

UNRWA 2021 Priority Projects List														
#	Originator	Type of Project	Project Title	Brief Summary of Activities	MTS Strategic Outcome(s)	SDG	Field(s) of Implementation	Programme(s)	Duration (in months)	2021	2022	2023	2024	TOTAL (in US\$)
1	GFO	Construction projects (including environmental sustainability) Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness	Construction, upgrading and rehabilitation of UNRWA facilities in Gaza	Re/construction of five school buildings, 14 school blocks, 13 school minor facilities, one health centre and six RSSP offices and logistical stations. Converting the Gaza Training Centre into four schools and constructing/upgrading the buildings at the Khanyounis Training Centre. Conducting routine maintenance works for UNRWA facilities and undertaking renovation works at Agency facilities to address COVID-19.	2, 3, 5	3 - Good Health and Well-Being 4 - Quality Education 7-Clean Energy	Gaza	ICIP Education Health RSSP PLD	36	10,823,000	27,057,500	16,234,500	0	54,115,000
2		Construction projects (including environmental sustainability)	Improving the living conditions of refugees in the Gaza Strip through participatory camp improvement, infrastructure and employment interventions	Improving road infrastructure and camp recreational and green areas and landscaping in including the construction of multi-story buildings to rehouse refugee families. Upgrading of sewerage and drain water systems and enhanced hygiene and sanitation in refugee camps and surrounding areas. Employment generation: hiring refugees to support UNRWA operations and the provision of on the job training opportunities.	4, 5	3 - Good Health and Well-Being 6 - Clean Water and Sanitation	Gaza	ICIP RSSP	36	15,760,000	15,760,000	7,880,000	0	39,400,000
3		Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness	Rehousing, reconstruction and rehabilitation of refugee shelters in Gaza	350 registered refugee families (approx. 1,700 persons), whose shelters were totally demolished due to hostilities in the Gaza strip, are assisted through shelter reconstruction. 370 registered refugee families (approx. 1,800 persons), whose shelters were partially demolished due to the hostilities in the Gaza strip, are assisted through shelter rehabilitation. 400 identified poor refugee families (approx. 2,000 persons), who are living in substandard shelters are assisted through shelter rehabilitation. 50 multi-story buildings are equipped to re-house up to 650 families, including refugees from Syria.	5	1 - No Poverty	Gaza	ICIP RSSP	30	16,620,000	27,700,000	11,080,000	0	55,400,000
4		Construction projects (including environmental sustainability) Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives") Projects aimed at completing programmatic reform and/or strengthening or modernizing programmes	Improved environmental sustainability in ten Palestine refugee camps in Jordan through modernized solid waste management operations	Procurement of solid waste management vehicles and garbage collection equipment for ten Palestine refugee camps. Rehabilitation / construction of sanitation facilities in ten Palestine refugee camps. Community engagement (waste segregation at source and recycling initiatives / community awareness / livelihood opportunities).	5	3 - Good Health and Well-Being 6 - Clean Water and Sanitation 11 - Sustainable Cities and Communities	Jordan	ICIP	36	4,000,000	3,000,000	3,000,000	0	10,000,000
5		Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives") Projects aimed at completing programmatic reform and/or strengthening or modernizing programmes	Enhancing job readiness and employment opportunities for vulnerable Palestine refugees in Jordan through transforming the UNRWA technical and vocational education and training (TVET) programme with a focus on gender equality	Planned review, assessment, and development of TVET strategy and business plans. Establishment of new courses and curricula with a focus on enhanced inclusion. Comprehensive maintenance of the two existing TVET centres and the establishment of TVET hubs in ten Palestine refugee camps.	4	4 - Quality Education 5 - Gender Equality 8 - Decent Work	Jordan	Education ICIP RSS	36	1,000,000	4,000,000	3,000,000	0	8,000,000

