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PROJECT PROPOSAL

PROJECT TITLE: Support to UNRWA's Education, Health, Emergency Relief, and Digital Archiving Programmes (2025–2026).

LOCATION: Gaza, West Bank, Syria, Lebanon & Jordan

DURATION: 24 months

October 2025

COVER PAGE

Project Title:	Belgium Multi-year Programme Contribution 2025-2026
Department/Division/Field	Education, Health, Emergency Appeal, & Relief and Social Services programmes
Related Strategic Plan Objective(s) and Outcome(s):	<p>Education: UNRWA Strategic Plan 2023-2028 Objective 3: Palestine refugees complete inclusive and equitable quality basic education Outcome 2: Palestine refugee girls and boys learn in an environment that is safe and inclusive, with their wellbeing ensured</p> <p>Health: UNRWA Strategic Plan 2023 – 2028 Strategic Objective 2: Palestine Refugees lead healthy lives Strategic Objective 4: Palestine Refugees have improved access to quality health services</p> <p>2025 Syria, Lebanon and Jordan Emergency Appeal: Strategic priority 2: contribute to a protective environment for Palestine refugees by maintaining access to basic services (Emergency health).</p> <p>Relief and Social Services: UNRWA Strategic Plan 2023-2028 STRATEGIC OUTCOME 1 – REFUGEES’ RIGHTS UNDER INTERNATIONAL LAW ARE PROTECTED)</p>
Related Sustainable Development Goal(s) (SDG):	SDG3: Ensure healthy lives and promote well-being for all at all ages SDG 4: Quality Education SDG 5: Gender Equality SDG 10: Reduced Inequalities SDG 16: Peace, justice, and strong institutions
Project Duration and Expected Start Date:	24 months: 1 December 2025 until 1 December 2027 and or upon Royal Decree signature

Total Project Budget:	EUR 9,000,000 Year 2025: EUR 4,500,000 Year 2026: EUR 4,500,000
Priority Project(s):	N/A
Related Projects:	N/A
Project Key Words:	Education, MHPSS, teachers, education in emergencies, Health, Hospitalization Support Programme Hospitalization, Medical Hardship Fund
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1. Executive summary

The generous contribution from the Government of Belgium for the years 2025/ 2026 towards UNRWA Programme budget and projects will contribute towards the following projects within the broader programme:

2025

- EUR 4.5M: to a Programme Budget-relieving ("PB-relieving") project to cover critical salary support:
 - EUR 3.5M to Gaza Field Office (GFO) for teacher's salaries, and EUR 1M to Lebanon Field Office (LFO), also for teacher's salaries
 - Project Title: "Provision of formal education for Palestine refugee children in Gaza and Lebanon"

2026:

- EUR 2.5 M for PB-relieving projects:
 - Full EUR 2.5M to Gaza field (teacher salaries)/Continuation of the project: "Provision of formal education for Palestine refugee children in Gaza" as appears above in 2025.
- EUR 1 M for Education in Emergencies ("EiE") - (for school counselors in Gaza/oPt). Project title: "Education in Emergencies for Palestine Refugee Children – Phase VII".
- EUR 500K for Syria Emergency Appeal (Hospitalization Activities in Lebanon). Project title: "Support to Palestine Refugees in Lebanon with critical health conditions through hospitalization services".
- EUR 500K for the UNRWA Archives project. Project title: "Integration of the Digital Archive into eUNRWA".

This programme seeks to increase access to quality, inclusive, and equitable education for crisis-affected Palestine refugee children by maintaining adequate staffing levels in Gaza and Lebanon. By supporting teachers' salaries, the project ensures the availability of qualified education personnel, safeguarding continuity of learning and enhancing the delivery of formal education for vulnerable children in emergency contexts.

In Gaza, the project will contribute to the UNRWA 2025 Flash Appeal, which seeks US\$ 1.7 billion to address urgent humanitarian needs of 1.9 million vulnerable Palestine refugees and non-refugees in Gaza and over 275,000 persons in the West Bank, including East Jerusalem. In line with the UNRWA Flash Appeal, this project will support the restoration of formal education by enabling the deployment of 2,120 teachers in December 2025 and 1,514 teachers in the 2025/2026 school year. These educators will provide (1) face-to-face learning across existing and newly established Temporary Learning Spaces (TLSs) as well as (2) remote learning activities.

In Lebanon, the project will support the salaries of 619 teachers across 60 UNRWA schools for the month of December 2025. This intervention will benefit over 37,000 students enrolled in UNRWA schools during the 2025/26 academic year, ensuring continuity of learning and maintaining adequate student-teacher ratios. By retaining qualified staff, the project mitigates learning loss, preserves pedagogical quality, and reinforces staff morale and retention. This, in turn, sustains ongoing professional development initiatives and strengthens the delivery of inclusive and equitable education.

Overall, by securing qualified teaching staff in both Gaza and Lebanon, this project directly contributes to UNRWA's overarching objective of providing uninterrupted, high-quality education to Palestine refugee children in crisis-affected settings, ensuring that learning outcomes are protected even amidst emergencies.

1. Background/ Context

➤ Programme Budget-Relieving Project (2025/2026)

The Contribution from the Government of Belgium, will enable the Agency to contribute to maintain basic living conditions and human development of Palestine refugees through delivering uninterrupted essential basic services within the Agency's Programme Budget while maintaining the Agency's accountability, transparency and management practices in line with UN best practice.

➤ **Gaza & Lebanon: Provision of formal education for Palestine refugee children in Gaza and Lebanon**

Allocation: EUR 7,000,000 (Gaza 2025 and 2026: EUR 6,000,000; and Lebanon in 2025: EUR 1,000,000)

Gaza:

On 10 October 2025, a ceasefire entered into force across the Gaza Strip. The security and humanitarian situation in Gaza, however, continue to be extremely fragile. Multiple casualties are reported daily, including strikes on an UNRWA school building being used as a shelter, resulting in fatalities and several persons injured. The delivery of humanitarian aid into the Gaza Strip has also been inconsistent and limited. Furthermore, UNRWA, the largest humanitarian organization in the Gaza Strip, continues to face

a ban on bringing in humanitarian aid, while having enough food parcels for 1.1 million people, flour for 2.1 million individuals, and shelter supplies for up to 1.3 million people prepositioned just outside Gaza.

According to OCHA, citing Gaza's Ministry of Health (MoH), at least 68,234 Palestinians have been killed and over 170,373 injured since the start of the war with thousands more unaccounted for.¹ Furthermore, famine has been confirmed in the Gaza governorate.² Widespread starvation, malnutrition, and disease have caused 455 malnutrition-related deaths, including 151 children documented between October 2023 and 1 October 2025.

In the Gaza Strip, some 1.9 million people (90 percent of the population) have been displaced - with many experiencing displacement more than ten times - due to Israeli military operations and cyclical evacuation orders, covering nearly the entire Strip. Civilians are perpetually forced to move from one unsafe location to another. Following the announcement of the ceasefire, large population movements were recorded across several areas, including movements from West to East and from the southern part of Gaza toward northern areas. Reverse movements were also observed, likely as people checked damaged homes or returned south and west due to limited services in northern and eastern areas, resulting from widespread destruction.³

Since 7 October 2023, 300,000 UNRWA students have been deprived of both access to education and a safe environment. All UNRWA 288 schools and two vocational training centers (VTCs) - housed in 187 buildings - in Gaza have been closed and 166 out of 187 UNRWA school buildings have been directly hit and/or damaged. A Cambridge University-UNRWA study found that Gaza's children had already lost 14 months of education since 2019 due to COVID-19, earlier Israeli military operations, and the current war, as of August 2024.⁴ Beyond learning, every stressor on children's psycho-social wellbeing has increased exponentially, and all essential protective factors have been denied. The disruption of schooling has left children without a stable routine, a sense of normalcy, and predictability. By the beginning of 2025, UNICEF estimated that most of Gaza's children need mental health and psycho-social support (MHPSS), due to cumulative exposure to traumatic experiences, death, and violence.⁵ Children in Gaza are also exposed to higher protection risks, including (i) violence, (ii) child labor, (iii) recruitment or use by armed forces or groups, and (iv) gender-based violence. These risks are particularly heightened for (i) girls, (ii) unaccompanied and/or separated children, and (iii) children with existing and war-caused disabilities.

¹ OCHA. Humanitarian Situation Update #334 – Gaza Strip. 23 October 2025. <https://www.ochaopt.org/content/humanitarian-situation-update-334-gaza-strip>

² IPC Global Famine Review Committee. Gaza Strip, August 2025. 22 August 2025. https://www.ipcinfo.org/fileadmin/user_upload/ipcinfo/docs/IPC_Famine_Review_Committee_Report_Gaza_Aug2025.pdf

³ Site Management Cluster. Population Movement Monitoring Flash Update. 13-14 October 2025. <https://www.cccmcluster.org/sites/default/files/2025-10/Population%20Movement%20Monitoring%20-%20Flash%20Update%2013-14%20%20Oct.pdf>

⁴ University of Cambridge and Centre for Lebanese Studies. Palestinian Education Under Attack in Gaza: Restoration, Recovery, Rights and Responsibilities in and through Education. September 2024. https://www.educ.cam.ac.uk/centres/real/publications/Palestinian_education_under_attack_in_Gaza.pdf

⁵ OCHA. Humanitarian Situation Update #265 – Gaza Strip. 18 February 2025. <https://www.ochaopt.org/content/humanitarian-situation-update-265-gaza-strip>

With the announcement of a ceasefire and improved humanitarian access, UNRWA aims to expand the provision of its key education services, including quality teaching and learning and psychosocial support. All UNRWA international staff are banned from entering the Gaza Strip since the few remaining left at the end of March 2025. This follows the passage of two laws by Israel's parliament (the Knesset), on 28 October 2024, that prohibit UNRWA's operations in "Israeli territory" and bar any contact between UNRWA and Israeli officials. The Israeli authorities have not granted the Agency's international staff visas or permits to enter the occupied Palestinian territory, including Gaza, since the end of January 2025. Meanwhile, over 11,000 Palestinian UNRWA personnel in Gaza continue to provide services and assistance to an entire population in need, while spearheading the collective humanitarian response.

Lebanon:

In Lebanon's complex and changing context, home to approximately 224,000 Palestine refugees, including 23,000 Palestine Refugees from Syria (PRS), education plays a vital role in promoting peace, stability and hope for the future. Yet, years of economic crisis, combined with recurring security incidents and the recent escalation in the South, have made life increasingly difficult for refugee families. Many children face growing risks of dropping out of school, child labour, and other protection concerns.

In this context, UNRWA remains the main education provider for Palestine refugees in Lebanon for over 70 years. In the 2024/2025 school year, 37,972 students had been enrolled in 61 UNRWA schools, from grade 1 to grade 12. This included 19,743 girls and 18,229 boys, with 3,737 students from Syria (PRS) and 34,235 from Lebanon (PRL). Among them, 1,032 students had disabilities and 3,079 were identified with learning difficulties. The 2025/2026 school year officially commenced on 6 October 2025 across 60 UNRWA schools only, accommodating approximately 37,048 Palestine refugee students (19,352 females and 17,696 males), as per the 2025 class formation exercise.⁶

To implement its basic education services, UNRWA employs approximately 1,500 teachers, including both permanent staff and daily paid personnel. However, the Agency faces significant challenges in maintaining adequate staffing levels due to high demand and limited resources. Prolonged periods of understaffing and school closures have exacerbated learning losses among students, particularly in vulnerable communities where access to quality education is already constrained. Multiple concomitant security escalations affecting the country and the region have further disrupted educational continuity, placing additional strain on teachers and students alike.

➤ **Education in Emergencies for Palestine Refugee Children – Phase VII**

Allocation: EUR 1,000,000 for the year 2026

⁶ Updated figures for the 2025-2026 school year will be made available soon.

The context in which UNRWA provides education in all its five Fields of operations continues to be increasingly challenging, challenging continued access to quality, inclusive, and equitable education for Palestine refugees in Gaza and in the West Bank.

In **Gaza**, the magnitude of the ongoing humanitarian crisis is unprecedented. Since 7th of October 2023, 300,000 UNRWA students have been deprived of both access to education and a safe environment. All UNRWA 288 schools and two vocational training centers (VTCs) - housed in 187 buildings - in Gaza have been closed and 166 out of 187 UNRWA school buildings have been directly hit and/or damaged⁷. A Cambridge University-UNRWA study found that Gaza's children had already lost 14 months of education since 2019 due to COVID-19, earlier Israeli military operations, and the current war, as of August 2024; if the fighting continues until 2026, the losses could stretch to 5 years.⁸ Beyond learning, every stressor on children's psycho-social wellbeing has increased exponentially, and all essential protective factors have been denied. The disruption of schooling has left children without a stable routine, a sense of normalcy, and predictability. UNICEF estimates that all of Gaza's 1.2 million children need mental health and psycho-social support (MHPSS), due to cumulative exposure to traumatic experiences, death, and violence⁹. Children in Gaza are also exposed to higher protection risks, including (i) violence, (ii) child labor, (iii) recruitment or use by armed forces or groups, and (iv) gender-based violence. These risks are particularly heightened for (i) girls, (ii) unaccompanied and/or separated children, and (iii) children with existing and war-caused disabilities. With the announcement of a ceasefire and improved humanitarian access, UNRWA aims to expand the provision of its key education services, including quality teaching and learning and psychosocial support.

