photo by
Taghrid Mohammad

strategic priority 2

provide a protective framework for palestine refugees and help mitigate their vulnerability



livelihoods

provide microfinance loans to

39,750

Palestine refugees and
Syrians



emergency health

meet health-care needs of

450,000

Palestine refugees



emergency education

provide primary education to

43,000

Palestine refugee children



protection

protection services and
advocacy for

450,000

Palestine refugees



environmental health

provide water, sanitation
and hygiene items and
services to

450,000

Palestine refugees

Strategic Priority 2: Provide a Protective Framework for Palestine Refugees and Help Mitigate Their Vulnerability

Livelihoods (Microfinance and Vocational Training)

Outcome/Output	Indicators	Target
Outputs		
Palestine refugees in Syria receive microenterprise and consumer loans for small businesses and households	Number of Palestine refugees and Syrians who receive microfinance loans (including women and youth)	39,750
Young Palestine refugees in Syria receive vocational training and are supported with job placements	Number of Palestine refugee youth who complete short- or long-term vocational courses through UNRWA	2,066
	Number of Palestine refugee youth who receive career guidance through UNRWA	2,900

Despite being affected by the sharply deteriorating value of the Syrian currency, the UNRWA **Microfinance Department expanded its portfolio by 230 per cent in 2014**, with women comprising 36 per cent and youth 16 per cent of clients.² UNRWA continues to provide loans to support Palestinian and Syrian enterprises and households in areas where the situation has stabilized and where regular economic activities are continuing and developing, especially where there is movement of IDPs into such regions. Thus, in 2015, IDPs accounted for 15 per cent of total clients and 26 per cent of clients in Damascus. The programme has opened three new offices in Swayda, Tartous and Latakia to replace branches located in inaccessible areas, including Yarmouk. The programme is currently significantly undercapitalized and requires additional capitalization of US\$ 3.5 million to grow further to meet its outreach capacity and targets for 2016.

In line with the Agency-wide Technical and Vocational

Education and Training (TVET) Strategy, a range of curricular adaptations in technical and vocational training have been implemented following an employment market survey and feedback from students. As a result, the employment rate of **technical/vocational training students increased from 20 per cent in 2013 to 35 per cent in 2014**. The increase in the employment rate of technical and vocational education and training graduates in Syria, despite the conflict and unstable security context, is a particular achievement. **Courses have been adapted and satellite centres are now open in Dera'a and Homs, with a third centre planned in Latakia** to increase outreach to students in 2016. As part of this appeal, UNRWA will provide vocational training to 2,066 students.

2. A survey published by UNRWA in 2014 revealed that 40 per cent of businesses financed by UNRWA had been looted and 31 per cent had permanently closed. Only 13 per cent of these businesses continued to operate in 2014.

Emergency Health

Outcome/Output	Indicators	Target
Outcomes		
The impact of the crisis on health services for refugees is reduced	Number of consultations supported by UNRWA (primary, secondary and tertiary health care)	960,000
Outputs		
Palestine refugees have access to primary health-care services	Number of Palestine refugee consultations in UNRWA health facilities (disaggregated by gender)	440,000 male 520,000 female
	Number of Agency health centres and mobile health points operational	26
Palestine refugees in Syria have access to hospital care (secondary and tertiary)	Number of UNRWA hospitalizations accessed by PRS patients	17,000
Palestine refugees in Syria have access to essential drugs and medical supplies	Percentage of health centres (HCs) with no stock-out of 12 tracer items	100%

Virtually all 450,000 Palestine refugees in Syria rely on UNRWA to meet their health care needs, either directly or through the Agency's interventions, due to the level of destruction sustained by the Syrian public health system. Costs associated with the provision of health services have risen exponentially as medical supplies and hospital services have become scarce and significantly more expensive.

In the face of a shortage of qualified health professionals, UNRWA will strive to ensure that its health programme in Syria remains adequately staffed. **UNRWA will also seek to strengthen the capacity of 11 health points that have been**

established to serve displaced populations, providing a larger range of services and guaranteed stocks of essential drugs and medicines. Additional funding will be required to maintain basic levels of services in a context of increased costs, in particular for medicines, medical supplies and hospital care. UNRWA will also enhance public outreach to Palestine refugees in regard to maternal and child health, non-communicable diseases and vaccination coverage, seeking to protect pre-crisis improvements in public health among Palestine refugees.

Emergency Education

Outcome/Output	Indicators	Target
Outcomes		
Palestine refugees in Syria are able to continue their education despite conflict and displacement	Number of Palestine refugee students graduating from basic education	3,900
	Number of Palestine refugee students completing end-of-year exams (Grades 1-8)	39,900
Outputs		
Palestine refugee students have access to education through regular/catch-up classes	Percentage of schools with adequate equipment (furniture, heating, other equipment)	100%
	Number of school-age children enrolled in regular classes in UNRWA schools	43,000
Palestine refugee students are provided with psychosocial support (PSS)	Average number of school-age children receiving psychosocial support per month	7,000
Palestine refugee students are provided with educational and recreational materials and activities	Number of Palestine refugee students provided with educational/recreational materials (self-learning materials, back-to-school kits, PSS/recreational kits, stationery)	43,000
	Number of Palestine refugee students participating in recreational/catch-up learning activities	10,000

The Agency's priority in 2016 is to continue to manage the education of over **43,000 Palestine refugee students currently enrolled in UNRWA schools in Syria**. This will require the retention and training of over 1,700 education staff³, the maintenance and repair of school buildings, and the timely provision of adequate education supplies.

UNRWA will also strengthen its Education in Emergencies capacity through the development and **provision of alternative learning modalities such as safe learning spaces and self-learning materials** to areas that have experienced repeated school closures. The continued provision of adequate **psychosocial support to children enrolled in UNRWA schools is a major priority**, as the majority of school-age students are exposed to repeated violence and stress. Safety and security trainings will also be provided for education

personnel on conflict and disaster risk reduction. The training, which is co-designed by the UNRWA Security and Safety Division together with the Education Department, provides staff with theoretical and practical knowledge to strengthen coping mechanisms and survival skills during emergencies for school personnel to better protect the schools, students and themselves.

- This includes funding for cost-recovery of staff included in the General Fund budget working under emergency conditions, as well as additional posts and demands that have been created as a result of the conflict.

Protection

Outcome/Output	Indicators	Target
Outcomes		
Protection of vulnerable and at-risk Palestine refugees individuals is strengthened	Percentage of individuals identified as experiencing a protection risk (women, girls, boys and men) provided with assistance	100%
Outputs		
Strengthened prevention and protection response for Palestine refugees (physical security and violence, in particular GBV)	Number of Palestine refugees provided with legal advice	200
	Number of UNRWA staff members trained on protection	450

Protection needs among Palestine refugees in Syria are expected to remain high during 2016, as a result of the continuing armed conflict. Civilians are likely to continue to face serious protection risks, including in **Palestine refugee camps and communities**. Social protection issues are also deepening, with a growing number **of families suffering the effects of gender-based violence, social fragmentation, substance abuse and criminality**.