6	JFO	Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives")	Holistic and inclusive gender equality and protection for Palestine refugees in Jordan	(i) Improved implementation of the UNRWA Gender Equality Strategy; (ii) The mainstreaming of protection and gender equality and women's empowerment across programmes and operations in Jordan; and (iii) Improved implementation and mainstreaming of the Disability Inclusion Strategy in programmes and operations in Jordan.	185	5- Gender equality 10 - Reduced Inequalities	Jordan	Protection Education Health ICIP RSS IMTD	36	1,000,000	1,000,000	1,000,000	0	3,000,000
		Construction projects (including environmental sustainability)	Rehabilitation of 1,000 shelters in urgent need of reconstruction or rehabilitation	Needs assessment (surveys, focus group discussions with the community) Rehabilitation of 1,000 shelters	185	1 - No poverty 11 - Sustainable cities and communities	Jordan	ICIP	36	1,000,000	8,250,000	8,250,000	0	17,500,000
		Construction projects (including environmental sustainability) / Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives")	Reconstruction and / or comprehensive maintenance of UNRWA facilities and premises in Jordan	(i) Construction and furnishing of a new annex to the Jerash Camp Girls school 1&2 and comprehensive maintenance and furnishing of the exiting building to eliminate the double shift system; (ii) Construction and furnishing of a new annex to Jerash Camp Boys school 1&2 and comprehensive maintenance and furnishing of the exiting building to eliminate the double shift system; (iii) Reconstruction of Jabal Al Hussien Camp Health Centre; (iv) Reconstruction and furnishing of Suf Camp Girls school 1&2; (v) Reconstruction and furnishing of Amman New Camp preparatory boys school 1&2; (vi) Reconstruction and furnishing of Amman New Camp preparatory boys school 3&4; (vii) Comprehensive maintenance and furnishing of Kraymah school; (viii) Comprehensive maintenance and furnishing of Hussein Prep. and Coed school; (ix) Comprehensive maintenance and furnishing of Hussein elem. Boys School; (x) Comprehensive maintenance and furnishing of South Russeifeh prep and elementary school; (xi) Comprehensive maintenance and furnishing of Madaba Preparatory Boys School; and (xii) Comprehensive maintenance and furnishing of Karamah Preparatory Boys School.	185	3 - Good Health and Well-Being 4 - Quality Education	Jordan	ICIP Health Education	36	3,000,000	17,000,000	10,000,000	0	30,000,000
9	LFO	Construction projects (including environmental sustainability)	Nahr el Bared Camp (NBC) construction - fulfilling the promise	NBC reconstruction enables the safe and dignified return of displaced families. This project aims at allowing approximately 1,599 families (7,128 Palestine refugees) to return to NBC. Economic activity will be further revived in NBC through the rebuilding of retail units. Target: Business owners gain an opportunity to resume business in newly reconstructed shops in NBC. The livelihoods of the Palestine refugees returning to NBC are improved through the provision of a Return Allowance and employment opportunities. Targets: Approximately 1,599 NBC families will receive a Return Allowance and Palestine refugees gain employments in relation to NBC reconstruction.	4, 5	1 - No Poverty	Lebanon	ICIP	24	26,000,000	24,000,000	0	0	50,000,000
Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives")		Medical Hardship Fund (MHF)	Increased coverage and access to tertiary care for Palestine refugees. Complementary financial support for patients suffering from cancer for their medication and outpatient needs. Complementary financial support provided to patients suffering from chronic diseases. Complementary financial support for patients needing access to specialized and non-catalogued care.	2	3 - Good Health and Well-Being	Lebanon	Health	24	2,600,000	2,600,000	0	0	5,200,000	
Construction projects (including environmental sustainability)		Environmental health / sustainable coastal protection	Following the publication of an environmental impact assessment, it is expected that the report will recommend supporting ecologically sustainable: (i) rehabilitation of Palestine refugee shelters along the coast of Rashadiyah (already suffering coastal erosion); and (ii) sustainable coastal protection structures which will protect the nearby marine reserve.	5	6 - Clean Water and Sanitation	Lebanon	ICIP	24	2,000,000	3,000,000	0	0	5,000,000	

12		Construction projects (including environmental sustainability)	Environmental Health / Solid Waste Management	Development of new comprehensive SWM systems for the 12 Palestine Refugee Camps in Lebanon; Segregation, handling and treatment of waste (dry, wet and medical) of the generated wastes through curbside and door-to-door collection systems. Community awareness campaigns; Construction of the Burj Shemali Treatment Plant to receive and treat SW from three camps in Tyre area (Buss, Rashidieh and Burj Shemali Camps).	5	6 - Clean Water and Sanitation	Lebanon	ICIP	36	3,800,000	4,100,000	3,600,000	0	11,500,000