In the **West Bank**, including East Jerusalem, over 47,000 refugee students in 96 schools and 2 VTCs are affected by escalating violence, large-scale Israeli military operations, severe movement restrictions, and the recent Israeli Knesset Bills on UNRWA. In 2024 alone, 498 Palestinians were killed, and further escalations since January 2025 continue to threaten community safety and education continuity. An increase in the number of large-scale operations by Israeli Forces particularly in refugee camps, have resulted in record-high levels of fatalities, injuries, and arrests. In the North, repeated operations since July 2023 displaced 40,000 refugees, while the large-scale operation launched in Jenin Camp in January 2025 disrupted education for 11,691 UNRWA students and forced 10 schools to close, with 4,500 losing up to half the school year. Widespread mobility restrictions, put in place throughout the West Bank since October 7th, have blocked access to livelihoods and essential services, including education.¹⁰ While a ceasefire has been achieved in Gaza, in the West Bank the situation remains volatile. UNRWA plans to continue delivering its crucial education and psychosocial support services adapting to the changing situation on the ground.

⁷ Verification of damages to schools based on proximity to damaged sites - Gaza, Occupied Palestinian Territory, Update # 10, July 2025 <https://reliefweb.int/report/occupied-palestinian-territory/verification-damages-schools-based-proximity-damaged-sites-gaza-occupied-palestinian-territory-update-10-july-2025>

⁸ https://www.educ.cam.ac.uk/centres/real/publications/Palestinian_education_under_attack_in_Gaza.pdf

⁹ Trapped and Scarred: The compounding mental harm inflicted on Palestinian children in Gaza, Save the Children, 2024, <https://resourcecentre.savethechildren.net/document/trapped-and-scarred-the-compounding-mental-harm-inflicted-on-palestinian-children-in-gaza/>

¹⁰ UNRWA Updated oPt Flash Appeal, April-December 2024: https://www.unrwa.org/sites/default/files/content/resources/unrwa_opt_fa_apr-dec_2024_final.pdf

Throughout the past nine years, and through generous support from the Government of Belgium, UNRWA managed to implement six phases of an Education in Emergencies Programme and is currently implementing Phase VI¹¹. The Programme benefited 1,575,571 UNRWA students providing support for continued access to safe, quality, inclusive and equitable education, despite crisis and conflict. The ongoing Phase VI aims to support approximately an additional 154,706 and has until 31.05.25 supported 92,077 students.

➤ **Support to Palestine Refugees in Lebanon with critical health conditions through hospitalization services**

Allocation: EUR 500,000 for the year 2026

The Palestine refugee population in Lebanon faces deeply entrenched socio-economic and political exclusion that severely limits their access to basic human rights and public services, including health, education, and social welfare. Residing within and around **12 overcrowded and under-resourced Palestine refugee camps**, refugees face severely deteriorated living conditions that are further intensified by Lebanon's prolonged economic instability, rampant hyperinflation, chronic fuel and energy shortages, and persistent social segregation. The deteriorating economy has drastically reduced purchasing power, forcing households to allocate an increasing share of their limited resources to meet basic nutritional needs, escalating their vulnerability. Additionally, recent regional conflicts and the further escalation of hostilities in Lebanon from September – December 2024 have compounded pre-existing hardships, causing displacement and a decline in economic activity.

The protracted financial, political, and energy crises have deepened these challenges, causing the collapse of vital health services and dramatic increases in hospitalization costs. Between 2020 and early 2024, Lebanon experienced a severe currency devaluation, significantly increasing the cost of imported medical supplies and medications, which must be purchased with foreign currency. This led to an increase in unit costs, from 418 USD per capita in 2019 to 696 USD per capita in 2022 and to 780 USD per capita for moderate cases and to **999 USD per capita for specialized cases in 2025**¹². UNRWA remains the primary healthcare provider, yet its capacity is strained amid rising demand. This escalation in prices has greatly reduced the affordability of healthcare for Palestine refugees in Lebanon. Additionally, frequent fuel shortages and power outages have disrupted hospital operations and compromised the storage of essential medicines. This all has severely constrained access to affordable medical treatments and placed considerable strain on the healthcare system in Lebanon.

Access to healthcare for Palestine refugees in Lebanon is critically restricted by the country's predominantly privatized system, with approximately **95% of refugees lacking insurance or alternative financial means to afford care**. As a result, they rely heavily on UNRWA for primary care and on

¹¹ Project entitled: Education in Emergencies (EIE) for Palestine Refugee Children- Phase -phase VI. Reference: PJ/2024/07- Prisma 5236. UNRWA fund code PQ24029.

¹² UNRWA Hospitalization Management System Analysis

partnerships with hospitals for secondary and tertiary services. However, rising hospitalization costs amid Lebanon’s economic crisis strain these resources, often forcing patients to delay or even forgo treatment despite UNRWA’s Medical Hardship Fund support. Many medical supplies and equipment remain unavailable at affordable prices due to the continuing devaluation of the Lebanese currency.

UNRWA’s Hospitalization Support Program (HSP) is a cornerstone of the services provided to Palestine refugees in Lebanon. As the Agency does not provide hospital services directly to patients, it instead outsources those services through contracts with local health care providers. The HSP complements Primary Health Care offered to Palestine refugees in an effort to provide universal health coverage by extending financial support for hospital care to those eligible. This also serves as a modality to ensure specialist care for those in need, and to safeguard patients in receiving care that is in line with the regulations and protocols of the Ministry of Public Health (MoPH).

The HSP covers secondary, tertiary and mental health services at contracted hospitals. The services can vary from a wide range of interventions, from Emergency Room Services and Intensive Care Unit Services to Cancer Treatment, to Mental Health Care services. Providers of hospitalization services are selected through a bidding process in accordance with the Agency’s regulatory framework. Accreditation of documents, quality of the care provided, accessibility, cost of the service(s) and previous experience as an UNRWA service provider will be the basic criteria for the selection of a provider. Ministry of Public Health tariffs are used as a baseline price for contracts between UNRWA and service providers. The service is provided by each contracted hospital as per conditions agreed and stated in the pertaining contract. A list of UNRWA contracted hospitals should be available at each Health Center including rates for services to avail patient consent concerning the preferred hospital. The coverage provided by UNRWA for tertiary care admissions is 60% of the cost. Furthermore, mental health care admissions are covered 100% at contracted specialized mental health hospitals, and for deliveries UNRWA accounts for a 90% contribution.

The MHF targets severe medical conditions that require long hospital stays, costly therapies, or ongoing specialized care—conditions that would otherwise place an unsustainable financial burden on families. These include, but are not limited to, cancer, neurological and cardiovascular diseases, intensive care admissions, and complex tertiary-level interventions such as gastrointestinal bleeding or cerebrovascular accidents.

➤ **Integration of the Digital Archive into eUNRWA**

Allocation: EUR 500,000 for the year 2026

The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) was established by United Nations General Assembly resolution 302 (IV) of 8 December 1949 to provide assistance and protection to Palestine refugees displaced by the 1948 conflict in Palestine. When the Agency began operations on 1 May 1950, it took over from the International Committee of the Red Cross and the American Friends Service Committee, which had provided humanitarian assistance and

registration to those affected by the 1948 conflict.

From its inception, UNRWA assumed responsibility for maintaining family files of registered Palestine refugees, documenting births, deaths, marriages, and displacements. These files have since expanded to cover up to five generations and remain essential for determining refugee status and eligibility for services.

Today, UNRWA's registration archives constitute one of the most comprehensive and continuous records of displacement in modern history, comprising nearly 30 million documents. These family files, spanning from the original Red Cross cards of 1948–49 to digital records in the present day, are the operational backbone of the Agency's service delivery and a vital historical and legal record of the experiences, rights, and identity of Palestine refugees. Maintaining and safeguarding these archives is therefore central to UNRWA's mandate and a crucial part of protecting Palestine refugee rights under international law.

Over the decades, UNRWA has progressively modernized its registration and record-keeping systems to improve efficiency, accuracy, and preservation. The Agency evolved from handwritten registration cards in the 1950s to systematic index cards in the late 1950s, computerized records on an IBM mainframe in 1979, and Paradox-based field registration databases in 1996.

In 2010, UNRWA launched the Refugee Registration Information System (RRIS), a secure web-based platform that stores and manages all registration data electronically. In parallel, between 2004 and 2009, the Agency undertook a large-scale digitization project to scan family files to prevent their deterioration. However, due to funding shortages, the project was halted before completion, leaving approximately one-third of the documents unscanned and many of the scanned materials not yet systematically classified.

In 2023, with the renewed and generous support of the Governments of Luxembourg and Belgium¹³, UNRWA resumed the digitization of the remaining documents across its five Fields of Operations. Priority was given to the most critical historical documents — namely, the Master Cards and Index Cards — which serve as the foundation of the Agency's registration system. By the end of 2024, the scanning of these cards was successfully completed, and they underwent thorough quality checks to ensure their accuracy, completeness, and compliance with international archival standards before being officially archived and made accessible for operational use. These efforts have been implemented despite the challenging security conditions in the region. To safeguard the archives, UNRWA has successfully relocated critical documents from Gaza and Jerusalem to secure facilities in Amman and is planning similar measures for Syria and Lebanon.

As part of contribution from the Government of Luxembourg in 2025, UNRWA is currently working on establishing a digital preservation system for all permanent electronic records, accompanied by an

¹³ Project "Digitization of UNRWA Historical Registration Documents and Retracing of Family Trees for Registered Palestine Refugees" Ref PJ/2023/07. Status: Completed

inventory system for all digital and physical archives. Among the project objectives there is the establishment of a robust digital preservation and inventory system, and the proper conservation of all permanent records in accordance with global best practices.

The digital preservation system will enable the secure and centralized storage of permanent digital records, which are currently dispersed across different platforms and locations. Likewise, improving the physical storage conditions for permanent records is essential to ensure their longevity and proper management, especially during emergencies when documents may need to be extracted from areas at risk. The development of an Archival Information System will also allow UNRWA to comprehensively document the archival history of its records and maintain detailed descriptions of all materials—both analog and digital.

2. Project description

➤ UNRWA Programme Budget (2025/2026)

To continue providing quality core services to Palestine refugees while UNRWA continues to implement and pursue the objectives and reforms detailed in the Agency's Strategic Plan 9 2023- 2028) through the provision of critical salary support to UNRWA staff in the field of education.

➤ Gaza & Lebanon: Provision of formal education for Palestine refugee children in Gaza and Lebanon

Gaza:

The project will support the UNRWA occupied Palestinian territory Flash Appeal. Through the 2025 Appeal, the Agency seeks US\$ 1.7 billion to address the most critical humanitarian needs of 1.9 million vulnerable Palestine refugees and non-refugees in Gaza and over 275,000 persons in the West Bank including East Jerusalem. This Appeal comes in response to the ongoing, unprecedented escalation of conflict and protection crisis across the Gaza Strip and the West Bank.

Activity 1: Restoration of formal education in the Gaza Strip through supporting teachers' salaries.

To support the restoration of formal education for Palestine refugee children in the Gaza Strip, this project will allow UNRWA to deploy 2,120 teachers in its education in emergency response.

These teachers will:

- (1) Provide face-to-face learning for children across both existing and newly established Temporary Learning Spaces (TLSs), including those previously closed due to evacuation orders.¹⁴ Pedagogical supplies will be distributed to support teaching and learning, alongside investments in WASH

¹⁴ At the time of writing on 28 October 2025, 22,835 students are enrolled in UNRWA TLCs.

facilities to ensure safe and hygienic environments. UNRWA will also coordinate with partners to facilitate the provision of student meals.