UNRWA will seek to prioritize the following critical interventions:

- Further strengthening of the Area Support Officer programme and other protection capacities.** The Area Support Officer team was partially deployed in 2015, with international officers assigned so far to the Central Area and Damascus. The team is responsible for protection monitoring and protection case tracking and referral, mainstreaming, programmatic response, capacity-building, neutrality monitoring, and emergency support. In 2016, this team will be further expanded, with dedicated Area Support Teams established in each area of operations where the security situation permits. The team will work closely with front-line staff to identify and address protection issues during both the planning and implementation of the Agency's work in Syria.
- UNRWA will continue to safeguard the neutrality of UNRWA operations, support operational responses, and mainstream protection through the Operations Support Office (OSO). With training, support to programmes and engagement with a variety of stakeholders, the ASO team will improve the understanding and practical application of the principles of protection, neutrality and humanitarian action.
- Ongoing protection activities managed through regular programmes,** focusing on high-risk groups, including: direct family monitoring through social workers deployed across Syria; three operational Family Support Offices; sexual and gender-based violence (SGBV) referral in UNRWA health facilities; legal assistance to SGBV survivors; and human rights education in UNRWA schools.
- Participation in global protection mechanisms and the international human rights system (IHRS),** in accordance with the UNRWA framework for effective engagement with the international human rights system, including various monitoring and reporting mechanisms.
- Continuous advocacy in support of the protection of civilians** with relevant stakeholders.

Environmental Health

Outcome/Output	Indicators	Target
Outcomes		
Public health needs of the affected population are met.	Percentage of accessible Palestine refugee camps receiving repair, rehabilitation or reconstruction of water and sanitation networks by UNRWA	100%
Outputs		
Affected populations are provided with safe, equitable and sustainable access to a sufficient quantity of water for drinking, cooking, and personal and domestic hygiene.	Percentage of IDPs receiving adequate potable water during displacement in UNRWA shelters	100%
Affected populations have reduced risk of WASH-related diseases through access to improved hygienic practices to address harmful current practices, hygiene promotion, and delivery of hygiene products and services on a sustainable and equitable basis.	Number of Palestine refugees (women, men and children) with access to hygiene items to maintain health, dignity and well-being	280,000

Emergency WASH needs are expected to remain high in 2016 as the result of ongoing water shortages, prevailing drought conditions, damaged infrastructure, erosion of resilience and constrained funding for the humanitarian response. Within this context, UNRWA will continue to provide **direct services (solid waste and garbage collection, mains water supply, sewerage network, municipal cleaning) and maintenance in Palestine refugee camps and UNRWA collective shelters.** In addition, the Agency will continue to distribute hygiene items to vulnerable groups, including pregnant and nursing women, people with disabilities, elderly people, and people living in besieged and hard-to-reach areas, when access is possible. UNRWA will also distribute water treatment and storage equipment to areas affected by water shortages, including besieged and hard-to-reach areas, where access is possible.

Haifa School Collective Shelter, April 2015.
© 2015 UNRWA Photo by Taghrid Mohammad

strategic priority 3

strengthen humanitarian capacity, coordination and management



safety and security

to provide safe services and working environments to

450,000

Palestine refugees and UNRWA staff



emergency repair and maintenance

to maintain, repair and upgrade up to

219

UNRWA facilities



capacity and management support

to further strengthen UNRWA humanitarian response capacity, including psychosocial support, protection, logistics and management

Strategic Priority 3: Strengthen Humanitarian Capacity, Coordination and Management

Safety and Security

Outcome/Output	Indicators	Target
Outputs		
UNRWA is able to provide services to Palestine refugees with appropriate security arrangements	Percentage of Security Risks Assessments completed for programmes and projects at field level	100%
Enhanced safety and security of UNRWA staff to facilitate the provision of humanitarian aid to Palestine refugees	Percentage of security risk management plans updated and adhered to	100%

The security situation deteriorated significantly throughout Syria in 2015, with an increasingly complicated battlefield, growing engagement and military support by States to parties to the conflict, and shifting front lines continuing to threaten UNRWA operations. To address the associated risks, **UNRWA has made significant investments in the security of its staff, assets and premises.** These investments will require sustained funding over the course of 2016. Priorities include adequate international security staffing; infrastructural

improvements to UNRWA facilities, including security walls/fencing and installation of shatter-resistant film; procurement of communications equipment, hazardous environment and first aid/trauma training; recruitment of additional guards for UNRWA installations; overhead protection of premises from explosive munitions; and purchase of armoured vehicles and personal protective equipment for operations in high-risk areas.

Emergency Repair and Maintenance of UNRWA Installations

Outcome/Output	Indicators	Target
Outputs		
UNRWA installations and UNRWA-managed facilities repaired and maintained for continued provision of services.	Percentage of operational installations and facilities (including collective shelters and UNRWA-managed facilities) maintained and/or rehabilitated	100%

Emergency maintenance and repair of UNRWA installations will remain critical during 2016. Many installations have been damaged or destroyed by armed conflict, with ongoing armed violence and indirect fire posing sustained threats to dozens of facilities, contrary to the inviolability of UNRWA premises, which applies at all times in accordance with international law. Eighteen UNRWA installations continue to be used as collective shelters and have deteriorated from overutilization.

In particular, the Damascus Training Centre has hosted over 800 people for almost three years and requires significant rehabilitation works to remain functional. All facilities used for shelter purposes require constant maintenance, to ensure minimum standards of WASH services for the refugees and to mitigate the risks of communicable diseases. Numerous other UNRWA facilities will also require maintenance and upgrades in order to better respond to UNRWA operational needs.

Capacity and Management Support

Consolidation of humanitarian assistance operations in 2016 will require **ongoing investment in emergency management and monitoring staff, emergency specialists, and humanitarian field workers.** UNRWA staff members remain exposed to severe risks as a result of the conflict, resulting in substantially increased staff turnover rates and

increased recruitment challenges. While the vast majority of posts will continue to be filled by Palestine refugees in Syria, UNRWA requires expanded international capacity, particularly specialist staff in the fields of humanitarian response, psychosocial support, protection, logistics and grants management.

Lebanon: context and needs analysis

The protracted conflict in Syria continues to place major strains on Lebanon. The 270,000 Palestine refugees living in Lebanon (PRL) prior to the crisis were already among the most vulnerable communities in the country⁴, with higher levels of poverty and worse development outcomes than their Lebanese counterparts. Most remain highly dependent on UNRWA services due to their inability to access public systems in Lebanon.

Some 42,000 Palestinian refugees from Syria (PRS) have registered with UNRWA in Lebanon. Not least due to the recent movements of PRS out of Lebanon, a comprehensive verification exercise will be carried out in early 2016. Women and children comprise the majority of those who have fled the conflict in Syria and entered Lebanon, while at least a third are below the age of 18. PRS in Lebanon face a marginalized existence and increasing vulnerability: 90 per cent are poor, compared to two-thirds of PRL, and 1 in 10 live in extreme poverty, with youth disproportionately affected.⁵ Conditions have deteriorated among PRS over the past 12 months, with 95 per cent of the population assessed to be food insecure, up from 90 per cent in 2014. Refugees have extremely limited access to formal employment and, as the crisis continues and traditional coping strategies are exhausted, find themselves increasingly reliant on UNRWA support. Based on a survey conducted jointly in 2015 by UNRWA and the American University of Beirut, UNRWA estimates that almost all of the PRS in Lebanon require humanitarian support, which will primarily be provided in the form of cash grants designed to meet a range of needs, including food, relief items, NFIs and shelter.

UNRWA is committed to ensuring access for PRS to its regular services in Lebanon, making use of existing infrastructure and capacity, thus ensuring cost efficiency and limiting the burden on host communities and the host government. Health services will be provided through the Agency's

network of health clinics and referrals to contracted hospitals for life-saving hospitalization care, while an estimated 6,000 children will be integrated into UNRWA schools, with support and remedial classes to help them adapt to the Lebanese curriculum. The Agency will also provide vocational training to a number of PRS students to prepare them for future careers. Recreational activities for students will focus on providing them with much-needed relief from the overcrowded and often desperate circumstances they live in. The high cost of operating in Lebanon places a strain on already overstretched resources and camp infrastructure, where the majority of PRS live⁶, resulting in a need for maintenance, repair and rehabilitation.