13	SFO	Construction projects (including environmental sustainability)	Reconstruction and rehabilitation of UNRWA installations in Syria	Reconstruction and rehabilitation works for Yarmouk, Ein El Tal and Deraa camps, especially important in view of the expected increase in Palestine refugee returns.	2 & 3	3 - Good Health and Well Being 4 - Quality Education	Syria	ICIP	36	10,000,000	10,000,000	10,000,000	0	30,000,000
14		Construction projects (including environmental sustainability)	Rehabilitation of infrastructure in Dera'a Camp	Sewer lines, water supplies, manholes and all needed works for the rehabilitation of camp infrastructure, especially in view of the expected increase in Palestine refugee returns.	2, 5	6 - Clean Water and Sanitation	Syria	ICIP	12	5,000,000	0	0	0	5,000,000
15		Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives")	Supporting primary education services	Strengthening access to quality education services in UNRWA schools.	3	4 - Quality Education	Syria	Education	12	3,000,000	0	0	0	3,000,000
16		Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives")	Supporting technical and vocational education	Improving employability of Palestine refugee youth in Syria through the implementation of decentralised long term courses in areas (Homs-Hama-Aleppo-Latakia- Deraa- Damascus) as well as the rehabilitation and equipment of 3 TVET workshops.	4	4 - Quality Education 8 - Decent work and economic growth	Syria	Education	36	220,000	460,000	120,000	0	800,000
17	WBFO	Construction projects (including environmental sustainability) Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives")	Rehabilitation of shelters for Palestine Refugees in the West Bank	Construction of 220 shelters and the repair of an additional 1,194 shelters.	5	1 - No poverty	West Bank	ICIP	24	10,000,000	10,000,000	0	0	20,000,000
18		Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives")	Strengthening Solid Waste Management in West Bank Refugee Camps	Procurement of containers and upgrade of manual carts. Mechanization of collection by procuring new SWM vehicles. Creation of a collection point in Qalandia refugee camp and roofing of transfer station in Nurshams camp. Upgrade of the protective gears in quality and quantity to ensure safety of the workers. Development of an environmental awareness activities in schools. Implementation of an efficient data management system.	5	3 - Good Health and Well-Being 6 - Clean Water and Sanitation 11 - Sustainable Cities and Communities	West Bank	ICIP	24	10,000,000	0	0	0	10,000,000

19		Projects aimed at meeting additional needs linked to COVID-19	Providing emergency cash assistance to Palestine refugees in the West Bank following the COVID-19 pandemic	Develop community projects to improve the environment in the camps. Implement rehabilitation projects in UNRWA facilities. Place selected beneficiaries in available job opportunities. Provide emergency cash assistance to abject poor refugees.	4 & 5	1 - No poverty 2 - Zero hunger 8 - Decent work	West Bank	RSS	12	10,198,066	0	0	0	10,198,066
20		Projects aimed at completing programmatic reform and/or strengthening or modernizing programmes	Access to quality education through digital learning	Expanding device access for remote and in school learning. Expanding access to internet connectivity. Configuring and launching an advanced, interactive online learning platform. Developing and implementing training modules for teachers and other education staff.	3 & 4	4 - Quality Education 5 - Gender Equality 8 - Decent Work	Agency-wide	Education	22	1,107,800	7,750,000	0	0	8,857,800
21		Projects aimed at completing programmatic reform and/or strengthening or modernizing programmes	Enhanced student learning and support during the COVID-19 pandemic and other emergencies through an interactive online learning system	Delivery of a situation analysis and development of a strategic roadmap for the implementation of an interactive online resource system for teacher and student use. Development and configuration of a system of interactive online teaching, learning and communication tools (e.g., set-up of teacher and student accounts, system configuration, integration with existing systems). Plans for a system of support (e.g. help desk, guidelines and manuals) to ensure the ongoing effective use of interactive online resources to support education service delivery. Project beneficiaries will include UNRWA basic education and TVET students, teachers, school counsellors, TVET instructors and other education staff.	3 & 4	4 - Quality Education 5 - Gender Equality 8 - Decent Work	Agency-wide	Education	12	147,630	0	0	0	147,630