AND

(2) Reach the total UNRWA student population of approx. 250,000 children through remote learning activities, combining self-learning materials, a digital platform, and community-based support mechanisms.¹⁵ Key components of remote learning approach include:

- Educational Resources: Self-Learning Materials approved by UNRWA and accessible via the UNRWA Digital Learning Platform, based on host-country curricula and covering core subjects (Arabic, English, Mathematics, and Science) for Grades 1–9. The materials comply with UNRWA education standards, UN principles and values, UNESCO guidelines, and the Inter-agency Network for Education in Emergency (INEE) Minimum Standards for conflict-sensitive education.
- Delivery methods: 288 school-based virtual WhatsApp communities and classroom groups connecting students and their assigned teachers.
- Students' assessment: A standardized assessment framework integrated into the Education Management Information System (EMIS) including both (i) Three short exams per semester, (ii) One final exam per subject at the end of each semester.
- Students' support: assistance to students is provided both digitally, through virtual learning communities, and in-person, through learning hubs established within shelters.
- Quality Assurance and Oversight: A multi-tiered monitoring system, developed in coordination with HQ, ensures programme integrity, neutrality compliance, and alignment with UN values and UNESCO standards. This includes: (i) Routine compliance checks, (ii) Feedback and reporting mechanisms, (iii) Escalation procedures for identified issues; and (iv) Periodic assessments of learning quality and delivery.

Lebanon:

Activity 2: Ensuring access to quality education services in Lebanon through supporting teachers' salaries

To strengthen access to quality, inclusive, and equitable education for Palestine refugee children in Lebanon, this project will provide direct support for 619 teachers' salaries. Specifically, UNRWA will maintain the deployment of 619 qualified teachers across its 60 schools, ensuring continuity of learning and minimizing disruptions in the classroom.

By supporting teacher salaries for the month of December 2025, the project will safeguard the availability of qualified education personnel at a critical point in the academic year, benefitting over 37,000 students enrolled in UNRWA schools during the 2025/26 school year.¹⁶ This measure directly contributes to

¹⁵ The number of students is an estimate based on the number of students enrolled in the second cycle of the distance learning programme as of April 2025.

¹⁶ Updated figures for the 2025-2026 school year will be made available as soon the headcount exercise is completed across all schools.

maintaining adequate student-teacher ratios, sustaining the delivery of the full curriculum, and upholding standards of inclusive and equitable education.

Furthermore, by retaining qualified staff, the project helps prevent potential learning loss that can occur when teacher positions remain unfilled due to financial constraints. In the broader context, ensuring stable employment for teachers enhances staff morale, reduces turnover, and supports the continuity of pedagogical improvements implemented through ongoing professional development initiatives. Collectively, these outcomes reinforce UNRWA's overarching objective of providing uninterrupted, high-quality education to crisis-affected Palestine refugee children in Lebanon.

➤ Education in Emergencies for Palestine Refugee Children – Phase VII

The proposed intervention:

- (i) Builds on UNRWA Education in Emergency (EiE) approach, which ensures that Palestine refugee children can exercise their right to quality, safe, inclusive, and equitable education, even in times of crisis and conflict. The approach builds on the strengths of the UNRWA education system, whilst complementing it with innovative modalities of responding to new and challenging contexts, along the following strands: 1) Access to education, 2) Safe and secure learning environments, 3) Psychosocial well-being of students, 4) Sustained quality teaching and learning, 5) Parental and community engagement and 6) Improved EiE data management;
- (ii) Is consistent with the previous support received by the Government of Belgium, across a total of six Phases (2016-2025) and five Fields of intervention, and consultations with UNRWA Fields of Operation.
- (iii) Aligns with UNRWA Emergency Appeal (EA) 2025 for UNRWA occupied Palestinian territory Flash Appeal (FA) for January-December 2025 for Gaza and the West Bank, including East Jerusalem. In line with the priorities outlined in UNRWA FA for Gaza and the West Bank, including East Jerusalem, the proposed intervention will contribute to enhance students' well-being and mental health by providing psychosocial support sessions to students¹⁷.

The project will contribute to “Protecting the right to education for Palestine Refugee boys and girls, whose education is affected by poverty, crisis, and conflict”, through the following key output:

Output 1: Psychosocial support services for children are strengthened

This Output focuses on delivering Mental Health and Psychosocial Support (MHPSS) to enhance UNRWA students' well-being and resilience during crises and trauma. Recognising the critical link between psychosocial well-being and learning outcomes, interventions are designed in line with the IASC MHPSS Pyramid of Multi-layered Support in Emergencies and UNRWA's established MHPSS approach.

¹⁷ https://www.unrwa.org/sites/default/files/content/resources/opt_flash_appeal_2025_english_final_22.pdf

The intervention includes: (i) Deployment of school counsellors to deliver MHPSS activities, individual and group counselling, and recreational initiatives, (ii) Provision of psychosocial support kits to enable structured group activities and strengthen emergency preparedness at the school level.

This intervention is prioritised across Gaza and the West Bank.

Key Activities:

1.1 Deployment of 102 school counsellors to implement MHPSS activities including individual and group counselling, and recreational activities for children and adolescents.

1.2 Delivery of inclusive MHPSS activities for 83,000 students, including recreational sessions, awareness-raising, and individual and group counselling to address students' psychosocial needs and promote well-being.

The table below summarizes the activities, across the three outputs, that will be implemented in each Field Office and the planned targets:

OUTPUT	ACTIVITY	GAZA	WEST BANK	TOTAL
1: Psychosocial support services for children are strengthened	1.1 Deployment of school counsellors to provide MHPSS activities to students	48	54	102
	1.2 Provision of MHPSS activities to students	56,000	27,000	83,000

➤ Support to Palestine Refugees in Lebanon with critical health conditions through hospitalization services

General objective: Support approx. 28,526 Palestine Refugees from Lebanon (PRL) and Syria (PRS) in accessing the needed hospitalization services and approx. 922 PRL & PR with chronic medication treatment to those with catastrophic health conditions that could suffer severely if left untreated.

Specific objective of the project: The Belgium contribution will enable the Agency in strengthening hospitalization services and patients suffering with chronic diseases of approx. 306¹⁸ Palestine refugee from Lebanon (PRL) and Syria (PRS) patients by enabling UNRWA to provide subsidized coverage for

¹⁸ Patients may receive multiple types of services simultaneously as part of their treatment and undergo several treatment rounds throughout the project period. Therefore, the total count does not precisely reflect the number of unique beneficiaries.

hospitalization and chronic medication needs, including through a top-up subsidy for tertiary hospitalization by the Medical Hardship Fund for Palestine Refugees suffering from chronic disease.

The HSP will therefore be achieved through the following Outputs:

Output 1: Enhanced Inpatient and Tertiary Care for Palestine Refugees

UNRWA's Hospitalization Support Program (HSP) supports Palestine refugees by facilitating access to inpatient, tertiary for complex diagnostic and procedures and mental health care including and not limited to hospital care, intensive care unit admissions, radiology service and providing essential medical supplies.

UNRWA is not directly providing hospital services, rather outsources those services through contracts with local health care service providers. Providers of hospitalization services are selected through a bidding process in accordance with the Agency's regulatory framework. Accreditation of documents, quality of the care provided, accessibility, cost of the service(s) and previous experience as an UNRWA service provider will be the basic criteria for the selection of a provider.

Ministry of Health tariffs should be used as a baseline price for contracts between UNRWA and service providers. Further discounts on service fees should be explored as part of contract negotiations/tenders.

The service is provided by each contracted hospital as per conditions agreed and stated in the pertaining contract. The standard contract template to be used for contracting hospitalization services (including all key requirements) is the based on the Agency Hospitalization Contract Template included in UNRWA Health Department Technical Instruction and Management Protocols on Hospitalization Support Program modified and approved by Lebanon Legal Department.

Additionally, the HSP includes the Medical Hardship Fund (MHF) program which offers financial assistance for costly inpatient treatments and medical supplies, focusing on patients with catastrophic conditions where treatment costs exceed a defined threshold. Support levels vary based on the total cost of admission and follow the guidelines of the Ministry of Public Health (MoPH), with contributions increasing as costs rise.

Activity 1.1: Inpatient and Tertiary admission and MHF petition application submission

This activity involves the processing and submission of applications for inpatient and tertiary care hospital admissions, including but not limited to mental health services. UNRWA's Area Hospitalization Medical Officers coordinate with hospitals and patients to ensure that those requiring specialized inpatient services are identified and when needed to be supported through the MHF. For MHF petition, an application should include detailed medical documentation and cost estimates to secure financial assistance under the fund guidelines according to HSP SOP.

Activity 1.2: Medical supplies MHF petition application submission

This entails submitting requests for essential medical supplies needed for inpatient and tertiary treatments. The Medical Officers assess patient needs followed by review at LFO Hospitalization unit and Chief Field Health Program (CFHP) approval, after which a formal application is submitted specifying required medications, consumables, and equipment that are critical for managing catastrophic health

conditions. The process ensures timely procurement and financial coverage aligned with Ministry of Public Health criteria.

Activity 1.3: Patient follow up at hospital

After admission, UNRWA's Area Hospitalization Medical Officers conduct regular follow-ups with patients admitted under HSP and MHF coverage. This includes monitoring treatment progress, coordinating with healthcare providers, and addressing emerging medical or logistical issues to ensure the continuity and effectiveness of care until discharge.

Activity 1.4: Invoicing and reporting by the Health Programme (Hospitalization Unit)

The Hospitalization Unit oversees the verification and approval of invoices submitted by hospitals for services rendered under the HSP and the MHF. This includes ensuring accuracy, compliance with financial protocols, and proper documentation according to HSP and MHF process of invoicing and payment.

Output 2: Improved Access through a top-up subsidy for tertiary hospitalization by the Medical Hardship Fund for Palestine Refugees suffering from chronic disease.

Activity 2.1: Provision of medication non-catalogue items for patients suffering from chronic disease

UNRWA is improving access to non-catalogue medications for Palestine refugees with various and not limited to chronic diseases that threaten life such as hepatitis and rheumatological auto-immune diseases such as Crohn's disease, juvenile rheumatoid arthritis and Ankylosing spondylitis, by expanding coverage for essential medicines that are not routinely available at its primary health care centers. Through an exceptional reimbursement system, the Medical Hardship Fund (MHF) ensures that refugees can access these vital drugs without facing catastrophic health expenses, limiting out-of-pocket costs to **30% per request and covering up to USD 2,500 per patient per year**. Medications not listed on the Ministry of Public Health (MoPH) approved drug list are excluded from coverage.

This enhanced support bridges critical gaps in medication availability, enabling patients with chronic conditions to receive necessary treatments and easing the financial burden on vulnerable refugee families.

Activity 2.2: Provision of medications to patients suffering from multiple sclerosis

UNRWA is enhancing the procurement and provision of medications for patients suffering from multiple sclerosis (MS) to address gaps where primary health care centers cannot supply these essential drugs. Through the Medical Hardship Fund (MHF), UNRWA covers **80% of the cost of MS medications**, with a maximum monthly contribution of **USD 2,000 per patient**, in line with Ministry of Public Health (MoPH) guidelines. Medications not included in the MoPH-approved drug list are excluded from coverage.

This expanded support ensures that Palestine refugees with MS receive critical treatments, improving health outcomes and reducing the financial burden on affected families, while the patients contribute to the remaining 20% of medication costs. This initiative represents a vital step towards comprehensive care for chronic conditions within the refugee community.

Activity 2.3: Enhanced access to the Medical Hardship Fund for cancer patients

This activity aims to mitigate the critical shortage and escalating costs of cancer medications and treatments for Palestine refugees in Lebanon by providing coverage through UNRWA's Medical Hardship Fund (MHF). Due to increased tariffs imposed by Lebanon's Ministry of Public Health (MoPH) in 2024 UNRWA actively advocates with partners and collaborates with a pharmacy in southern Lebanon to secure imports of essential cancer medications that are otherwise unavailable locally. The Health Programme also works closely with oncologists to ensure patients receive treatment aligned with MoPH and WHO guidelines, despite the collapse of Lebanon's health sector amid the ongoing economic crisis.

For **cancer treatment**, the MHF supports patients as follows:

- **Medications:** The provision of a 25% up to 75% upon availability of funds out of the total UNRWA contribution which is 75% out of the total cancer medication cost up to 16,000 USD per patient per year.
- **Radiotherapy:** The provision of USD 500 up to USD 1250 as a cut rate for cancer patients per radiotherapy course. And MHF might support the full UNRWA contribution upon availability of funds.
- **PET Scan:** Support of USD 100 USD upon availability of funding out the total UNRWA contribution with the remainder covered by the regular UNRWA Hospitalization Programme.
- **Chemotherapy:** The provision of supporting cancer patients who are in need of chemotherapy by 60% of the total cost of the chemotherapy sessions at hospital according to the MoPH guidelines and regulations.