An important aspect of the UNRWA response to the Syria crisis is support for Palestine refugee host communities in Lebanon. PRL students will also benefit from some of the recreational activities proposed in this Appeal, in order to improve cohesion with PRS children and support their integration into regular UNRWA classes in Lebanon. It is estimated that over 6,500 PRL students will be supported under the education component of this Appeal, through sharing of classrooms with PRS children and educational materials. Interventions targeting refugee camps will assist a further 20,000 PRL. UNRWA will need resources to retain the expertise, operational capacity and experience to serve all PRL and PRS affected by the ongoing conflict in Syria.

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4. Socio-Economic Survey of Palestine refugees in Lebanon, UNRWA-American University of Beirut 2010; Preliminary findings: Socio-Economic Survey of Palestine refugees in Lebanon, UNRWA-American University of Beirut 2015.
 5. Preliminary findings: Socio-Economic Survey of Palestine refugees in Lebanon, UNRWA-American University of Beirut 2015.
 6. Just over 50 per cent of PRS in Lebanon live in official Palestine refugee camps, while the others reside mainly in the adjacent areas of these camps and other Palestinian gatherings. Source: UNRWA PRS statistical report, 17 November 2015

lebanon: planning assumptions

PRS are particularly vulnerable given the restrictions on regularizing their stay and the extremely limited social protection services available to them, particularly for those not legally registered in the country. This makes them highly dependent on UNRWA and in need of protection, as well as broad humanitarian assistance, including food, shelter, health care and education. The Agency's response in 2016 is based on the following planning assumptions:

- The impact of recent refugee movements on the number of PRS in Lebanon is hard to predict at this stage. While there is evidence that numbers are decreasing, UNRWA will continue to assume a case load of over 40,000 in 2016.
- Entry of PRS into Lebanon and their ability to renew their legal status will continue to be highly restrictive, increasing the need for advocacy and protection services.
- Increased level of vulnerability and dependency on both UNRWA services and negative coping mechanisms among the PRS population.
- A large number of PRS in Lebanon will have stayed in the country for a period of more than three years, thereby requiring treatment for chronic diseases to be provided alongside critical and life-saving health services.
- Infrastructure in Palestine refugee camps, which are hosting many of the PRS in Lebanon, will deteriorate further.
- Tensions between PRS and Palestinian host communities will continue.

lebanon: sector-specific interventions

Beddawi camp, Lebanon. November 2015.
© 2015 UNRWA Photo by Maysoun Mustafa



strategic priority 1

preserve resilience through the provision of humanitarian assistance



multipurpose
cash assistance

cover basic needs through
cash assistance for some

42,000

Palestinian refugees
from Syria



winterization
assistance

provide winterization
assistance for some

12,000

Palestine refugee families

Strategic Priority 1: Preserve Resilience through the Provision of Humanitarian Assistance

Cash Assistance for Essential Needs, Including Food, Shelter and NFIs

Outcome/Output	Indicators	Target
Outcomes		
Palestine refugees are able to meet their essential life-saving needs and cope with sudden crises	Percentage of targeted PRS receiving one or more UNRWA emergency assistance interventions	97%
Outputs		
PRS are provided with relief assistance (food assistance, NFI and shelter assistance)	Average number of individuals receiving cash assistance for food, NFI and shelter per round (gender disaggregated)	42,000
	Number of families provided with winterization assistance (cash and in-kind)	12,000 (11,200 PRS and 800 PRL)
	Total amount of cash distributed per round	US\$1,134,000

Palestinian refugees from Syria in Lebanon are highly vulnerable and have severely curtailed opportunities to earn an income. Since October 2013, the Agency has been providing assistance to PRS through its cash transfer programme, which credits ATM cards with cash for food, housing and winterization. Unaccompanied and separated minors are the only beneficiaries who receive assistance in hard cash, rather than via an ATM card, following an assessment by the UNRWA protection team.

In 2016, UNRWA will introduce a single, monthly cash assistance payment – multipurpose cash support – to consolidate the range of cash grants that were provided previously into one payment. The multipurpose cash grant is designed to cover a range of basic needs, including food, shelter and non-food items, while affording beneficiaries more choice in the determination of these needs. UNRWA will target an estimated 42,000 PRS with cash assistance, with eligibility determined through vulnerability assessments and ongoing needs assessed through post-distribution surveys, a population headcount and regular monitoring of the beneficiary population. This represents an increase of 1,000 persons from 2015, based on assessments of food insecurity.

The base value of the multipurpose cash grant is US\$ 100 per household per month, with an additional US\$ 27 for each

family member per month to cover food costs. The latter is a standardized amount, agreed by partners in the food security sector in Lebanon, subject to funding.


Alongside these grants, special provision will be made for winter, which is harsh in Lebanon, especially in the high elevations of Mount Lebanon, the North, and Bekaa, where a large percentage of PRS live. These areas experience a significant drop in temperature, rain and several snowstorms between November and March. Winter support plans through the Lebanon Crisis Response Plan aim to reach Lebanese, Syrian, and Palestinian families who lack financial means and are exposed to cold. The UNRWA winterization programme is implemented in coordination with partners, including UN agencies, international non-governmental organizations (INGOs) and the Red Cross/Red Crescent, to provide specific cash assistance to cover winter support to PRS families. The value of the winterization package provided to households varies according to the elevation of their place of residence. Households living 500 m above sea level and above (2,128 PRS households and 800 PRL households) will receive US\$ 146 per month for four months; those living at less than 500 m above sea level (9,072 households across Lebanon) will receive US\$ 100 per month for four months.

Palestine refugee children from Syria in Beddawi camp, Lebanon, September 2015.
© 2015 UNRWA Photo by Maysoun Mustafa



strategic priority 2

provide a protective framework for palestine refugees and help mitigate their vulnerability



livelihoods

provide training opportunities to

632

Palestine refugees




emergency health

meet the health-care needs of some

42,000

Palestine refugees




emergency education

provide primary education to up to

6,000

Palestine refugee children



protection

provide essential protection services and respond to the protection needs of women and children by strengthening of critical gender-based violence and child protection prevention and response interventions



environmental health

provide water and sanitation to

34,400

Palestine refugees in camps

Strategic Priority 2: Provide a Protective Framework for Palestine Refugees and Help Mitigate Their Vulnerability

Livelihoods and Social Cohesion

Outcome/Output	Indicators	Target
Outcomes		
Enhanced livelihoods of PRS	Percentage of applications by vulnerable PRS accepted at UNRWA training centres	100%
Outputs		
Improved access to employment opportunities for PRS and PRL	Number of training opportunities provided to PRS and PRL	632
	Numbers of local businesses receiving business grants from UNRWA	300

The unemployment rate among PRL reached a historical peak of 23.2 per cent in 2015, up from around 8 per cent in 2012. This increase can be attributed largely to the influx of Syrian and Palestinian refugees from Syria into the Lebanese labour market.⁷ Livelihood activities by UNRWA under this activity will support outputs in job creation and improve workforce employability. UNRWA will provide training opportunities to 632 PRS and PRL through 19 courses at its Sibliin Training Centre in Lebanon. Courses will cover a range of subjects, taking into account the employment opportunities of PRS in Lebanon and in Syria after return. The following courses will be provided: Photography and Video Editing, General Carpentry, Solar Energy Systems and General Plumbing, Building Craftmanship, General Welding, Aluminium, Diesel Mechanics, Computer Maintenance, Cosmetics and Beauty Culture, Electrical Installation, Secretarial, and Air Conditioning Servicing.