22	ED	Projects aimed at completing programmatic reform and/or strengthening or modernizing programmes	Strengthening a culture of human rights, non-violent conflict resolution and tolerance (HRCRT) in UNRWA schools	This project will enable the HRCRT Programme to: 1) Continue the financial support to School Parliaments to implement their activities. 2) Support Area and Field-level Student Parliaments through organizing face-to-face meetings between student parliamentarians from the different schools and the different Areas. 3) Enhance the community awareness of human rights through the commemoration of Human Rights Day in all UNRWA schools. 4) Reduce bullying and peer-to-peer violence in UNRWA schools through supporting the 'Standing together to Stop Bullying' Day celebrations. 5) Strengthen the implementation of HRCRT in the schools through organizing HRCRT planning meetings with all School Principals. 6) Conduct a monitoring and evaluation visit to each Field by the HRCRT Team at HQ(A). 7) Cover the salary of the Human Rights Education Programme Coordinator, within the Office of the Director of Education in HQ(A).	1 & 3	4 - Quality Education	Agency-wide	Education	12	350,000	150,000	0	0	500,000
23		Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives")	Improved Employment Opportunities for Palestine Youth through relevant skills and Placement and Career Guidance	Developing demand driven and Competency Based Training (CBT) at UNRWA vocational training centres. Strengthening Career Guidance at UNRWA schools. Strengthening the in-service training programme for the Vocational and Technical Training of Instructors.; Improving Occupational Safety and Health for UNRWA TVET students and instructors.	3 & 4	4 - Quality Education 8 - Decent Work	Agency-wide	Education	36	200,000	200,000	200,000	0	600,000

24		Projects aimed at completing programmatic reform and/or strengthening or modernizing programmes	Education in Emergencies for Palestine Refugee Children	<p>Establish safe and secure learning environments, which address both the physical and emotional needs of children.</p> <p>Sustain the quality of teaching and learning during emergencies.</p> <p>Engage the parents, students, and the broader community in supporting the delivery of education in emergencies.</p> <p>Improve data collection and management to accurately measure the impact of the EIE Programme and its activities, in line with the Agency-wide Common Monitoring Framework.</p>	3	4 - Quality Education	Agency-wide	Education	24	1,375,000	2,750,000	1,375,000	0	5,500,000
25		Projects aimed at completing programmatic reform and/or strengthening or modernizing programmes	Improving UNRWA health services: access to quality, comprehensive health care for Palestine refugees through e-Health services	<p>Enhancing e-Health systems with additional functions and upgrades.</p> <p>Scaling up e-Health by introduction of new platform.</p> <p>Improving infrastructures, connectivity, and performance for e-Health.</p>	2	3 - Good Health and Well-Being	Agency-wide	Health	12	975,000	6,037,120	1,259,425	0	8,271,545
26	HD	Projects aimed at completing programmatic reform and/or strengthening or modernizing programmes	Expansion of UNRWA health services: access to quality, comprehensive health care for Palestine refugees through MHPSS, hospitalization, medical waste management and rehabilitation services.	<p>Mental Health and Psychosocial Support.</p> <p>Hospitalization Support Programme.</p> <p>Medical waste management.</p>	2	3 - Good Health and Well-Being	Agency-wide	Health	12	1,664,417	554,806	0	0	2,219,223
27		Projects aimed at completing programmatic reform and/or strengthening or modernizing programmes	Access to comprehensive health services for Palestine refugees: improving the provision of quality health care and medicines in UNRWA health centres.	<p>Family Medicine Diploma Program for medical doctors.</p> <p>Professional Diploma Program for nurses and midwives on primary health care.</p> <p>Procurement of medicines.</p> <p>Monitoring, tracking and evaluation.</p>	2	3 - Good Health and Well-Being	Agency-wide	Health	12	698,551	232,850	0	0	931,401