Activity 2.4: Provision of medications to patients suffering from Thalassemia and Sickle Cell Anemia (Congenital Hemolytic Anemia)

Thalassemia is an inherited blood disorder characterized by reduced or absent production of hemoglobin, leading to anemia. The severity of the condition varies, with thalassemia major being the most severe, requiring regular blood transfusions for survival. For individuals with thalassemia major, regular (i.e. every few weeks or monthly) blood transfusions are essential to manage anemia and maintain hemoglobin levels. Due to the risk of iron overload from frequent transfusions, patients often require chelation therapy to remove excess iron from the body. Stem cell or bone marrow transplants are the only potential cure for thalassemia, particularly for children with severe forms. Patients left untreated can have considerably shorter life expectancy. Seeing the severity of certain types of thalassemia, the disease can lead to severe complications (incl. severe anemia, iron overload, growth delays among children and bone deformities).

In Lebanon, approximately 1 in 10 individuals carries the thalassemia trait, with around 1,000 patients diagnosed with thalassemia major. However, only about 30% of these patients receive adequate treatment¹⁹, primarily due to financial constraints and limited access to healthcare services. Among

¹⁹ This figure is derived from the fact that around 1,000 patients are diagnosed with thalassemia major, and only about 300 of them are receiving adequate medical care,

Palestine refugees in Lebanon specifically, it is estimated that around 5%²⁰ of the population may be affected. Access to comprehensive care is even more challenging due to the limited healthcare resources available to them, and regrettably the cost of treatment and medications is a very high one. Many low-income individuals are resorting to delaying or skipping doctor visits, medical tests, treatments, and surgeries.

Among the Palestine Refugees, 76 thalassemic patients are supported by UNRWA's care service through a 95% contribution for chronic medication, according to the MoPH guidelines and regulations. Any medication not listed in the MoPH approved drug list will not be covered.

Activity 2.1.1: Follow up on requests for submission of chronic medication

This activity involves monitoring and managing patients' applications for coverage of chronic medications under the Medical Hardship Fund (MHF). UNRWA staff review and track the timely submission of these requests to ensure that eligible Palestine refugees receive necessary financial support for critical drugs prescribed for life-threatening chronic conditions.

Activity 2.1.2: Checking of medications according to Ministry of Public Health protocols and guidelines

All medication requests are verified by the Health Programme against the Ministry of Public Health's approved protocols and drug lists. This process ensures that only eligible medications conforming to national standards are approved for coverage, maintaining compliance and safeguarding appropriate use of the Medical Hardship Fund resources.

Activity 2.1.3: Coordination with contracted pharmacy, contracted hospitals, patients and UNRWA health teams

UNRWA's Hospitalization Unit coordinates closely with implementing pharmacies, contracted hospitals, and patients to facilitate smooth access to approved chronic medications and according to eligibility criteria stipulated by UNRWA as well as in accordance with the Ministry of Public Health.

Activity 2.1.4: Collection of prescribed medications and provision of treatments

Patients receive their prescribed chronic disease medications and treatments through contracted pharmacies, in accordance with the list of the Ministry of Public Health.

Activity 2.1.5: Invoicing and reporting by the Health Programme (Hospitalization Unit)

The Hospitalization Unit oversees the processing and verification of invoices related to chronic medication procurement and service delivery. Detailed reports are compiled to account for fund disbursements, patient coverage, and adherence to financial policies.

For other cancer interventions (pet scan, radiotherapy and chemotherapy):

²⁰ In the absence of an updated assessment, this prevalence figure for thalassemia is based on a study conducted among Palestine refugees in the West Bank and Gaza in 2015, but is expected to be similar for Palestine refugees in Lebanon. <https://www.emro.who.int/emhj-volume-29-2023/volume-29-issue-6/quality-of-life-of-patients-living-with-thalassaemia-in-the-west-bank-and-gaza.html>

Activity 2.2.1: Issuing referral and commitment letter chronic disease intervention including PET scan, radiotherapy, chemotherapy and thalassemia interventions

This activity entails preparing and providing official referral and commitment letters required for advanced interventions such as PET scans, radiotherapy, and chemotherapy treatments. These documents are essential in the facilitation of patient access to these specialized services and ensuring eligibility for reimbursement through the MHF.

Activity 2.2.2: Invoicing and reporting by the Health Programme (Hospitalization Unit)

Like inpatient services, the Hospitalization Unit rigorously reviews and approves invoicing and reporting related to chronic disease interventions. This oversight ensures accuracy, compliance with funding procedures, and transparency in the management of chronic care expenditures.

Beneficiaries

UNRWA Hospitalization Support Program (HSP) complements Primary health care offered to PRs at UNRWA Health Centers in an effort to provide universal health coverage by extending financial support for hospital care for eligible PRs to ensure specialist care that UNRWA is unable to provide directly in line with the rules and regulation of Lebanon Ministry of Health.

The Hospitalization Support Program (HSP) including the Medical Hardship Fund (MHF) provides support to Palestine Refugees in Lebanon (PRL) and Palestine Refugees from Syria (PRS) suffering from catastrophic health conditions. This includes coverage for inpatient admissions at contracted hospitals, adhering to the LFO hospitalization policy. It also supports PRL and PRS patients with high-cost interventions not typically covered by the LFO hospitalization policy, such as kidney and bone marrow transplants, with such cases potentially included in MHF appeals. Additionally, MHF assists PRL and PRS outpatients with chronic catastrophic diseases, including multiple sclerosis, cancer, and thalassemia. Eligibility for HSP services is to all Palestine refugees according to the Standard Operating Procedure.

By responding to the most urgent health needs of the Palestine refugee population in Lebanon, this project, with generous contribution of Belgium, will benefit directly **an estimated 306²¹**, including:

- 199 Palestine refugee patients with requiring hospitalization inpatient care; and
- 107 Palestine refugee patients suffering from chronic disease.

Eligibility criteria²²:

- All registered Palestine refugees with UNRWA in Lebanon except those with Lebanese nationality and their families who are covered by the MoPH in Lebanon.

²¹ Patients may receive multiple types of services simultaneously as part of their treatment and undergo several treatment rounds throughout the project period. Therefore, the total count does not precisely reflect the number of unique beneficiaries.

²² The eligibility criteria reflect the situation and agreements at the drafting stage and may change pending on external or internal factors.

- Patients married to non-refugees may be covered if the husband/wife is not Lebanese and proves to have no other scheme of health coverage.
- Palestine refugees who are not registered with UNRWA, but registered with the Directorate General for Political and Refugee Affairs in Lebanon (DPRA);
- Palestine refugees registered with UNRWA in regions outside Lebanon – on the condition that they are registered with Directorate General for Political and Refugee affairs in Lebanon (DPRA) have access to these services, but only after receiving an approval from the region in which they are registered;
- Palestinians with missing identification documents (Non-IDs), but who are registered with UNRWA in other regions and have acquired an identification card, have access to these services, provided that they receive the approval of the primary region in which they are registered;
- Palestine refugees from Syria recorded with UNRWA in Lebanon;
- UNRWA hospitalization policy does not cover spouses and descendants of Palestine refugees from Syria who are Syrian nationals registered and covered by UNHC.

➤ **Integration of the Digital Archive into eUNRWA**

Building on Belgium’s valued and longstanding support for the digitalisation of UNRWA’s archives, this project represents the next critical step in the Agency’s ongoing efforts to safeguard and make accessible the historical records of Palestine refugees.

While significant progress has been made in digitising and preserving the original family files — containing vital records of births, deaths, marriages, and displacements across five generations — refugees currently have no direct means of accessing these documents. As a result, the preserved archives remain largely inaccessible to the very communities whose histories they record. This absence of access prevents refugees from reconnecting with their past, tracing lost family members, and safeguarding their collective memory—an essential component of identity, dignity, and protection.

The proposed project seeks to bridge this critical gap by integrating the digital archive currently under development with the eUNRWA platform, thereby enabling Palestine refugees who have completed the digital identity verification process to securely and directly access their historical registration records online. For the first time, refugees will be able to view and retrieve their digitised family documents through a secure and user-friendly interface, empowering them to reclaim ownership of their personal and family histories. This new functionality will reinforce the continuity of identity and rights across generations, support family reunification efforts, and strengthen the emotional and cultural connections of refugees to their origins.

Technically, the project will focus on the development and integration of an archival access module

within eUNRWA, the Agency's web-based registration platform that allows refugees to securely access and manage their family registration information.

The integration will involve system development, secure hosting, and the establishment of interoperability features to ensure seamless communication between the digital archive and existing registration systems, including the Refugee Registration Information System (RRIS). Strong emphasis will be placed on compliance with data protection and privacy standards, ensuring that all information is handled securely and in accordance with international norms. The user interface will be enhanced to guarantee accessibility across devices, including mobile platforms, to facilitate use by refugees in all UNRWA Fields of Operations.

Beyond the technical integration, the project will include a robust community engagement and awareness component. Outreach activities will be conducted to inform refugee communities about the new access system, explain its purpose and functionality, and guide families on how to retrieve and use their documents. This will include awareness sessions, training workshops, and tailored support to ensure that refugees are equipped to benefit from the new tools. By promoting active use of the platform, these activities will strengthen community bonds, enhance digital literacy, and foster a deeper sense of ownership and pride in preserving collective memory.

Expected Outputs:

- Refugees gain secure and direct access to their historical registration records through the eUNRWA platform.
- Integration of the digital archive with UNRWA's Refugee Registration Information System (RRIS) and eUNRWA, ensuring interoperability and data protection.
- Enhanced accessibility and user experience through a mobile-friendly, multilingual interface.
- Increased awareness and community engagement through outreach and training activities enabling refugees to retrieve and preserve their family histories.
- Strengthened protection and identity continuity for Palestine refugees through improved documentation and access to verified historical records.

3. Governance and project management structure

➤ UNRWA Programme Budget (2025/2026)

Not applicable for this project due to the coverage of salary support costs.

➤ Gaza & Lebanon: Provision of formal education for Palestine refugee children in Gaza and Lebanon

The overall strategic oversight of the project will rest with the Director of UNRWA Affairs in Gaza and Lebanon, ensuring that the project aligns with the Agency's strategic priorities. The Deputy Director of UNRWA Affairs (Programmes), supported by the Chief of Education, will be responsible for overall supervision of project implementation. The UNRWA Education Programme will be responsible for implementing the activities outlined in this project proposal and ensuring appropriate visibility for the Government of Belgium. The overall coordination, oversight, and monitoring of the project will be supported by the Field Programme Support Office (FPSO), which will oversee the effective functioning of the management structure.

➤ Education in Emergencies for Palestine Refugee Children – Phase VII

The project will be implemented by UNRWA, through its two fields: Gaza field office (GFO) and the West Bank field office (WBFO). The project's coordination, guidance, reporting, and technical coherence will be overseen by the Education Department in UNRWA HQ in Amman.

At HQ Amman level, the programme will be led by the Director, Deputy Director and the Senior Programme Specialist, with a dedicated technical team, composed of: (i) Programme Manager who will provide Operational support for the effective delivery and timely implementation of Field-specific EIE grants, (ii) Assistant Programme Manager who will support coordination with the project focal points at the field level and related project monitoring and reporting, (iii) Associate Programme Officer who will provide support to both the Programme Manager and Assistant Programme Manager with the special regard to project communication, visibility and advocacy as well as monitoring and reporting for the overall UNRWA Education in Emergencies Programme as well within the Agency Education Department reporting. The team will provide the technical lead for the project implementation and reporting, as well as coordination with the different Field Offices and relevant UNRWA HQ Departments.

At Field level, the management of the project will be under the general overview of the Field Director and Deputy Director, and the technical leadership of the Chief of Education, and through dedicated Project Focal Points who will coordinate the project implementation

➤ **Support to Palestine Refugees in Lebanon with critical health conditions through hospitalization services.**

The implementation and supervision of the entire Hospitalization Support Program is under the responsibility of Chief Field Health Program (CFHP) supported by Hospitalization Monitoring and Assessment Officer (HMAO). The Health Programme will implement its activities through the Hospitalization Support Programme and dedicated staff working on the Medical Hardship Fund. The HMAO is responsible for the full implementation in accordance with the Agency's priorities and SOPs.

The departments will be supported by the Programme Support Office (PSO), which will provide guidance to ensure the project is implemented as per the donor requirements, through the tracking and monitoring of activities, results, financial expenditures and identification of potential challenges. The PSO ensures periodic feedback to donors regarding their contribution and prepares project documents in alignment with the Agency's Strategic Priorities. The Health Programme is further supported by the Public Information Office, who informs the community on the services provided and prepares visibility material.

➤ **Integration of the Digital Archive into eUNRWA**

The project will be implemented under the supervision of UNRWA's Refugee Registration and Eligibility Division, ensuring alignment with ongoing archival and registration activities.

A dedicated project management team will oversee all aspects of implementation, including system integration, technical development, quality assurance, and community engagement.