Apprenticeships and on-the-job training will be offered to 150 PRS and PRL graduates from Sibliin to support their entry into the labour market. UNRWA will also offer business

management grants to 300 local businesses, in an effort to improve the capacity of the informal sector to absorb recent graduates. These initiatives help provide immediate relief to vulnerable households while also contributing to self-reliance and human capital of refugee youth.

Social cohesion activities in this Appeal will support monitoring and analysis of the situation in Palestine refugee camps and gatherings. UNRWA will continue to support the Palestiniadi games, a sports event for around 300 Palestine refugee children and Lebanese children that allows children to develop their self-esteem and skills and build bridges across communities, thus contributing to improved community relations. Small grants will also be provided to nine Women's Programme Centres in Palestine refugee camps across Lebanon for projects that will help mitigate tensions between PRS and PRL communities.

7. Socio-Economic Survey of Palestine Refugees in Lebanon (Preliminary Findings – UNRWA/AUB 2015)

Emergency Health

Outcome/Output	Indicators	Target
Outcomes		
The impact of the crisis on health services for refugees is reduced	Number of PRS consultations supported by UNRWA (primary, secondary and tertiary health care)	155,000
Outputs		
PRS have access to primary health-care services	Number of PRS visits to UNRWA health facilities (disaggregated by gender)	150,000 (40% males, 60% females)
	Percentage of Agency health centres and mobile health points operational	100%
PRS have access to hospital care (secondary and tertiary)	Number of UNRWA hospitalizations accessed by PRS patients	5,000
PRS have access to essential drugs and medical supplies	Percentage of HCs with no stock-out of 12 tracer items	100%

Primary health care continues to be provided, free of charge, to Palestine refugees at 27 health centres throughout Lebanon. This service is vital given that Palestine refugees living in Lebanon have no access to public health services and in the context of their worsening socioeconomic situation. UNRWA covers the full costs of secondary care, with the exception of cost-sharing on some medications and non-routine medical supplies, and partially covers tertiary care for Palestinian refugees from Syria for life-saving and emergency conditions, provided by contracted hospitals. The high cost of Lebanese health care means adequate treatment is often beyond the

reach of refugees, especially for conditions not subsidized by UNRWA. In 2016, UNRWA plans to provide care for certain chronic cases for Palestine refugee patients from Syria.⁸ Lack of treatment often severely restricts the quality of life and ability of these patients, whose conditions have worsened as they stay longer in Lebanon without treatment. An estimated 5,000 hospital visits will be supported through this Appeal.

8. These include: cancer cases (chemotherapy and radiotherapy), multiple sclerosis, thalassemia, others (renal diseases, Crohn's disease, ulcerative colitis), and heart surgeries

Emergency Education

Outcome/Output	Indicators	Target
Outcomes		
PRS are able to continue their education despite conflict and displacement	Number of PRS students graduating from basic education	193
Outputs		
PRS students have access to education through regular/special classes and alternative learning modalities	Number of UNRWA schools hosting PRS	65
	Number of UNRWA double-shift schools hosting PRS	3
	Number of schools provided with equipment (furniture, heating, other equipment)	15
	Number of PRS school-age children enrolled in regular classes in UNRWA schools	6,000
	Number of schools rehabilitated	5
PRS students are provided with psychosocial support	Number of school-age children receiving psychosocial support	2,650
	Number of education staff trained in delivering psychosocial support	76
Palestine refugee students are provided with educational and recreational materials and activities	Number of PRS students provided with educational/recreational materials (back-to-school kits, PSS/recreational kit, stationery)	6,000
	Number of PRS students participating in recreational/catch-up learning activities	6,000

UNRWA continues to strive to support PRS students enrolling in UNRWA schools in Lebanon and has committed to ensure that all PRS children who register in UNRWA schools receive formal education and academic assistance (including textbooks and supplies) despite the challenges faced with the limited school infrastructure available.

During 2014/15, UNRWA accommodated 31,646 PRL students and 6,527 PRS students in 65 schools across Lebanon, providing formal education and academic assistance (including textbooks and supplies). In 2015/16 it is estimated that 6,000 PRS students will require educational support from UNRWA. Recreational and psychosocial activities have been ongoing throughout the scholastic year with the aim of providing PRS and PRL children with an opportunity to participate in activities that give them respite from the difficult living conditions in the camps and which can help to foster social cohesion. The activities also integrate children with disabilities.

School capacities will also be strengthened with training in conflict and disaster risk reduction skills. Training will provide staff with theoretical and practical knowledge to strengthen coping mechanisms and survival skills during emergencies for school personnel, including managing evacuations during emergencies.

Despite the current challenges and the difficult circumstances in which UNRWA operates, the Agency is committed to provide all Palestine refugee children with quality, equitable and inclusive education.

Protection

Outcome/Output	Indicators	Target
Outcomes		
Protection of vulnerable and at-risk PRS individuals is strengthened	Percentage of individuals identified as experiencing a protection risk (women, girls, boys and men) provided with assistance	97%
Outputs		
Strengthened prevention and protection response for PRS (refoulement; physical security; violence, in particular GBV)	Number of Palestine refugees provided with legal advice	9,346 (8,662 PRS; 684 PRL)
	Percentage of children (boys/girls) identified as experiencing a protection risk	45%
	Number of UNRWA staff members trained on protection	960

PRS escaping the conflict and seeking safety in Lebanon have faced limitations on their ability to lawfully enter Lebanese territory since August 2013, and even stricter restrictions since May 2014, while those PRS already in the country face specific protection threats due to their precarious legal status – in particular, limited access to crucial civil registration procedures. As of August 2014, only 44 per cent of PRS had valid residency documents.⁹ The number of PRS without valid residency has risen steadily since August 2014, with a study from March 2015 indicating that 86 per cent of PRS respondents had expired residency documents.¹⁰

Prior to the crisis, Palestine refugee camp populations were among the most vulnerable in Lebanon. Those now hosting PRS in camps face additional difficulties, in terms of increased rents, downward pressure on wages and a general strain on camp infrastructure. The traditional social network in camps has been significantly challenged by the influx of refugees, leading to an increase in internal tensions.

Under this appeal, UNRWA aims to provide essential protection services for PRS and PRL. The combination of lack of legal residency in Lebanon (mainly for PRS), reductions in humanitarian assistance, limited self-support opportunities and depletion of resources are increasing vulnerabilities and placing women and children at particular risk. Moreover, this Appeal will respond to the protection needs of Palestine refugee women and children through continued support and strengthening of critical gender-based violence (GBV) and child protection prevention and response interventions.

9. 'Profiling the vulnerability of Palestine refugees from Syria living in Lebanon,' report by UNRWA
10. Tatweer, Needs Assessment of Palestinian Refugees from Syria Survey Results, March 2014.

Environmental Health

Outcome/Output	Indicators	Target
Outcomes		
Public health needs of the affected population are met	Percentage of PRS in camps who have safe and equitable access to WASH resources and facilities	90%
Outputs		
Affected populations are provided with safe, equitable and sustainable access to a sufficient quantity of water for drinking, cooking, and personal and domestic hygiene	Percentage of PRS with access to a sufficient quantity of water for drinking, cooking, and personal and domestic hygiene	90%
Affected populations have reduced risk of WASH-related diseases through access to improved hygienic practices to address harmful current practices, hygiene promotion, and delivery of hygiene products and services on a sustainable and equitable basis	Percentage of PRS (women, men and children) with access to hygiene items to maintain health, dignity and well-being	80%

Services related to water supply, wastewater treatment and solid waste collection in camps are among the most important that UNRWA provides. Sewer systems in the camps are at their capacity limit, under the additional pressure of more beneficiaries, and need to be upgraded. As a result of increased demands, there is a heightened risk of water shortages and breakdowns, which could in turn lead to social tensions, aside from more obvious risk of disease and ill health. A comprehensive and effective response requires community participation, coordination and oversight to strengthen this infrastructure and maintain access to water for drinking, cooking and personal and domestic hygiene.