28	RSS	Projects aimed at completing programmatic reform and/or strengthening or modernizing programmes	E-Access to Registration Family Files	Access to historical e-archives of refugee files	1	-	Agency-wide	RSS	24	2,000,000	0	0	0	2,000,000
29		Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives")	Implementation of the UN Disability Inclusion Strategy by UNRWA	<p>Staff capacity development in inclusive project cycle management.</p> <p>Elaboration and dissemination of UNRWA standards/guidelines for inclusive project cycle management.</p> <p>Capacity development of OPDs (organizational and inclusive programming).</p> <p>Establishment of partnerships with selected OPDs for the development and implementation of disability-inclusive interventions in five field offices.</p>	1	10 - Reduced inequalities	Agency-wide	Protection	36	100,000	100,000	131,560	0	331,560

30	Protection	Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives")	Operationalizing UNRWA Gender Equality Strategy (2016-2021)	Establish capacity to address gender mainstreaming in all fields through gender mainstreaming officers. Establish micro-grants that will allow programmes and fields to operationalise gender action plans.	1	5 - Gender Equality	Agency-wide	All Programmes HRD	36	323,380	323,380	323,380	0	970,140
31		Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives")	Consolidating and Sustaining UNRWA's Protection Function	Support the restructuring of UNRWA protection programming, including advocacy and protection audits.	1	10 - Reduced inequalities	Agency-wide	Protection	24	2,000,000	2,000,000	0	0	4,000,000
32		Construction projects (including environmental sustainability) Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives")	Mainstreaming Environmental Sustainability and Improve Energy Performance in UNRWA's Facilities including New Greening Guidelines, and Enhance Protection Requirements.	Retrofitting of existing schools in all fields. The development of greening guidelines and the provision of training on the guidelines.	2 & 3	4 - Quality Education 11 - Sustainable Cities and Communities	All Fields	ICIP	48	411,000	3,349,000	3,349,000	3,349,000	10,458,000
33	ICID	Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives")	Knowledge building for ICIP strategy implementation	Staff capacity development in a range of areas including design, construction, maintenance, planning, operations, monitoring and evaluation and management information systems.	2 & 3	-	All Fields	ICIP	36	222,000	222,000	222,000	0	666,000
34		Construction projects (including environmental sustainability)	Maintaining UNRWA facilities for continued service delivery (2021)	This project aims at maintaining UNRWA's premises to ensure that they are fit for purpose (meeting safety and functionality standards).	2 & 3	-	All Fields	ICIP	12	6,435,750	0	0	0	6,435,750
35	MD	Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives")	Digital transformation of microfinance services	The procurement of 200 mobile/tablets and the development of mobile applications integrated with the Loan Management Information System. Implementing digital signage technology through the tendering and contracting for display Screens and Cloud Digital Signature Providers, Display Screens with central control in 23 MD branches (starting with WB and Gaza and later extended to Jordan and Syria).	4	8 - Decent Work and Economic Growth	Gaza Jordan Syria West Bank	Microfinance	12	228,980	0	0	0	228,980
36	DP	Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives") Projects aimed at completing programmatic reform and/or strengthening or modernizing programmes	Strengthening Environmental Sustainability	This project is dedicated to the development of an Agency-wide policy on environmental sustainability that, in addition to mainstreaming this concept, will mandate the development of appropriate structures, processes, tools and facilitative partnerships and address: (i) executive leadership on environmental sustainability; (ii) the use of UNRWA education, health, microfinance and procurement contracts as conduits for environmental sustainability; (iii) green planning, design and construction; (iv) internal office practice (e.g. a ban on single use plastics and the promotion of a paperless environment); and (v) building staff skills to implement sustainable green practice.	6	3 - Good Health and Well-Being 12 - Responsible Consumption and Production 13 - Climate Action	Agency-wide	Planning	6	70,000	0	0	0	70,000