Key roles will include a Project Manager, IT/Systems Officer, Developers, Database and Security Specialist, User Experience (UX) Designer, and Community Outreach Coordinator. Additional support from the Historical Archive Team will ensure continuity with ongoing digitization efforts and the accurate mapping of family records. Overall, the staffing structure combines technical, operational, and field expertise to ensure timely delivery, high-quality outputs, and effective engagement with refugee communities.

In addition, UNRWA will provide its own staff to complement the project team with regards to oversight, coordination, progress monitoring and reporting.

4. Assumptions and Risk Management

➤ UNRWA Programme Budget (2025/2026)

Not applicable for this project due to the coverage of salary support costs.

➤ Gaza & Lebanon: Provision of formal education for Palestine refugee children in Gaza and Lebanon

Gaza:

Assumptions:

1. Ceasefire in Gaza continues to hold and safe spaces are accessible, allowing the implementation of the planned activities.
2. People will gradually move out from UNRWA installations allowing the implementation of enhanced educational activities in UNRWA schools (now turned shelters) in Gaza.
3. Education and MHPSS supplies can enter Gaza with no delays and restrictions.
4. Constant movement of IDPs due to military operations will not obstacle the implementation of project activities and reaching the targeted population.
5. There will be no major escalation of hostilities in Gaza that could disrupt the access, logistics, staff and students' safety.
6. Basic needs such as electricity, fuel, water are available and accessible in Gaza.

Risk management plan:

Risk Category	Risk Description	Potential consequences	Likelihood (a) (1 to 10)	Impact (b) (1 to 10)	Risk Score (axb)	Risk Response Strategy	Risk Response activities	Risk Owner
Strategic	Ongoing political instability and lack of clarity on political and social power structure/authority	Hindered ability to continue implementing education in emergency response in temporary learning spaces and/or schools affecting the mental health and well-	8	9	72	UNRWA will reaffirm the political neutrality of its mandate to continue providing services to refugees despite the instable political context. UNRWA will strengthen its coordination capacity through participation to the implementation of joint needs	Implementation of assessment and conflict analysis to inform UNRWA management decisions	UNRWA Department of Security and Risk Management, UNRWA Executive Management at Field and HQ levels

		being of both UNRWA students and teachers.				analysis and participation to coordination fora.		
Operational	Renewed conflict and/or escalation of violence and insecurity or restrictions of access and movement	Hindered implementation of education in emergency activities in the temporary learning spaces in Gaza due to access and/or movement restrictions of both children and teachers.	8	8	64	UNRWA builds the established capacity of operating in emergency situations and will further invest in safety and security for children and teachers in its educational facilities. In cooperation with other UN agencies, UNRWA will mitigate this risk by developing effective risk-averse structures and mechanisms to help ensure continued provision of services to Palestine refugees.	Identification of alternative modalities to deliver education in emergency activities. Strengthen involvement of parents and the community for the improved delivery of education services.	UNRWA Department of Security and Risk Management, UNRWA Executive Management at Field and HQ levels
Financial and Fiduciary	Underfunding of UNRWA: Uncertainty in continuity of timely service delivery due to UNRWA financial crisis	Hindered ability to maintain the delivery of education services to UNRWA students in UNRWA schools, including payment of teachers' salaries and provision of learning materials.	8	10	80	UNRWA is implementing regional and global fundraising efforts to ensure the continuation of all services for as long as they are required.	Implementation of advocacy and fundraising strategy Maintenance of an up-to-date resource management practices, particularly through the implementation of a comprehensive enterprise resource planning system.	UNRWA Department of Finance
Delivery	HR and unethical	UNRWA staff could exhibit unethical behavior during the	6	9	54	UNRWA's Department of Internal Oversight Services (DIOS) will keep providing internal oversight	Hotlines for staff, assurance and advisory services,	UNRWA Ethics Office and UNRWA Department of Internal Oversight Services

	behaviour of UNRWA staff	implementation of education in emergency activities impacting both the agency and the delivery of education services to children				services including assurance and advisory services, evaluation and investigation. UNRWA Ethics Office will keep assisting in nurturing a culture of ethics, integrity and accountability, including provision of training. DIOS will maintain hotlines to allow UNRWA staff to report any suspected wrongdoing.	evaluation and investigation services, implementation of capacity building for staff on these themes.	
Delivery	Harm to Children, Education Personnel and Communities	Inability to deliver more specialised services: during the conflict, children with disability are more exposed to risks related to abuse, exploitation, neglect and physical safety; requiring specialised assistance which might not be functioning and accessible during the emergency.	7	9	63	In line with UNRWA Inclusive Education Policy and Strategy, UNRWA commits to inclusive education by reflecting the diverse needs of persons with disabilities to recognize and remove any barriers that can hinder students' access, learning, development, and participation.	implementation of: (i) identification of children with disability through the Washigton Group Questionnaire, (ii) referral to specialised support targeting their needs.	UNRWA Education Department, UNRWA Protection Division
Delivery		Trauma and mental health issues experienced by teachers that hinder the implementation of education in emergency activities.	7	9	63	In line with UNRWA MHPSS approach, a whole of school eye is implemented for MHPSS interventions, which include children and also teachers.	Implementation of self-care programmes for education staff, including targeting PSS	UNRWA Education Department, UNRWA Protection Division

Lebanon:**Assumptions:**

- UNRWA is able to operate without physical, political or security constraints and the Lebanese government provides continued support to UNRWA's operations. The political and security situation in Lebanon does not further deteriorate, fighting from Syria does not spill across the border into Lebanon. Tensions between Palestinian factions within the Lebanese context are not exacerbated.
- Donor contributions are disbursed on time, and no major funding gaps occur during implementation

- UNRWA is able to maintain its core operations during the implementation period of this intervention.
- Local communities remain engaged and supportive of project activities.
- Equipment and supplies remain available in local or regional markets, and prices remain relatively stable.
- Exchange rate fluctuations which may impact budget stability.
- Non occurrences of natural disasters and epidemics (earthquakes, floods, water-borne diseases, etc.)

Risk Management Plan:

Risk Category	Risk Description	Potential consequences on the project	Likelihood (a) (1 to 10)	Impact (b) (1 to 10)	Risk Score (axb)	Risk Response Strategy	Risk Response activities	Risk Owner
Strategic	Disruptions due to the security situation in Lebanon and in the camps resulting in increased violence and armed conflict	Disruption and delays in the implementation of activities	4	4	16	Mitigate	Successful monitoring of the situation and taking necessary stabilizing action to avoid potential delay in the implementation. At the national level, UNRWA has a close working relationship with the Lebanon-Palestinian Dialogue Committee (LPDC), which is an inter-ministerial government body formed by the Lebanese Council of Ministers.	Director of UNRWA affairs
Strategic	Feelings of frustration and hopelessness among the PRL& PRS and the Palestine refugee host community.	Obstruction to the implementation of activities resulting in delays in the implementation	2	4	8	Mitigate	Potential community frustration from within the camp is dealt with by community participation and on-going dialogue with stakeholders through communications officers in the field and the Public Information Office. This is procedural and performed pre-emptively so as to avoid any eruptions of frustration.	Field Management Team (FMT)
Financial	UNRWA faces financial risks related to insufficient funds and/or unpredictable cash flow, which could adversely impact the successful implementation of the project.	Inability to implement due to limited core structure and core services	3	4	12	Mitigate	Effective financial planning and proactive cash flow management	FMT

Financial	Initially projected cost estimates may substantially rise due to ongoing inflation in the country.	Construction delays, increased costs, risk of using lower-quality materials.	2	4	8	Mitigate	Monitor markets during the tendering phase. Communication with the project steering team and donor on the anticipated costs and discuss on ways to manage. If there is a substantial change in costs, consider using alternate plans, including scaling down of the initial plan.	ICIP and PLD
Operational	Delays in implementation of the projects due to operational factors (tendering/ retendering process, selection, contractor negotiation, signing etc)	Need for re-tendering, delays in execution.	4	4	16	Mitigate	Organize grants/ project opening meeting, involving various programs and departments. Development of a detailed work plan during the inception phase of the project, and together with clear roles and responsibility.	PSO and ICIP

➤ Education in Emergencies for Palestine Refugee Children – Phase VII

Assumptions:

1. Ceasefire in Gaza continues to hold and safe spaces are accessible, allowing the implementation of the planned activities.
2. People will gradually move out from UNRWA installations allowing the implementation of MHPSS activities in UNRWA schools (now turned shelters) in Gaza.
3. Education and MHPSS supplies can enter Gaza with no delays and restrictions.
4. Constant movement of IDPs due to military operations will not obstacle the implementation of project activities and reaching the targeted population.
5. There will be no major escalation of hostilities in Gaza and/or in the West Bank that could disrupt the access, logistics, staff and students' safety.
6. Basic needs like electricity, fuel, water are available and accessible in both Gaza and in the West Bank.

Risk Management Plan:

Risk Category	Risk Description	Potential consequences	Likelihood (a) (1 to 10)	Impact (b) (1 to 10)	Risk Score (axb)	Risk Response Strategy	Risk Response activities	Risk Owner
Strategic	Ongoing political instability and lack of clarity on political and social power structure/authority	Hindered ability to continue implementing MHPSS activities in temporary learning spaces and/or schools affecting the mental health and well being of both UNRWA students and education personnel.	8	9	72	UNRWA will reaffirm the political neutrality of its mandate to continue providing services to refugees despite the instable political context. UNRWA will strengthen its coordination capacity through participation to the implementation of joint needs analysis and participation to coordination fora.	Implementation of assessment and conflict analysis to inform UNRWA management decisions	UNRWA Department of Security and Risk Management, UNRWA Executive Management at Field and HQ levels
Operational	Renewed conflict and/or escalation of violence and insecurity or restrictions of access and movement	Hindered implementation of MHPSS activities in the temporary learning spaces in Gaza and in schools in the West Bank due to access and/or	8	8	64	UNRWA builds the established capacity of operating in emergency situations and will further invest in safety and security for children and education staff in its educational facilities. In cooperation with other UN agencies,	Identification of alternative modalities to deliver MHPSS services to students (ex. UNRWA Self-Learning Programme). Strengthen involvement of parents and the community for the continuation of MHPSS provision in	UNRWA Department of Security and Risk Management, UNRWA Executive Management at Field and HQ levels

		movement restrictions of both children and education personnels.				UNRWA will mitigate this risk by developing effective risk-averse structures and mechanisms to help ensure continued provision of services to Palestine refugees.	alternative community spaces.	
Financial and Fiduciary	Underfunding of UNRWA: Uncertainty in continuity of timely service delivery due to UNRWA financial crisis	Hindered ability to maintain the delivery of education services to UNRWA students in UNRWA schools, including payment of teachers salaries, provision of learning and MHPSS materials.	8	10		UNRWA is implementing regional and global fundraising efforts to ensure the continuation of all services for as long as they are required.	Implementation of advocacy and fundraising strategy Maintenance of an up-to-date resource management practices, particularly through the implementation of a comprehensive enterprise resource planning system.	UNRWA Department of Finance
Delivery	HR and unethical behaviour of UNRWA staff	UNRWA staff could exhibit unethical behavior during the implementation of MHPSS activities	6	9	54	UNRWA's Department of Internal Oversight Services (DIOS) will keep providing internal oversight services including assurance and advisory services, evaluation	Hotlines for staff, assurance and advisory services, evaluation and investigation services, implementation of capacity building for staff on these themes.	UNRWA Ethics Office and UNRWA Department of Internal Oversight Services

		impacting both the agency and the delivery of MHPSS services to children				and investigation. UNRWA Ethics Office will keep assisting in nurturing a culture of ethics, integrity and accountability, including provision of training. DIOS will maintain hotlines to allow UNRWA staff to report any suspected wrongdoing.		
	Harm to Children, Education Personnel and Communities	Inability to deliver more specialised services: during the conflict, children with disability are more exposed to risks related to abuse, exploitation, neglect and physical safety; requiring specialised assistance which might not be functioning and accessible during the emergency.	7	9	63	In line with UNRWA Inclusive Education Policy and Strategy, UNRWA commits to inclusive education by reflecting the diverse needs of persons with disabilities to recognize and remove any barriers that can hinder students' access, learning, development, and participation.	implementation of: (i) identification of children with disability through the Washington Group Questionnaire, (ii) referral to specialised support targeting their needs.	UNRWA Education Department, UNRWA Protection Division

		Trauma and mental health issues experienced by education staff that hinder the implementation of MHPSS activities.	7	9	63	In line with UNRWA MHPSS approach, a whole of school eye is implemented for MHPSS interventions, which include children and also education staff.	Implementation of self-care programmes for education staff, including targeting PSS	UNRWA Education Department, UNRWA Protection Division
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➤ **Support to Palestine Refugees in Lebanon with critical health conditions through hospitalization services.**

The structural assumption underlying the project design is that the political environment does not deteriorate to an extent that will significantly affect UNRWA's operations. UNRWA effectively provides assistance to Palestine refugees despite the challenges of the current socio-economic context, however, a further change in the political climate could create unpredictable challenges that may affect programme delivery and implementation.