The Agency's assistance to this sector will support safe and equitable access to a sufficient quantity of water for drinking, cooking, and personal and domestic hygiene. It will also support the strengthening of national to local level systems, in line with the Lebanese National Water Sector Strategy to increase access to quality water. In addition, UNRWA will provide assistance for solid waste management, vector control and flood risk mitigation measures.

Mental health training, Saida, Lebanon. September 2015.

© 2015 UNRWA Photo by Graziella Rizkallah

Leading causes of years of life lived with disability

1	Unipolar depressive disorders	10.9%
2	Hearing loss, adult onset	4.6%
3	Refractory errors	4.6%
4	Alcohol use disorders	2.3%
5	Cataracts	2.0%
6	Schizophrenia	2.7%
	Heart failure	2.6%
	Bipolar affective disorder	2.4%
	Deficiency anaemia	2.1%
	Alzheimer's dementia and other dementias	2.2%
	Stroke	2.2%

strategic priority 3

strengthen humanitarian capacity, coordination and management

safety and security

to support preparedness for critical events, including first aid kits, emergency trauma bags, defibrillators and personal protective equipment

capacity and management support

to work closely with partners to support intersectoral planning and responses through sectoral working groups and the Humanitarian Country Team in Lebanon

Strategic Priority 3: Strengthen Humanitarian Capacity, Coordination and Management

Safety and Security

Outcome/Output	Indicators	Target
Outputs		
UNRWA is able to provide services to PRS with appropriate security arrangements	Percentage of Security Risks Assessments completed for programmes and projects at field level	100%
Enhanced safety and security of UNRWA staff to facilitate the provision of humanitarian aid to PRS	Percentage of security risk management plans updated and adhered to	100%

The Agency continuously monitors the security situation in Lebanon, in coordination with other United Nations agencies and the Lebanese government, to identify any possible deterioration that could have an adverse impact on the

population and the Agency’s operations and programmes. Funding under this component will support preparedness for critical events, including first aid kits, emergency trauma bags, defibrillators and personal protective equipment.

Capacity and Management Support

Staff capacity and management support continues to ensure a timely and effective response to the needs of Palestine refugees who have fled Syria. In addition to being the main provider of assistance to Palestinian refugees from Syria in Lebanon, UNRWA often leads coordination among partners for services to Palestinians and participates actively in the Lebanon

Crisis Response Plan, in partnership with the Government of Lebanon and humanitarian community. UNRWA also works closely with partners to support intersectoral planning and responses through sectoral working groups and the Humanitarian Country team in Lebanon. Capacity and staffing will be retained in 2016 to continue this work.

jordan: context and needs analysis

The number of PRS in Jordan has continued to rise during 2015, although at a much slower pace than in 2013 and 2014. It is anticipated that this trend will continue in 2016, with the PRS population expected to reach 18,000 by the end of the year. Just under half of PRS in Jordan are children and 10 per cent are aged over 50. Female-headed households make up around 30 per cent of the total caseload. The majority of Palestinian refugees from Syria live in host communities, mainly around the urban centres of Amman, Irbid and Zarqa.

The reduction in the number of new arrivals expected in 2016 is due largely to the Government of Jordan's non-admission policy for PRS. This policy was introduced in January 2013 and continues to define the Agency's response to the Syria crisis in Jordan. It effectively means that only Palestinians with Jordanian national documents are permitted to enter the country from Syria. Small numbers of others continue to enter but typically through irregular and unsafe routes. Their lack of legal status and consequent protection risks are a source of major concern. As for others who have entered and remain in Jordan irregularly, they are living under continuing risk of arrest, detention and forced return.

Between 1 January and 31 October 2015, UNRWA recorded 59 forcible returns to Syria plus one case of a Palestine refugee being transferred to a third country where they are currently seeking asylum. In January 2015 alone, 18 children were returned to Syria. Among those returned were four families,

comprising 24 PRS, who had entered on Jordanian documents but subsequently had their nationality withdrawn. In the face of such uncertainty for the PRS population in Jordan, UNRWA continues to urge the Government of Jordan to grant temporary access and protection to Palestinians fleeing the violence in Syria and to uphold the humanitarian principles of non-refoulement.

UNRWA is committed to ensuring that PRS in Jordan retain access to basic services and are prevented from falling into extreme vulnerability. The majority do not receive any assistance from other organizations and are therefore heavily reliant on UNRWA to meet their basic needs. In 2016, UNRWA will continue to provide targeted cash assistance, for food, shelter and NFIs, for the most vulnerable 80 per cent of the PRS caseload and will ensure access to essential health and education services.

In a context of constrained financial resources for emergency assistance in Jordan, UNRWA is in the process of introducing improved mechanisms for targeting and assistance distribution mechanisms, based on a proxy-means test formula (PMTF). The Accelerated Verification Exercise will likely conclude by the end of 2015 and thus can be used to categorize PRS families. Based on the findings of this exercise, UNRWA will prioritize humanitarian needs and establish a targeting mechanism to determine eligibility for cash assistance.

jordan: planning assumptions

Conditions for PRS in Jordan will likely remain precarious, but stable, in 2016, due to the prevailing security and political environment in Jordan and the unresolved legal restrictions faced. UNRWA requires continued humanitarian capacity to meet the material and protection needs of the PRS caseload, according to the following planning assumptions:

- The number of PRS approaching UNRWA will continue to grow, albeit slowly; it is estimated that an additional 1,000 PRS individuals will approach UNRWA for assistance during 2016.
- Eighty per cent of Palestinian refugees from Syria will remain reliant on UNRWA; 20 per cent of PRS will be less vulnerable.
- PRS will continue to rely heavily on UNRWA due to limited operating space for other agencies and NGOs to provide services to them. Where possible, UNRWA will seek partnerships with other organizations with a comparative advantage in delivering comprehensive and specialized psychosocial support or legal services.
- Jordan will continue to enforce a policy of non-admission for PRS; risk of refoulement will remain acute; and access to employment, services and legal processes will remain restricted.

jordan: sector-specific interventions

Cash distribution, North Amman. February 2014.
© 2014 UNRWA Photo

strategic priority 1

preserve resilience through the provision of humanitarian assistance



emergency
food assistance

food assistance provided to

14,000

Palestine refugees



emergency
cash assistance

cover basic needs
through cash assistance for

14,000

Palestine refugees



winterization
assistance

provide winterization
assistance to

4,500

Palestine refugee families

Strategic Priority 1: Preserve Resilience through the Provision of Humanitarian Assistance

Cash Assistance

Outcome/Output	Indicators	Target
Outcomes		
Palestine refugees are able to meet their essential lifesaving needs and to cope with sudden crisis	Percentage of targeted PRS receiving one or more UNRWA emergency assistance interventions	100%
Outputs		
PRS are provided with relief assistance (food assistance, NFI and shelter assistance)	Average number of individuals receiving cash assistance per round (disaggregated by type of cash assistance and by gender)	14,000
	Number of PRS families receiving one-time cash assistance	900
	Amount of cash distributed per month (for basic food and NFI needs)	US\$ 560,000
	Number of PRS families provided with winterization assistance	4,500

Cash programming has proven to be the most flexible, cost-effective and dignified tool to meet the essential needs of PRS and augment their access to basic services. The use of ATMs for cash assistance for Palestinian refugees from Syria in Jordan, introduced in 2015, will continue in 2016. This mechanism has been shown to be an efficient means of distributing cash and ensuring financial accountability. It has also helped to reduce transaction costs for UNRWA and beneficiaries, associated with the collection of vouchers and in-kind donations from designated locations that are often far from PRS places of residence.