37		Projects aimed at completing programmatic reform and/or strengthening or modernizing programmes	Enhancing Emergency Preparedness	UNRWA is often faced with sudden onset emergencies, which create increased needs on top of the protracted vulnerability of Palestine refugees. The development of an Emergency Management Handbook (EMH), through the provision of standard operating procedures (SOPs), guidelines and specific protocols for emergency response, will serve as a practical tool to enhance predictability, effectiveness and efficiency of the Agency's response to crises. Once finalized, the EMH will be rolled out through the implementation of field and HQ simulation exercises.	6	-	Agency-wide	Planning	8	80,000	0	0	0	80,000
38		Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives")	Enhancing accountability through strengthening investigation capacity	Replacement of the outdated Case Management System.	6	-	Agency-wide	DIOS DLA HRD	5	250,000	40,000	40,000	0	330,000
39	DIOS	Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives")	Evaluation of UNRWA Emergency Programming	To evaluate the relevance and coherence, efficiency, effectiveness and impact, and sustainability of UNRWA emergency programming and the processes related to emergency appeal implementation.	6	-	Agency-wide	Planning	12	190,000	0	0	0	190,000
40		Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives")	Enhancing accountability, learning, and internal oversight capacity by strengthening evaluation function capacity	A P4 level evaluation officer post to manage two evaluations planned for commissioning in 2021: i) a strategic level evaluations of the UNRWA Medium Term Strategy, and ii) an evaluation of the education programme reform. The resource will also increase capacity of the Evaluation Division to provide management support and technical backstopping to decentralized evaluations planned in 2021/22. The staff resource could provide inputs and QA reviews for decentralized evaluation ToRs and participate in commissioning activities for decentralized evaluations. The additional staff resource will be leveraged to help with enhancements and revisions to the UNRWA Standards and Procedures for Evaluation (2016) that provide critical guidance and tools for planning and managing central and decentralized evaluations.	6	-	Agency-wide	DIOS	12	196,000	0	0	0	196,000
41	Ethics Office	Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives") Projects aimed at completing programmatic reform and/or strengthening or modernizing programmes	Preventing and Responding to Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) across UNRWA operations	Human resources (continuation of Coordinator post / Policy/Legal officer to revise policies and procedures related to SEA and SH / GBV and outreach specialist to mainstream victim centred approach and improve outreach to beneficiaries). Prevention and risk management activities in five Field Offices. Development of SEA and SH training materials and roll out of trainings (virtual or in-person). Development of a communication strategy based on the C4D behavioural change approach to link themes including SEA/SH, AVAC, and AAP. Development of information management tools for improved reporting.	1 & 6		Agency-wide	Health Education RSS ICIP	24	830,000	735,000	0	0	1,565,000
42	Ethics Office HRD	Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives")	Organizational Culture – A change initiative	Development of a Culture Change Strategy and Action Plan that is aligned with both the UNRWA Management Initiatives and Ethics Office priorities. Organisation of a Culture Change Task Force. Establishment of a monitoring and evaluation plan and benchmarks. Development of a consultation plan with focus groups and related surveys amongst the workforce. Drafting of outreach and communication materials (e.g. Monthly status update messages to all staff on Culture Change).	6	-	Agency-wide	Ethics Office HR Protection	12	120,000	0	0	0	120,000
43		Projects aimed at meeting additional needs linked to COVID-19	Modernizing Communications and Collaboration Infrastructure	Upgrade or replace Agency Communications Infrastructure including VC equipment and telephone systems. Integrate Communication infrastructure with Microsoft Teams. Interoperability with external communications and collaboration platforms such as Zoom, Cisco WebEx and the UNNY Conference platform.	6	-	Agency-wide	IMTD	6	400,000	100,000	100,000	0	600,000