Therefore, the capacity to achieve the project's outcome and undertake the activities of the intervention, is based on the following assumptions:

- UNRWA is able to operate without physical, political or security constraints and the Lebanese government provides continued support to UNRWA's operations;
- The political and security situation in Lebanon, the region and in the camps does not further deteriorate, noting the significant deterioration already in Ein El Hilweh and in areas with ongoing conflict – the project does not anticipate spillover of this.
- Financial service providers able to continue to function in the Lebanese economy without restraint or hinderance from the economic crisis and government policies.
- UNRWA is able to import/purchase the necessary medication and medical equipment, freely, and with no impediment related to availability or governmental restrictions on import.

- UNRWA will be continuously monitoring the situation, reviewing risk assessment procedures, engaging with community representatives, and regularly monitoring project progress.
- For risk management of the project, UNRWA will address issues and respond accordingly in coordination with the Risk Management Team of the Executive Office, if necessary.
- Non occurrences of natural disasters and epidemics (earthquakes, floods, water-borne diseases, etc.)

Risk Matrix

Risk description	Likelihood	Impact	Mitigation measure	Responsible
Operational (i.e. Error in manual check of health systems or disruptions in the e-Health system)	High	Medium	Additional checks were needed for chronic medication management system, hospitalization management system.	Field Health Programme
Human Resources (i.e. Inability to adequately resource programmes with possible programme delays)	Low	Low	FPSO may follow-up more regularly on the human resources needed for this intervention.	Human Resources, Field Programme Support Office and Field Health Programme
Procurement (i.e. procurement of medicines and other equipment)	Medium	Low	Ensure procurement policies and guidelines are applied.	Procurement and Logistics Department, Field Health Programme
Security (i.e. Escalation of hostilities with border countries affecting the security level in Lebanon and relevant project activities)	High	Medium	Provide regular risk updates for the different areas of operations to re-evaluate risks.	Field Security Risk Management (FSRM) and Emergency Task-force Team.
Financial / Funding	High	High		

(i.e. Failure to effectively manage the financial resources of the organization by a lack of donations and/or pledges)			Additional collective fundraising efforts by the international community.	External Relations and Communications Department (ERCD)
Political / Economic (i.e. Changes in the political landscape resulting in loss of funding / devaluation of currency)	Medium	Medium	Close monitoring of developments in the political and economic environment.	Public Information Office (PIO)
Legal (i.e. Breach of hospitalization or supplier contracts / other legal obligations)	Low	Medium	Legal department to draft any recommendations, if needed.	Field Legal Office (FLO)

➤ Integration of the Digital Archive into eUNRWA

The successful implementation of this project relies on several key assumptions. It is assumed that the completed digitized archival records are accurate, comprehensive, and accessible for integration with the eUNRWA platform. It is also assumed that field offices and refugee communities remain accessible to project staff for outreach, training, and support activities. Adequate funding and availability of skilled human resources are further assumed to be sustained throughout the project period to ensure timely completion and quality output.

Risk management measures have been embedded in the project design to address potential challenges. Technical risks, such as delays in system integration, software issues, or platform performance constraints, will be mitigated through rigorous testing, validation, and ongoing collaboration with IT and development teams. Data protection and cybersecurity risks will be managed through adherence to UNRWA's strict security protocols and regular audits. Operational risks, including limited access to field sites due to security or movement restrictions, will be addressed through contingency planning, remote support, and coordination with field offices. Community engagement risks, such as low uptake or difficulties in using the platform, will be reduced through targeted awareness campaigns, training sessions, and ongoing user support. By systematically monitoring risks and applying mitigation measures, the project aims to ensure effective, secure, and timely delivery, maximizing benefits for refugee communities.

5. Monitoring and Evaluation

➤ UNRWA Programme Budget (2025/2026)

A unified reporting framework, aligned with the Strategic Plan 2023-28, and annual operational plans, strengthens the reporting process through the: (i) use of a common monitoring matrix, which establishes a robust basket of indicators that include 'core' donor and/or legislatively mandated indicators against which results-based reporting is required; (ii) the designation, by the Harmonised Results Working Group, of a set of indicators against which the Agency will provide both data and narrative results reporting on an annual basis; (iii) the application of a results-analysis methodology for reporting against each indicator and, where possible, disaggregating Agency-wide data by field office, gender, disability and poor/non-poor according to the Agency-wide definitions, and by keyage groups (e.g. youth); and (iv) use of one template and at a set periodicity. Results reporting is derived from the UNRWA Results-Based Monitoring system which enables data collection and analysis against the objectives set out in the current Strategic Plan. The system also hosts monitoring structures for emergency appeals, projects and other frameworks employed by the Agency, and where possible, establishes linkages between them. Data is collected and assessed on a quarterly basis at the field office level and analysed on a semi-annual basis through Agency-wide results reviews.

UNRWA continues to strengthen its monitoring and analytical capacity, including in relation to the development of a better understanding of vulnerability to poverty and social marginalization and how Agency programmes and partners can provide a more effective response. The Agency's Annual Operational Report for 2025 and 2026 will serve as the primary performance monitoring tool for the contribution agreement action.

➤ Gaza & Lebanon: Provision of formal education for Palestine refugee children in Gaza and Lebanon

To ensure accurate and timely data collection, dedicated personnel within the UNRWA Education Programme will be responsible for gathering and validating collected data. UNRWA Education Management Information System (EMIS) and programme-specific reports will provide relevant information on the activities implementation.

Data collection will be conducted on a quarterly basis, enabling consistent monitoring of key milestones, such as the number of students enrolled in schools. Collected data will be analyzed to identify trends, highlight gaps, and inform necessary adjustments.

Project reporting will be carried out by the External Relations and Communications Department (ERCD) at Headquarters, in coordination with GFO and LFO, to ensure submitting a timely and comprehensive final report to the Government of Belgium, which will include both a brief narrative and financial components, as well as the corresponding financial statement. This report will be submitted within three months following the completion of the project.

➤ Education in Emergencies for Palestine Refugee Children – Phase VII

UNRWA has a robust system for monitoring and evaluation, providing regular reports to internal and external stakeholders at all levels. The Agency utilizes unified education indicators across all five Fields of operation, which are incorporated into the Monitoring Framework for the Strategic Plan. Some of the indicators comprised in the Framework are specifically linked to Education in Emergencies (EiE), measuring outcomes such as completion rates, dropout rates, repetition rates, academic achievement, and overall efficiency in terms of input costs per child.

Within the Framework, UNRWA has also developed indicators to assess the qualitative aspects of its education programme including student achievement, teaching, and learning practices, and the perceptions of beneficiaries and other key education stakeholders. These qualitative indicators encompass EiE-specific measures, such as “Percentage of students participating in recreational and extracurricular activities”. Furthermore, EiE-specific indicators are included in UNRWA EiE Bank of Indicators, developed during Phase I of the Belgium-funded Programme.

UNRWA also has in place an Education Management Information System (EMIS) to collect essential quantitative data at the school level, covering information about staff, students, and school facilities. In Phase II of the Belgium-funded grant, the integration of 24 key indicators from the EiE Bank of Indicators with EMIS was successfully implemented. This integration facilitated a better understanding of student learning, well-being, and the impact of the crisis on the learning environment.

In addition, regular monitoring and reporting of activities will take place during the proposed Phase VI of the Programme, through coordination between Field EiE Focal Points and HQ Education project team. Data collected at Field-level will be shared with the HQ-based EiE team for analysis and quality assurance, and for the development of regular progress reports. The data collected by UNRWA as part of its monitoring and evaluation activities is disaggregated by gender, and, where relevant, also by disability.

A project completion report and final project financial statements shall be prepared and shared with the donor within 3 months from completion and or as per the agreement’s conditions.

➤ **Support to Palestine Refugees in Lebanon with critical health conditions through hospitalization services.**

UNRWA Health Department at Lebanon field will be responsible for the implementation of the activities included in this project proposal. The implementing department will manage resources under this project to ensure the smooth implementation of its activities as well as to guarantee clear and accurate monitoring and reporting to the donor and to achieve appropriate visibility of the donor. Hospitalization cases are documented through UNRWA’s Health Management System. Chronic medications cases are documented through the Chronic Medications Application. The Hospitalization Support Program is operated under the Hospital Management System (HMS) for tertiary care and under the Chronic Medication Data Management System (CHDMS) for chronic medication services.

This project management structure will be supported by the Field Program Support Office (FPSO) in ensuring overall coordination, oversight and monitoring of the project implementation. This involves systematically collecting data to assess progress in the project, performance, and impact throughout the M&E logical framework defines key indicators, means of verification, and assumptions. By promoting continuous learning and informed decision-making, UNRWA will conduct continuous monitoring of the project's progress across various components, adhering to the predefined log frame.

The Health Programme holds primary responsibility for reporting and verifying patient data profiles, ensuring medical confidentiality and sensitivity are maintained. Reporting will be done through UNRWA's External Relations and Communications Department at HQ, which will ensure to submit a final comprehensive narrative completion report and financial statement within three months after the project's implementation phase concludes and or in line with the agreement stipulations.

➤ **Integration of the Digital Archive into eUNRWA**

The effectiveness of this project in achieving its intended outputs will be measured through continuous oversight by senior HQ registration staff, focusing on system integration, user interface development, and community engagement activities. Financial transactions and statements will be subject to internal auditing procedures in accordance with UNRWA's financial regulations, rules, and directives. The project log frame and work plan will serve as key reference tools for tracking progress, results, and adherence to planned milestones.

Reporting to the Government of Belgium will be conducted in compliance with the grant agreement UNRWA's External Relations and Communications Department at HQ, which will ensure to submit a final comprehensive narrative completion report and financial statement within three months after the project's implementation phase concludes and or in line with the agreement stipulations.

6. Communications

➤ **UNRWA Programme Budget (2025/2026)**

UNRWA remains committed to continued modernisation and reform of its management systems and practices. The Strategic Plan 2023-28 is underpinned by a drive to modernise service delivery as well as management systems. Key priorities include increased modernisation and digitalisation of Agency business processes; continued review of Agency internal governance structures and mechanisms; and strengthened risk management systems that embed a stronger risk culture in the Agency. Reforms efforts will also seek to further boost the leadership capacity of senior managers and enhance dialogue with staff and refugee communities. Building on progress achieved since 2020, UNRWA will also enact changes that enable increased environmental sustainability of Agency operations and continue strengthening accountability and transparency measures.

➤ **Gaza & Lebanon: Provision of formal education for Palestine refugee children in Gaza and Lebanon**

Stakeholders or target group	Information needs	Information reasons	Method communication	Frequency	Responsible team member
Internal					
Project Team	Detailed project status	To coordinate tasks	Monthly meetings	Monthly	Project officer and donor relations officer
Field Office Management	Progresses on the implementation of the project, identified bottle necks, status of expenditures	To ensure timely action is taken and accountability purposes	Monthly meeting	Monthly	FPSO
UNRWA Headquarters (HQ)	Overall project performance, compliance with policies, agreement, alignment with strategic goals	To comply with donor requirement and address any misalignment	Formal reports, virtual briefings, presentations, visits	Quarterly updates	Senior n PO. (SPO) External relations and projects officer (ERPO)
External					
Donor	Progress against outcomes and outputs	Keep the donor informed about the impact of the intervention on the project's beneficiaries	Quarterly meetings	Quarterly	FPSO with Programme Teams
Local Community	Project timeline and impact details	Information sharing	Social media, awareness raising sessions, brochures, etc.	As needed	Public Information Office
Media	Project launching, achievements and milestones	For news coverage	Social media, Press releases	As needed	Public Information Office

➤ **Education in Emergencies for Palestine Refugee Children – Phase VII**

Stakeholders or target group	Information needs	Information reasons	Method communication	Frequency
Internal				
Education Department Projects Steering Committee	Project progress updates and quarterly financial expenditures	To make informed decisions	Monthly meetings	Monthly
Project Team	Detailed project status	To coordinate tasks and update on activities implementation and related reporting	Weekly meetings with Field Office Project focal points	Weekly

External				
Donor	Progress against outcomes and outputs	Keep the donor informed about the impact of the intervention on the project's beneficiaries	Quarterly meetings	Quarterly
Local Community	Raise awareness on project activities and impact	Information sharing	Awareness raising sessions, community engagement events/ activities	Bi-annually
Media	Project Launching/Milestones/Outcomes	For news coverage	Article/Story publication on UNRWA's website	As needed