A number of different forms of cash assistance will be provided. A grant of US\$ 40 per person per month will be provided to 80 per cent of the caseload (an average of 14,000 persons over the course of the year) to help PRS meet their basic food and NFI needs. This will be complemented by rental subsidy payments

of US\$ 25 per person per month to the same caseload. While the rental costs are on the rise, funding shortfalls have meant UNRWA has been unable to deliver shelter assistance in 2015. The Agency will continue to advocate and seek funding to cover the cost of rent in 2016. Winterization support of approximately US\$ 340 per family will also be provided to all PRS families, to help meet additional costs for heating fuel, warm clothes, mounting usage of electricity and other cost related to the cold season. One-off emergency cash grants with an average value of US\$ 350 will be provided to an estimated 900 families experiencing a crisis or with urgent financial requirements.

Funding is also required for the Accelerated Verification Exercise, to monitor and follow up on cases, visit refugees at their homes, and identify issues related to the well-being of refugees.

Zarqa, Jordan. May 2015.
 © 2015 UNRWA Photo by
 Sahem Rababa



strategic priority 2

provide a protective framework for palestine refugees and help mitigate their vulnerability



emergency health

meet health care needs of

18,000

Palestine refugees



emergency education

provide primary education to

1,800

Palestine refugee children



protection

continue to improve UNRWA systems to identify and respond to protection issues and incidents

Strategic Priority 2: Provide a Protective Framework for Palestine Refugees and Help Mitigate Their Vulnerability

Emergency Health

Outcome/Output	Indicators	Target
Outcomes		
The impact of the crisis on health services for refugees is reduced	Number of PRS consultations supported by UNRWA (primary, secondary and tertiary health care)	27,116
Outputs		
PRS have access to primary health care services	Number of PRS visits to UNRWA health facilities (disaggregated by gender)	Male 10,490 Female 15,734
	Number of Agency health centres and mobile health points operational	29
PRS have access to hospital care (secondary and tertiary)	Number of UNRWA hospitalizations accessed by PRS patients	891
PRS have access to essential drugs and medical supplies	Percentage of HCs with no stock out of 12 tracer items	100%

UNRWA will ensure that all PRS continue to have access to UNRWA health services at 25 Agency health centres and four mobile dental clinics across Jordan. This is required as the precarious legal situation of most PRS prevents them from accessing national health services. UNRWA will also support

hospital referrals for inpatient and specialized care. For the small number of refugees still residing in Cyber City, UNRWA will provide primary health care services and facilitate free inpatient care, through the national NGO Jordan Health Aid Society.

Emergency Education

Outcome/Output	Indicators	Target
Outcomes		
PRS are able to continue their education despite conflict and displacement	Number of PRS and Syrian students graduating from basic education	1,477
Outputs		
PRS students have access to education through regular/special classes and alternative learning modalities	Number of UNRWA schools hosting PRS and Syrians	141
	Number of UNRWA double-shift schools hosting PRS and Syrians	140
	Number of schools provided with equipment (furniture, heating, other equipment)	17
	Number of PRS and Syrian school-age children enrolled in regular classes in UNRWA schools	1,800
	Number of education staff trained in delivering emergency education based on INEE standards	40
PRS students are provided with PSS support	Number of school-age children receiving psychosocial support	1,477
	Number of education staff trained in delivering psychosocial support	176
PRS students are provided with educational and recreational materials and activities	Number of PRS and Syrian students provided with educational/recreational materials (back-to-school kits, PSS/recreational kit, stationary)	1,800
	Number of PRS and Syrian students participating in recreational/catch-up learning activities	400

UNRWA operates 173 schools in Jordan, providing basic education up to Grade 10. The Agency will continue to admit PRS children into its schools, alongside those Syrian children living in Palestine refugee camps who are already enrolled. UNRWA is making provisions to accommodate up to 1,800 PRS and Syrian students in its schools during 2016. Targets have been reduced from 2015 based on actual attendance in 2015.

Funding will cover salaries for additional teachers, textbooks, school desks, non-staff costs, utilities, school building rental, stationery and school supplies. UNRWA will also ensure free admission to its vocational training centres for 50 PRS students to support their participation in the labour markets and improve their job prospects.

Protection

Outcome/Output	Indicators	Target
Outcomes		
Protection of vulnerable and at-risk PRS individuals is strengthened	Percentage of individuals identified as experiencing a protection risk (women, girls, boys and men) provided with assistance	95%
Outputs		
Strengthened prevention and protection response for PRS (refoulement; physical security; violence, in particular GBV)	Number of Palestine refugees referred to legal advice	150
	Number of protection incidents of alleged violations of international law documented by UNRWA	35
	Number of UNRWA staff members trained on protection	500

Protection risks faced by PRS remain a significant challenge. Of particular concern is the number of cases of forcible return of PRS to Syria (contrary to the principle of non-refoulement), including of women and children. UNRWA and partner agencies will continue to engage with the authorities on deportation and other rights issues and to advocate for Jordan to grant temporary access and protection to Palestinians fleeing violence and conflict in Syria.

To enhance the protection of Palestinian refugees from Syria, UNRWA continues to improve its systems to identify and respond to protection issues and incidents. During 2016, protection social workers will continue to monitor and follow up on the specific protection concerns of PRS either identified by or referred to them. These social workers provide basic advice to PRS and assist with access to UNRWA services. Social

workers will also refer PRS to internal assistance and external service providers, in the event that UNRWA services are unable to address the specific protection concern faced, for example, for legal and documentation issues. This will be supported by a protection case tracking and information management database which was introduced in 2015 and which will facilitate trend analysis, referral and reporting.

UNRWA will also continue to monitor the situation on the ground and engage in advocacy with the Jordanian authorities and other actors towards improving the protection situation for PRS in Jordan.

As a major provider of services, UNRWA has prioritized the mainstreaming of protection in all aspects of service delivery.

Hazardous Environment Awareness Training,
Amman. April 2014. © 2014 UNRWA Photo

strategic priority 3

strengthen humanitarian capacity, coordination and management

safety and security



to train staff working with the Palestine refugee community to enhance their ability to respond to security concerns effectively

capacity and management support



to integrate and mainstream the emergency response into the regular programmes, in particular the ATM/cash assistance scheme, to improve the overall efficiency of the response

Strategic Priority 3: Strengthen Humanitarian Capacity, Coordination and Management

Safety and Security

Outcome/Output	Indicators	Target
Outputs		
UNRWA is able to provide services to PRS with appropriate security arrangements	Percentage of Security Risks Assessments completed for programmes and projects at field level	100%
Enhanced safety and security of UNRWA staff to facilitate the provision of humanitarian aid to PRS	Percentage of security risk management plans updated and adhered to	100%

The Agency's ability to respond to security concerns will be enhanced by training front-line and JFO staff working closely with the PRS community. This will strengthen the Agency's

ability to respond effectively to security concerns as and when they arise.