44	IMTD	Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives")	Implementation of IT an Asset Management solution	Purchase of IT Assets and management software followed by software installation and configuration and staff IMTD (field and HQ) training.	6	-	Agency-wide	IMTD	6	65,000	65,000	65,000	0	195,000
45		Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives")	Implementation of a computer endpoint management solution	Purchase of endpoint management software followed by software installation and configuration and staff IMTD (field and HQ) training.	6	-	Agency-wide	IMTD	6	65,000	65,000	65,000	0	195,000
46		Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives")	Implementation of a business process management platform	Purchase of BPM software followed by software installation and configuration and staff IMTD (field and HQ) training.	6	-	Agency-wide	IMTD	21	200,000	180,000	150,000	0	530,000
47	DSRM	Projects aimed at completing programmatic reform and/or strengthening or modernizing programmes	Integrating Gender Security with UNRWA Programmes	Within the complex and dynamic security environment, UNRWA personnel deliver programmes whilst facing significant security challenges. Furthermore, personnel can be at increased exposure to security related threats and risks based on their gender, including their sexual orientation, gender expression and gender identity. This project aims to ensure that gender considerations are included in all components of the UNRWA security risk management process and to ensure the mainstreaming of gender considerations and appropriate responses to gender based security incidents.	5	-	Agency-wide	Agency-wide	18	85,000	0	0	0	85,000
48	CSSD	Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives")	Suppliers Sustainability Initiative	Following SDG 12 and the development of the UN Sustainable procurement framework, the project aims at auditing major UNRWA suppliers with the support of specialized third party providers, to verify Environmental, Social and Economic sustainability conditions and develop improvement plans as required.	6	12 - Responsible Consumption and Production	HQA	CSSD	24	150,000	100,000	0	0	250,000
49		Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives")	Fleet renewal	Renewal of UNRWA fleet to improve staff safety and reduce waste and negative environmental impact.	6	-	Agency-wide	CSSD	24	10,000,000	6,500,000	0	0	16,500,000
50	EO	Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives")	2021 Management Initiative Priorities	Recruitment of : (i) four mediators and one administrative assistant in support of UNRWA's Ombudsperson's office; and (ii) one staff relations officer.	6	-	Agency-wide	Executive Office	12	359,200	359,200	359,200	0	1,077,600
51		Projects aimed at meeting 2022 MTS targets and/or improving management and operational effectiveness (including "management initiatives")	"UNRWA New Vision" International Conference	Recruitment of a consultant for the organization of an international conference.	6	-	Agency-wide	Executive Office	6	100,000	0	0	0	100,000
52		Improving management and operational effectiveness	Ensuring that UNRWA upholds neutrality and humanitarian principles	The components of this project are as follows: (i) Systems building: (a) Updating neutrality policies and the neutrality framework; (b) Continued enhancements of the neutrality database to produce live data; and (c) Mainstreaming humanitarian principles across the Agency. (ii) Risk mitigation: (a) Ensuring the neutrality of UNRWA installations via inspections, maintenance and mine action awareness; (b) Vetting and due diligence of all Agency-wide data against the UN sanctions list; (c) Curriculum support (risk assessment and communication) to facilitate appropriate action; and (d) Staff capacity development to mitigate against conduct violations. (iii) External messaging: (a) Social media campaigns that highlight the Agency's role as a humanitarian actor; and (b) Events convey the importance of humanitarian principles to key stakeholders.	6	-	Agency-wide	Executive Office	24	2,329,521	3,792,422	0	0	6,121,943

53	ERD	Improving management and operational effectiveness	Appeal for UNRWA's External Relations Department	(i) Maintaining ERD's human resources capacity for fundraising and donor relations; (ii) investing into strengthening ERD's approach to fundraising.	6	-	Agency-wide	ERD Communications	36	5,054,000	5,054,000	5,054,000	0	15,162,000
										174,804,295	198,587,278	86,858,065	3,349,000	463,598,638