- **Support to Palestine Refugees in Lebanon with critical health conditions through hospitalization services.**

Stakeholders or target group	Information needs	Information reasons	Method communication	Frequency	Responsible team member
Internal					
Steering Committee and Health Department HQ	Project progress updates	To make informed decisions	Quarterly meetings	Quarterly	Project Owner (DUA/L)
Project Team	Detailed project status	To coordinate tasks	Weekly meetings	Weekly	Donor Relations & Project Support Officer
UNRWA Headquarters (HQ)	Overall project performance, compliance with policies, agreement, alignment with strategic goals	To comply with donor requirements and address any misalignment	Formal reports, virtual briefings, presentations, visits	Quarterly	Senior Projects Officer and External Relations Projects Officer (ERPO)
External					
Donor	Progress against outcomes and outputs	Keep the donor informed about the impact of the intervention on the project's beneficiaries	Ad-hoc reports	Ad-hoc	Donor Relations & Project Support Officer
Local Community	Project timeline and impact details	Information sharing	Social media, awareness raising session, brochures, etc.	Bi-annually	Public Information Office

Media	Project launching, achievements and milestones	For news coverage	Visibility material	As needed	Public Information Office
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➤ **Integration of the Digital Archive into eUNRWA**

Stakeholders or target group	Information needs	Information reasons	Method communication	Frequency	Responsible team member
Internal					
RSS Department HQ	Project progress updates	To make informed decisions	Quarterly meetings	Quarterly	Head of Refugee Registration and Eligibility Department of Relief and Social Services - UNRWA HQ
Project Team	Detailed project status	To coordinate tasks	Weekly meetings	Weekly	Donor Relations & Project Support Officer
UNRWA Headquarters (HQ)	Overall project performance, compliance with policies, agreement, alignment with strategic goals	To comply with donor requirements and address any misalignment	Formal reports, virtual briefings, presentations, visits	Quarterly	Senior Projects Officer and External Relations Projects Officer (ERPO)
External					
Donor	Progress against outcomes and outputs	Keep the donor informed about the impact of the intervention on the project's beneficiaries	Ad-hoc reports	Ad-hoc	Donor Relations & Project Support Officer
Local Community	Project timeline and impact details	Information sharing	Social media, brochures, etc.	Bi-annually	Public Information Office
Media	Project launching, achievements and milestones	For news coverage	Visibility material	As needed	Public Information Office

7. Visibility

- **UNRWA Programme Budget (2025/2026).**
 - Not applicable due to associated costs covering critical salary support.
- **Gaza & Lebanon: Provision of formal education for Palestine refugee children in Gaza and Lebanon**

UNRWA will do its utmost to ensure that the generous contribution of the Government of Belgium is recognized through media coverage and public information materials produced by the Agency.

- **Education in Emergencies for Palestine Refugee Children – Phase VII**

UNRWA is committed to ensuring the visibility of the Programme and the corresponding Belgium funding. UNRWA will issue press releases (where deemed appropriate), promote social media posts, and other relevant platforms, to ensure adequate visibility of the donor and the impact of the project. Moreover, in alignment with UNRWA's Greening Strategy, environmentally friendly promotional materials that are free from plastic will be procured and utilized in schools as required.

UNRWA will actively engage with regional and global partners involved in the provision of Education in Emergencies. This will involve participation in global events and the exchange of best practices. These collaborative efforts will not only strengthen the profile of UNRWA's EiE approach but also raise awareness of this intervention within the region and beyond.

By employing a comprehensive communication strategy, UNRWA aims to ensure transparency and promote the significant contributions made through the EiE Programme, while also recognizing the support provided by Belgium.

- **Support to Palestine Refugees in Lebanon with critical health conditions through hospitalization services.**

UNRWA will do its utmost to ensure that the Belgium contribution is recognized. Representatives may be invited to see the impact of their donation through a visit to UNRWA health clinics and patients impacted by the project.

The flag of the donor will be included where and when possible, on items procured/distributed within the framework of the project – for example, on boxes of medications, or on leaflets and posters to be shared in UNRWA clinics and area offices.

UNRWA will ensure that both international and local stakeholders are made aware of this generous donor contribution, through media coverage and public information materials produced by the Agency.

➤ Integration of the Digital Archive into eUNRWA

The project will ensure that the Government of Belgium's support is appropriately recognized and communicated, highlighting its contribution to preserving the historical records and rights of Palestine refugees. UNRWA will include the donor's logo and acknowledgment in all relevant communication materials, including project reports, training materials, awareness campaigns, and public-facing publications. Outreach activities and community sessions will also provide opportunities to acknowledge the donor's support directly to refugee beneficiaries. By promoting visibility, the project reinforces transparency, strengthens stakeholder engagement, and showcases the tangible impact of Belgium's investment on the dignity, identity, and resilience of Palestine refugee communities.

8. Cross cutting issues

UNRWA is committed to protecting vulnerable groups, including women, children, and persons with disabilities, by integrating protection, gender equality, and inclusion across all its programmes. Guided by institutional policies and the 2023–2028 Strategic Plan, the Agency ensures that service delivery is safe, dignified and equitable. The Protection Unit leads efforts to mainstream protection, prevent sexual exploitation and abuse (PSEA), and strengthen accountability to affected populations (AAP) through feedback and participation mechanisms. Cross-cutting priorities such as gender, child protection, MHPSS, age, disability, and environmental sustainability are embedded in programme design and implementation, in line with UNRWA's Environmental Sustainability Policy (2022) and Environmental and Social Management Framework (ESMF).

9. Sustainability

UNRWA expects that humanitarian needs will remain high among Palestine refugees, in particular for the most vulnerable categories. The Agency is expected to remain the sole service provider for the majority of Palestine refugees. UNRWA funds its regular programmes through its Programme Budget, which is based on voluntary contributions from donor countries, following approval of its Programme budget by the United Nations General Assembly. UNRWA is continuously engaging with donors to ensure the continuation of its core services to meet the needs of the Palestine refugees. Therefore, sustainability of the action is primarily driven by the willingness of individual donors to financially support UNRWA's Programme Budget.

ANNEX 1 - RESULTS FRAMEWORK

➤ UNRWA Programme Budget (2025/2026)

Not applicable as the associated costs of the project are utilized to cover critical salary support.

➤ **Gaza & Lebanon: Provision of formal education for Palestine refugee children in Gaza and Lebanon**

INTERVENTION LOGIC	INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
Goal: Crisis-affected Palestine refugee children continue to access quality, inclusive and equitable education			
Outcome: Enhanced education service provision by maintaining adequate staffing levels in Gaza and Lebanon	<p>Approx. 250,000 students (45% female, 55% male) accessing UNRWA's education services in Gaza</p> <p>As per the 2025 class formation exercise: 37,048 students (19,352 females and 17,696 males) accessing UNRWA's education services across 60 schools in Lebanon</p>	UNRWA Education Monitoring Information System	
Project Output 1: Ensuring qualified teachers' availability in Gaza field through salary support	2,120 teachers supported in Gaza		<p>Gaza:</p> <ul style="list-style-type: none"> • A ceasefire holds with improved humanitarian access and safe spaces within certain areas of Gaza are maintained. • Engagement of parents, family and community members, and civil society to foster acceptance and support.
Project Output 2: Ensuring qualified teachers' availability in UNRWA schools in Lebanon field through salary support	619 teachers supported in Lebanon		<p>Lebanon:</p> <ul style="list-style-type: none"> • A stable political environment in Lebanon and within the Palestinian refugee camps and communities to allow consistent access to education and reduce disruptions caused by conflict or instability. • Engagement of parents, community leaders, and civil society to foster acceptance and support.
<p>Project Activities:</p> <ol style="list-style-type: none"> 1) Restoration of formal education in the Gaza Strip through supporting teachers' salaries. 2) Ensuring access to quality education services in Lebanon through supporting teachers' salaries 			

➤ **Education in Emergencies for Palestine Refugee Children – Phase VII**

INTERVENTION LOGIC	INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
<p>Goal:</p> <p>The right to education for Palestine Refugee boys and girls, whose education is affected by poverty, crisis, and conflict, is protected and promoted</p>	<p>Number of school aged UNRWA students (boys and girls) benefiting from at least one project activity (direct and unique beneficiaries)</p>	<p>School/Field records; UNRWA Education Management Information System (EMIS), etc.</p>	<p>(i) Ceasefire in Gaza continues to hold and safe spaces are accessible, allowing the implementation of the planned activities.</p> <p>(ii) There will be no major escalation of hostilities in Gaza and/or in the West Bank that could disrupt the access, logistics, staff and students' safety.</p> <p>(iii) Basic needs like electricity, fuel, water are available and accessible in both Gaza and in the West Bank.</p>
<p>Outcome(s):</p> <p>The PSS wellbeing of children, youth and educational personnel is supported in times of emergencies</p>	<p>Number of children (boys and girls) provided with MHPSS activities</p>		<p>(i) People will gradually move out from UNRWA installations allowing the implementation of MHPSS activities in UNRWA schools (now turned shelters) in Gaza.</p> <p>(ii) Constant movement of IDPs due to military</p>

			operations will not obstacle the implementation of project activities and reaching the targeted population.
<p>Project Output(s):</p> <p>Output 1: Psychosocial support services for children are strengthened</p>	<p>Number of school Counsellors deployed under the project to provide PSS to boys and girls</p>		<p>(i) Education and MHPSS supplies can enter Gaza with no delays and restrictions.</p>
<p>Project Activities:</p> <p>1.1 Deployment of school counsellors to provide MHPSS activities to students</p> <p>1.2 1.2 Provision of MHPSS activities to students</p>			

Support to Palestine Refugees in Lebanon with critical health conditions through hospitalization services

	INDICATORS	Target/s ²³	SOURCES OF VERIFICATION	ASSUMPTIONS
Goal: Contribute to a protective environment for Palestine refugees by maintaining access to basic services				
Outcome(s):				
1. Affected Palestine refugees continue to have access to essential hospitalization services	Number of Palestine refugee patients supported through the HSP		Data collected through UNRWA's Health Programme (Hospitalization sub-Programme)	<ul style="list-style-type: none"> - UNRWA's Financial Outlook will not deteriorate throughout the project duration. - UNRWA is able to operate without physical, political or security constraints and the Lebanese government provides continued support to UNRWA's operations - UNRWA is able to import/purchase the necessary medication and medical equipment, freely, and with no impediment related to availability or governmental restrictions on import
Project Output(s):				
Output 1: Enhanced Inpatient and Tertiary Care for Palestine Refugees	# of Palestine refugee patients with inpatient and/or tertiary care	Approx. 199 patients covered by Belgium	Hospitalization Management System	The tariffs by the Ministry of Public Health remain stable and contracts with hospitals stay in place.
Output 2: Improved Access through a top-up subsidy for tertiary hospitalization by the Medical Hardship Fund for Palestine Refugees suffering from chronic disease	# of Palestine refugee patients suffering with chronic diseases with non-catalogue medications	Approx 107 patients covered by Belgium	Chronic Medications Application	UNRWA can import/purchase the necessary medication and medical equipment, freely, and with no impediment related to availability or governmental restrictions on import.

²³ The target represents the target for the entire MHF in 2025, based on estimates from 2024.

Activities:

Output 1: Enhanced Inpatient and Tertiary Care for Palestine Refugees

Activity 1.1: Inpatient and tertiary admission and MHF petition application submission;

Activity 1.2: Medical supplies MHF petition application submission;

Activity 1.3: Patient follow up at hospital; and

Activity 1.4: Invoicing and reporting by the Health Programme (Hospitalization Unit).

Output 2: Improved Access through a top-up subsidy for tertiary hospitalization by the Medical Hardship Fund for Palestine Refugees suffering from chronic disease

Activity 2.1: Provision of medication non-catalogue items for patients suffering from chronic disease;

Activity 2.2: Provision of medications to patients suffering from multiple sclerosis;

Activity 2.3: Enhanced access to the Medical Hardship Fund for cancer patients; and

Activity 2.4: Provision of medications to patients suffering from Thalassemia and Sickle Cell Anemia (Congenital Hemolytic Anemia)

Sub-Activity 2.1.1: Follow up on requests for submission of chronic medication;

Sub-Activity 2.1.2: Checking of medications according to Ministry of Public Health protocols and guidelines;

Sub-Activity 2.1.3: Coordination with pharmacies, contracted hospitals and patients and UNRWA health teams;

Sub-Activity 2.1.4: Collection of prescribed medications and provision of treatments; and

Sub-Activity 2.1.5: Invoicing and reporting by the Health Programme (Hospitalization Unit).