Capacity and Management Support

The Emergency Coordination Unit continues to support the growing PRS refugee population in Jordan at the field level and with front-line staff on the ground across the country. The unit serves to strengthen the Field Office's humanitarian capacity by identifying needs for surge capacity, overseeing the implementation of response plans, incorporating

minimum standards into programming and service delivery, and supporting the roll-out of Agency-wide tools and systems to improve the overall efficiency of the response. A key priority in 2016 will be the integration and mainstreaming of the emergency response into the regular programmes, in particular the ATM/cash assistance scheme.

regional response



International advocacy, fundraising and coordination remain critical in effectively serving Palestine refugees affected by the Syria crisis. UNRWA personnel restock a distribution centre in Husseinieh, Damascus. © 2015 UNRWA Photo

Outcome/Output	Indicators	Target
Outcomes		
UNRWA is able to effectively and efficiently plan, communicate, manage and monitor humanitarian response activities under increasing demands and operational complexity	Degree to which planned results/targets are on track	100%
	Degree to which the communication plan for the Syria crisis is achieved	100%
Outputs		
Strengthened programme planning, management and monitoring of regional humanitarian response activities through increased humanitarian capacity and coordination	No. of internal periodic reviews of regional humanitarian response plans	2
	Timely reporting of emergency interventions	2 reports

Within UNRWA, the Department of Planning is responsible for the planning and coordination of emergency response activities, including the regional component of the Agency's Syria crisis response. This includes coordination with the humanitarian system at the regional level in Amman on programming, advocacy and fundraising, as well as on the production of key documents and appeals and reporting and monitoring against these appeals. UNRWA participates actively in the 2016 Humanitarian Response Plan for Syria and the Regional Refugee and Resilience Plan 2016-2017 (3RP)¹¹, as well as related technical and senior-level working groups.

Under this Appeal, a senior emergency officer will be recruited to maintain day-to-day oversight of the Agency's response

to the crisis, and dedicated capacity is available for political advice, protection and communications.¹²

The Department of Planning will retain oversight of monitoring and reporting on emergency activities using the UNRWA Agency-wide results-based management framework (RBM). Over the course of 2015, the RBM system has been revised to include indicators from the Syria appeal, embedding this within overall Agency reporting systems. The three field offices will be collecting data on a daily basis and reporting to the RBM on a quarterly basis. Progress of the anticipated results will be reviewed at both the field and Agency levels on a quarterly and semi-annual basis, respectively. External reporting will provide stakeholders with an update on results

achieved twice a year through a semi-annual and annual report.

Support provided by the UNRWA Gaza Field Office to the less than 1,000 Palestinian refugees who have fled Syria to Gaza is covered by the regional portion of this Appeal. When Palestinian refugees from Syria are reported outside of UNRWA fields of operations, the Agency liaises with and refers cases to UNHCR and other partners to ensure these refugees receive the support and protection they are entitled to. UNRWA has a liaison office in Egypt, which liaises on behalf of some 4,000 Palestinians from Syria who have found their way there. With the support of United Nations agencies and local partners, these refugees receive food vouchers and health assistance. Over 50,000 PRS have been reported in Turkey and Europe.

Communications

The Agency will update its communications strategy to align it with the targets and priorities outlined in this Appeal. UNRWA will place particular emphasis on programme communications, inter-agency advocacy and messaging, and communications with communities. It will ensure that the public information protocols being developed can be transferred to other emergency contexts.

As part of the strategy, Syria and PRS messaging will continue to be mainstreamed in Agency and UN-wide communication activities for 2016. UNRWA will also produce Syria-specific communication products on its responses in Syria to mark key dates. This will include a campaign marking the fifth-year anniversary of the conflict in March and its successful community/programme/advocacy campaign #MyVoiceMySchool in the autumn. Developed in late 2014 in partnership with Digital Explorer and Skype, #MyVoiceMySchool is an international student voice advocacy project. Through video conversations, Skype exchanges and a specially-developed curriculum, Palestine refugee students in UNRWA schools converse with their peers in the UK and Belgium. In the exchange, they define and develop classroom projects that build a sense of solidarity across borders and develop the skills needed to advocate for their education and future; this will form part of an advocacy campaign used to amplify student messages of hope.

UNRWA will continue to work closely with key donor governments to highlight their commitment and increase understanding and awareness of the plight of Palestine refugees within the wider Syria conflict.

Education

Upholding PRS students' right to quality education, even at times of emergencies, remains the core focus of the UNRWA education programme. The UNRWA Education in Emergencies approach responds to the needs of the children affected by conflict, ensuring that they continue to access education.

This approach is multidimensional, addressing needs with regard to access, through alternative education modalities and safe learning spaces; needs for emotional support and resilience, through the provision of psychosocial support for students; needs to ensure that teachers are able to use these new approaches effectively through targeted capacity development; and crucially ensuring that both teachers and students are aware of how best to stay safe, through specific safety and security training.

The UNRWA Education in Emergencies programme builds on the Agency's 65-years-old formal education system and the strengthening of this system through the UNRWA Education Reform. This enables UNRWA to be flexible and innovative to ensure that Palestine refugee children are provided with accredited education, even at times of emergencies.

In 2016, UNRWA will work to consolidate its Education in Emergencies approach, with a focus on the following activities:

- Developing field capacities in implementing the UNRWA Education in Emergencies approach.
- Setting up a quality assurance and evaluation system for the Self-Learning Programme.
- Developing implementation guidelines for the Self-Learning Programme and training teachers and support staff on the delivery of alternative learning modalities.
- Capacity development of field teams in the provision of recreational and psychosocial support activities to children at times of emergencies.
- Setting in place a structure for Parents-Teachers Associations to ensure parental engagement in case of delivery of education in emergency setting.
- Developing field capacity in contingency planning and safety and security related skills.
- Education needs assessment on education needs of PRS children

Health

Access to health care is a chronic and serious challenge for Palestine refugees in and from Syria. Not only due to the ongoing conflict, but also the continued movements of refugee populations, timely and extensive coordination and facilitation is much needed. Moreover, medicines are becoming increasingly scarce in Syria and the region due to the collapse of internal production and increased needs. Security instability has also seriously affected medicine logistics. An UNRWA Headquarters emergency health and medical supply management expert is needed to ensure access to health services and regional regular supply of quality medicines. Headquarters will also provide technical assistance on emergency health and coordination of emergency health interventions, bringing on Agency-wide expertise and lessons learned.

Infrastructure and Camp Improvement

Headquarters support for field responses will consist of structured preparations for emergency interventions, shelter management during emergencies, and training and workshops related to emergency operations. Special attention will be given to WASH interventions. These activities assume a continuation of the crisis; if reconstruction starts, the involvement of the infrastructure and camp improvement programme will be dramatically increased.

Protection

In early 2016, UNRWA will establish a Protection Unit at its Amman Headquarters to coordinate and mainstream protection initiatives across its five field offices and service delivery programmes. Additional support is required under this Appeal to support specific HQ-led protection work linked to the Syria crisis. There is a strong regional dimension to this, in view of the regional refugee movements and common protection challenges. Planned activities include the PRS components of an Agency-wide protection database that is under development and the Agency's 'Tool for Incorporating Minimum Standards into UNRWA Programming and Service Delivery'. These protection standards are being updated. The Agency's response to individual protection cases also frequently has a regional dimension and requires coordination across fields. Funding will also be used to support the Agency's engagement in inter-agency protection and advocacy forums and initiatives in the region and overseas that the Agency is actively involved in. The Agency will continue to provide legal support through its Department of Legal Affairs to support the emergency response.

Safety and Security

Mainstreaming security and risk management and support remains a challenge across the three affected fields. The priority for Headquarters support to the fields is the establishment of a mobile training team, to help prepare and professionalize staff to respond to crises and situations of danger without relying on field-based capacity. This will facilitate cross-field learning and train staff in vital skills, such as rapid needs assessments. Another serious gap is in information management, which for safety and security includes GIS capabilities as an integral part of technical support, advice and reporting.

General Support

Headquarters provides office space in Amman for staff relocated from Damascus, and an investment is needed to ensure they are provided with adequate working conditions to support the programmes and activities in Syria. Two other significant gaps Agency-wide are in communications equipment and transport. Mobile handsets and satellite phones are invaluable to support emergency trips for

missions to unsafe and border areas. Efficiency would also be greatly improved with strengthened emergency procurement procedures and transaction processes, as well as training for staff engaged in emergency procurement.

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11. The UNRWA humanitarian response in Syria is reflected in the HRP, while activities in Jordan and Lebanon are covered in the 3RP.
 12. Costs for this post are split between the Syria Regional Appeal and the oPt Emergency Appeal.

annex i: syria regional crisis response risk register – 2016

All events in the risk register are considered at least medium likelihood and high impact.

Event	Causes	Consequences	Mitigation/Coping Mechanisms	Risk Management Monitoring
Strategic / Programmatic <ul style="list-style-type: none"> Continuous and unpredictable changes in operating environment Programmatic and implementation targets partially achieved Effectiveness in management and governance declines. Delay with reform implementation 	<ul style="list-style-type: none"> Political and security realities of protracted Syrian conflict Inadequate operational or programmatic capacity to implement plans Lack of proper assessment, planning and/or monitoring of plans Lack of ownership, inadequate accountability and resistance to targeted results Interference and weak capacity Referral service needs unmet qualitatively and/or quantitatively 	<ul style="list-style-type: none"> Higher risk of exposure to violence and insecure environment Failure to meet and demonstrate results to stakeholders Programme quality is compromised Policy decisions not based on evidence or reliable data Legal cases against UNRWA Stakeholder confidence in UNRWA declines 	<ul style="list-style-type: none"> Develop and utilize assessment and conflict analysis to inform management decisions. Enhance partnership with national and international organizations for efficiency and effectiveness. Strengthen adherence to project cycle management (PCM) cycle (Develop and utilize work plans and logical framework). Institutionalize humanitarian programme cycle management and financial periodic programme and financial monitoring. Strengthen communication with key stakeholders. Continuous capacity building provided to staff. 	<ul style="list-style-type: none"> Monitoring security updates Periodic monitoring undertaken through Quarterly Management Reviews and semi-annual Results Reviews Regular programme and financial monitoring through monthly management meetings Regular monitoring of reform strategies through annual work plan and report Periodic review and update of UNRWA risk register
Financial <ul style="list-style-type: none"> Deficit in donor aid commitment to the regional response plan Decline in purchasing power (exchange rate fluctuation and inflation) Efficiency of expenditures declines 	<ul style="list-style-type: none"> Donor fatigue and deprioritization of humanitarian response in Syria Humanitarian needs exceed international response Competition from other emergencies or regional issues Limitations in adequacy of audit and oversight functions Ongoing economic contraction, aggravated by insecurity and/or sanctions 	<ul style="list-style-type: none"> Shortfall in donor contribution for Syria Inability to respond adequately to the increased needs of PRS Increase in staff dissatisfaction Fiduciary risks in operational implementation 	<ul style="list-style-type: none"> Intensive and regular engagement with donors and international stakeholders Strategic approach to fundraising Prioritization of key projects Robust financial and management systems in place Audit and oversight provided and recommendations are implemented. 	<ul style="list-style-type: none"> Communication with donors (private/institutional) is more consistent and of higher quality. Audit and oversight monitored through UNRWA systems of review and response. Budget hearings and project prioritization processes held annually Regular budget monitoring processes are held

<p>Hazards</p> <ul style="list-style-type: none"> Escalated conflict and/or natural disasters Heightened physical threats to refugees, staff and UN facilities (personal safety) Further displacement of Palestine refugees from camp and gatherings Area staff rules and regulations for safety and security are not covered by UN security framework Deteriorating infrastructure maintenance leads to unsafe working conditions 	<ul style="list-style-type: none"> No peaceful resolution to conflict Local staff safety and security are not covered by UN security framework. Lack of financial investment in maintenance 	<ul style="list-style-type: none"> Increased threat, violence-related injuries and displacement of UNRWA refugees Increased staff flight and fatigue Damage to and loss of UNRWA assets Reduced access to beneficiaries, installations, camps and gatherings Lack of adequate duty of care standards on safety and security Partial or complete evacuation of international staff 	<ul style="list-style-type: none"> Establish field-specific plans to mainstream safety and security All staff are fully trained on security and safety Coordination with partners and within the UNCT strengthened to ensure flexibility in modes of delivery and alternative supply routes Coordination with authorities, the Office of the Special Envoy and, as possible, other parties controlling access 	<ul style="list-style-type: none"> Regular use of security updates and information management system Ongoing analysis and collection of security information Close coordination with UN Security Management Team and other UN security teams
<p>Operational</p> <ul style="list-style-type: none"> Lack of adequate human resources/capacity Sustained disruption and/or inadequacy of power supply Access and transportation routes to areas compromised by insecurity Lack of adequate and reliable suppliers for essential supplies and services within Syria National banking systems reduce in capacity or collapse Sustained disruption of information, communication and technology services (ICT) Procurement related fiduciary risks Breach (real or perceived) in neutrality and staff code of conduct 	<ul style="list-style-type: none"> Displacement of staff families and destruction of homes Flight of technically qualified staff from Syria Lack of reliable markets combined with crippling impact of economic sanctions Expanding areas of insecurity and/or limited access in Syria Lack of adequate state and financial institutional capacity to support operations Lack of capacity and/or resources in ICT support functions Lapses in adherence to Agency policies and procedures Misuse of goods or assets for activities other than those intended 	<ul style="list-style-type: none"> Inability to respond adequately and timely to growing needs with quality services and assistance Constant feeling of insecurity and low morale and recruitment challenges Unstable local markets undermine the Agency's ability to procure goods and services locally Disruption to business continuity Poor systems in place to support service delivery, management and oversight and informed decision-making UNRWA becomes target for violence 	<ul style="list-style-type: none"> Maintain emergency roster of international staff members trained and prepared for deployment to the Syria crisis response Maintain multiple rosters of national candidates for all emergency functions, allowing rapid recruitment in case of vacancies Business continuity plans in place dealing with emergency and crisis situation Establish contingency remote and decentralized management structure Develop options and alternative transportation and importation routes Maintain dual procurement tracks (local and international) Pre-positioning of core relief items in all areas of operations, allowing continuity of operations in case of access cuts 	<ul style="list-style-type: none"> Emergency staff rosters regularly updated Regular review of business continuity plan Periodic review of programme criticality and essential staff Periodic review of procurement contracts.

Sociopolitical				
<ul style="list-style-type: none"> Higher expectation from refugees than UNRWA capacity and mandate allows for 	<ul style="list-style-type: none"> Lack of understanding of UNRWA mandate and capacity Constrained operational environment resulting from limited funding and lack of access Inadequate/misinformation regarding UNRWA service provisions Expanding needs as a result of the protracted crisis 	<ul style="list-style-type: none"> Growing administrative burden as a result of increased appeals/complaints Unfavourable social media coverage Exposure of staff to threats and violence Interference with programme delivery Demonstrations and protests 	<ul style="list-style-type: none"> Strengthen relationship with and participation of community and IDP leaders and committees Maintain dialogue with all stakeholders Improve communication with staff, beneficiaries, host communities, donors and governments Active outreach activities 	<ul style="list-style-type: none"> Assessments and informal survey of Palestine refugees' satisfaction Effective complaint and appeal mechanism Staff reporting on incidents and complaints



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