Sub activities of other cancer interventions:

Sub-Activity 2.2.1: Issuing referral and commitment letter chronic disease intervention including pet scan, radiotherapy and chemotherapy and thalassemia interventions; and

Sub-Activity 2.2.2: Invoicing and reporting by the Health Programme (Hospitalization Unit).

➤ **Integration of the Digital Archive into eUNRWA**

INTERVENTION LOGIC	Baseline	INDICATORS	TARGETS	SOURCES OF VERIFICATION
<p>Objective:</p> <p>Enable Palestine refugees to securely access and manage their historical family registration records through the eUNRWA platform</p>	<p>Palestine refugees currently have no direct access to their digitized historical registration records</p>	<p>Number of refugees accessing their historical registration records on eUNRWA</p>	<p>All registered Palestine refugees with approved DIV can access their historical records within the first year of platform launch.</p>	<p>System usage logs from eUNRWA, user activity reports, feedback surveys</p>
<p>Output 1:</p> <p>eUNRWA platform updated to allow access to digitized historical registration documents</p>	<p>Platform functionality currently does not include access to historical archives</p>	<p>Number of platform modules developed and tested for historical record access</p>	<p>1 fully functional archival access module integrated into eUNRWA</p>	<p>System development documentation, QA testing reports</p>
<p>Output 2:</p> <p>Data protection and security protocols are implemented for archival access</p>	<p>Digitized records exist but are not yet fully governed under access control protocols</p>	<p>Compliance with UNRWA data protection and security standards; number of audits conducted</p>	<p>100% of archival access integrated under data protection framework; at least one internal audit completed</p>	<p>Security audit reports, internal compliance documentation</p>
<p>Output 3:</p> <p>Palestine refugees are aware of and trained to use the platform to access historical records</p>	<p>Palestine refugee communities have limited knowledge of the new system</p>	<p>Number of awareness sessions conducted</p>	<p>At least 25 awareness session conducted across the Fields of Operation</p>	<p>Training attendance records, session reports, community feedback</p>

ANNEX 2 – PROJECT WORKPLAN

➤ Gaza & Lebanon: Provision of formal education for Palestine refugee children in Gaza and Lebanon

Outputs	ID	Activity / Tasks	Deliverables	Responsible	Duration	Timeframe								
						2025	2026				2027			
						Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 1	1	Restoration of formal education in the Gaza Strip	2,120 teachers supported in Gaza	Education programme	2 months	x				x	x	x	x	x
Output 2	2	Ensuring access to quality education services in Lebanon	619 teachers supported in Gaza	Education programme	1 month	X								

➤ Education in Emergencies for Palestine Refugee Children – Phase VII

➤ Outputs	ID	Activity / Tasks	Deliverables	Resources	Estimated cost	Responsible	Duration	Start date Dec 2026	End date Dec 2027	Timeframe ²⁴				
										Q1	Q2	Q3	Q4	
Output 1: Psychosocial support services for children are strengthened	1.1	Activity: Deployment of school counsellors to provide MHPSS												

²⁴ This can be adapted to read by days, weeks, months or quarters as per the project needs.

		activities to students											
	1.1.1	Recruitment of the school counsellors to be deployed in GFO and WBFO	contract for school counsellors signed	UNRWahr Recruitment officer		Human Resources Department	One-two months			X			
	1.1.2	Technical induction of the selected school counsellors by MHPSS supervisors	Induction sessions implemented	MHPSS Supervisor, UNRWA technical capacity building package on MHPSS for counsellors		MHPSS Supervisors	One month			X			
	1.1.3	Deployment of the counsellors in the schools/shelters to be targeted with MHPSS activities	Counsellors deployed	School counsellors, UNRWA schools/shelters and related education staff		Education Field Office Management	Throughout the project			X			
	1.1.4	Monitoring the work of the deployed school counsellors and provision of technical support	Spot-checks of counsellors work at shelters/school level	MHPSS supervisors and school principals, written report		MHPSS supervisor School principal	Throughout the project				x	X	x
	1.2	Activity (optional)											
	1.2.1	In Gaza only: Identification of safe spaces within schools/shelters for the implementation	List of shelters/schools for implementation of MHPSS activities developed	UNRWA schools/shelters		Education Field Office Management and School counsellors	two weeks			X			

		of MHPSS activities by counsellors											
	1.2.2	Identification of the materials available and needed for the MHPSS activities	List of MHPSS materials needed developed	UNRWA Field education stocks/warehouses, UNRWA schools, school counsellors		School counsellors	Two weeks			X			
	1.2.3	Supply of the identified materials needed for MHPSS activities	MHPSS materials supplied	Stationery and other MHPSS materials		School counsellors and UNRWA Procurement Department	Two weeks			X			
	1.2.4	Development of an Activity Plan for MHPSS activities including schedule, content, targeted beneficiaries, expected outcome	MHPSS plan at shelter/school level developed	Printed plan of MHPSS activities		MHPSS supervisors School counsellors	Two weeks			X			
	1.2.5	Implementation of MHPSS activities for students by counsellors	MHPSS activities implemented	School counsellors, UNRWA schools/shelters and related education staff		School counsellors	Throughout the project				X	x	x
	1.2.6	Reporting of the implemented MHPSS activities	Report on MHPSS activities	MHPSS supervisors and school principals, written report		Education Field Office Management and School counsellors	Throughout the project				X	X	x

		(Hospitalization Unit)															
	2.2.1	Activity 2.2.1: Issuing referral and commitment letter chronic disease intervention including pet scan, radiotherapy and chemotherapy	Hospitalization Monitoring & Assessment Officer & Administrative Assistant	24 months	1 December 2025	1 December 2027	X	X	X	X	X	X	X	X	X	X	X
	2.2.2	Activity 2.2.2: Invoicing and Reporting checked by Health Programme (Hospitalization Unit).	Hospitalization Monitoring & Assessment Officer & Administrative Assistant	24 months	1 December 2025	1 December 2027	X	X	X	X	X	X	X	X	X	X	X
Monitoring and evaluation			Field Programme Support Office	24 months	1 December 2025	1 December 2027				X							X

➤ Integration of the Digital Archive into eUNRWA

REF.	ACTIVITY	INPUTS	DELIVERABLE(S)	RESPONSIBILITY	TIME FRAME								
1	Development and integration of archival access module within eUNRWA	Technical specifications, IT development tools, coordination with RRIS and DITID	Fully functional and tested archival access module integrated into eUNRWA	Head of Refugee Registration and Eligibility; Project Manager; IT/Systems Officer; Developers	Q2 26	Q3 26	Q4 26	Q1 27	Q2 27	Q3 27	Q4 27		

REF.	ACTIVITY	INPUTS	DELIVERABLE(S)	RESPONSIBILITY	TIME FRAME							
					Q2 26	Q3 26	Q4 26	Q1 27	Q2 27	Q3 27	Q4 27	
2	Enhancement of user interface and accessibility features (web & mobile)	UX/UI design tools, accessibility standards, user testing feedback	Enhanced, mobile-friendly interface allowing secure user access	UX/UI Designer; Developers; Refugee Registration Business Analyst								
3	Implementation of data protection and security protocols for archival access	Data protection framework, ICTD guidelines, audit tools	Security framework implemented; internal audit completed	Database & Security Specialist; IT/Systems Officer; ICTD Security Focal Point								
4	Community awareness and training sessions for refugee families	Awareness materials, communication tools, venues	At least 25 awareness session conducted across the Fields of Operation	Head of Refugee Registration and Eligibility; Project Manager;								
5	Monitoring, reporting, and evaluation of project implementation	Monitoring tools, KPIs, project log frame and work plan	Annual progress report; end-of-project report and financial statement	Head of Refugee Registration and Eligibility; Project Manager;								

ANNEX 3 – ESTIMATED BUDGET (aggregated)

➤ UNRWA Programme Budget (2025/2026)

Budget Lines	Unit	# of units	average Unit Value	average Unit Value	Total Cost	Total Cost
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				(USD)	(donor currency)/ EUR	(USD)	(donor currency)/ EUR
A	DIRECT IMPLEMENTATION COST						
1	OPERATIONS						
1.1	Activity 1 (Gaza Field Office)						
1.1.1	Teachers' Salary	<i>month/person</i>	2,120	\$ 1,719.46	€ 1,487	\$ 3,645,264	€ 3,153,153
1.1.2	Teachers' Salary	<i>month/person</i>	1,514	\$ 1,719.79	€ 1,488	\$ 2,603,760	€ 2,252,252
1.2	Activity 2 (Lebanon Field Office)						
1.2.1	Teachers' Salary	<i>month/person</i>	619	\$ 1,682.56	€ 1,455	\$ 1,041,504	€ 900,901
	Sub-total Operations					\$ 7,290,528	€ 6,306,306
A	SUB-TOTAL DIRECT IMPLEMENTATION COST					\$ 7,290,528	€ 6,306,306
B	SUB-TOTAL INDIRECT SUPPORT COST (11%)					\$ 801,958	€ 693,694
	TOTAL PROJECT COST					\$ 8,092,486	€ 7,000,000

➤ **Gaza & Lebanon: Provision of formal education for Palestine refugee children in Gaza and Lebanon**

Budget Lines	Total Cost (EUR)	Total Year 1/ 2026	Total Year 2/ 2026
1. Operations	6,306,306.30	€ 4,054,054	€ 2,252,252
1.1 Activity 1 (Gaza)	5,405,405.40	€ 3,153,153	€ 2,252,252
1.2 Activity 2 (Lebanon)	900,900.90	€ 900,901	€ 0
A. SUB-TOTAL DIRECT IMPLEMENTATION COST	6,306,306.30	€ 4,054,054	€ 2,252,252

B. SUB-TOTAL INDIRECT SUPPORT COST (ISC) <i>(11% of the DIC)</i>	693,693.69	€ 445,946	€ 247,748
TOTAL (A+B)	7,000,000.00	€ 4,500,000	€ 2,500,000

➤ **Education in Emergencies for Palestine Refugee Children – Phase VII**

Budget Lines	Unit	# of units	Approx. Unit value EURO	Total Cost EURO	Total Y1 EURO
1. Operations	Person/month	582.55	€ 1,257.32	€ 732,445.49	€ 732,445.49
2. Management Cost	Person/month	12	€ 14,037.95	€ 168,455.42	€ 168,455.42
A. SUB-TOTAL DIRECT IMPLEMENTATION COST				€ 900,900.90	€ 900,900.90
B. SUB-TOTAL INDIRECT SUPPORT COST (ISC) (11% of the DIC)				\$99,099.10	\$99,099.10
TOTAL (A+B)				€ 1,000,000.00	€ 1,000,000.00

➤ **Support to Palestine Refugees in Lebanon with critical health conditions through hospitalization services**

Budget Lines	Unit	# of units	Average unit Value	Total Cost	Total Y1	Total Y2
			(donor currency)/EUR	(donor currency)/EUR	(donor currency)/EUR	(donor currency)/EUR

A	DIRECT IMPLEMENTATION COST						
1	OPERATIONS						
1	Output: Enhanced Hospitalization Support Program including Medical Hardship Fund	Admission/paient	306	1,472.06	450,450.45	225,225.23	225,225.23
	Sub-total Operations			1,472.06	450,450.45	225,225.23	225,225.23
A	SUB-TOTAL DIRECT IMPLEMENTATION COST			1,472.06	450,450.45	225,225.23	225,225.23
B	SUB-TOTAL INDIRECT SUPPORT COST (11%)			161.93	49,549.55	24,774.77	24,774.77
	TOTAL PROJECT COST			1,633.99	500,000.00	250,000.00	250,000.00

➤ **Integration of the Digital Archive into eUNRWA**

Description	# of staff	Average Unit Cost/month EUR	# of months	Total Budget EUR
Consultants (Lead Developer / Systems Integrator, Full-Stack Developers, UX/UI Designer)	4	4,285	12	205,680
Registration Assistants (Testing)	8	1,128.80	18	162,547
Registration Associate (QA)	2	1,311.74	18	47,223
Communication		Lumpsum		15,000.00

Office costs	Lumpsum	20,000.00
Direct Cost Sub-Total		450,450
Indirect Support Cost (11%)		49,550.00
Total Project Cost		500,000

Treatment of Unutilized Fund Balance and/or Exchange Rate Fluctuations

Any unutilized balances or savings realized from the activities outlined under the project and before the project expiry date and/or due to exchange rate fluctuations upon receiving the funds will be utilized within the overall project objectives and activities and may lead to slight increase in the final number of beneficiaries and/or service. Similarly, any unexpected shortfall due to exchange rate losses may lead to a slight decrease in the number of beneficiaries reached and/or service. Accordingly, actual expenditure and figures will be reported to the Government of Belgium through narrative and financial reports in due course.