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Facilitating Community Participation with Palestine Refugees: An Exploratory Study of UNRWA

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Facilitating Community Participation with Palestine Refugees:

An Exploratory Study of UNRWA

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PIM 75

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CAO	Chief Area Officer
CBOs	Community-Based Organizations
CSO	Camp Services Officer
DORA	Palestinian Liberation Organizations's Department of Refugee Affairs
HCI	Healthy Camp Initiative
ISF	Israeli Security Forces
PAR	Participatory Action Research
PRA	Participatory Rural Appraisal
PwDs	Persons with Disability
RSSP	Relief and Social Services Program
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East

Abstract

Community participation plays an important role in reversing the traditional power dynamic between service providers and beneficiaries. However, the level of community participation facilitated by organizations in their initiatives often varies greatly. This study sought to understand how and to what extent the United Nations Relief and Works Agency (UNRWA) West Bank Field Office can best facilitate community participation with Palestine refugees through its initiatives. Data collection took place at two levels: the strategic and camp level. The strategic level included interviews with a representative from the Palestinian Liberation Organization's Department of Refugee Affairs (DORA) as well as nine staff at the UNRWA West Bank Field Office. At the camp level, eight interviews were conducted with UNRWA Camp Services Officers and staff from community-based organizations in Shufat and Aida camps; 60 surveys were also distributed to camp residents of Aida and Shufat camps. Interviews and surveys focused on the Healthy Camp Initiative (HCI), a participatory project in Aida and Shufat camps from 2015 to 2017, as well as community participation facilitated by UNRWA more broadly. Findings revealed that while the level of participation achieved under the HCI was higher than UNRWA generally facilitates, the participation of vulnerable groups such as women and persons with disability was limited, community representatives were not involved in all stages of the project cycle, and some decisions were ultimately still made by UNRWA. In order for UNRWA to mitigate these challenges and achieve a higher level of participation in future initiatives, a number of practical recommendations are included such as developing a clear UNRWA definition of community participation, creating criteria to promote the genuine inclusion of vulnerable groups in participatory committees in camps, and providing capacity building and training for staff and community representatives on participation.

Introduction

There is no doubt that the traditional dynamic between service providers and beneficiaries is one where the power has undoubtedly been in the hands of service providers and that such an imbalance inevitably fosters dependency. In fact, Emerson's relational theory of power states that one group's power over another is directly equivalent to the latter's dependency on the former, an ultimately unsustainable relationship (as cited in Arai, 2016). So, what's the solution? Empowerment through participation. In order to reduce beneficiaries' dependency on service providers, service providers must empower the beneficiaries they serve.

In development and humanitarian work at large, "participation" is too often little more than a buzzword. Participatory programming and projects have been criticized accordingly for the varying levels with which beneficiaries are actually involved from full partners to merely being informed, and to different degrees, throughout the stages of the project management cycle. As participatory programs and projects seek to empower "the community," critics also point to the too often failures of such approaches to take into account the different power dynamics of target communities, specific needs and voices of the most vulnerable demographics, and even the unique history and context of individual communities. This is further compounded of course by the fact that donor requirements and organizational structures also do not always allow for communities to be fully empowered as partners in such participatory endeavors (Mansuri & Rao, 2012). Thus, closer examination of participatory initiatives on the ground, is greatly needed in order to learn how exactly organizations might facilitate greater participation.

The BADIL Resource Centre for Palestinian Residency and Refugee Rights produces a survey on Palestine refugees and internally displaced persons residing in the West Bank, Gaza, Syria, Lebanon and Jordan every two years. In the last three rounds of this survey, a consistent

recommendation has been to facilitate greater involvement and participation of Palestine

refugees in their own protection by ensuring their increased involvement in identifying

protection gaps and developing solutions to address these. In fact, in the versions of this report

from 2013 to 2015, surveys done with Palestine refugees revealed that 43.2 percent of those

surveyed in the West Bank disagreed or strongly disagreed that they are involved in designing

the standards of the services offered to refugees by the United Nations Relief and Works Agency

(UNRWA), an international organization mandated to serve Palestine refugees in the locations

studied. Only between 45 and 47 percent agreed refugees are involved in determining the ways,

means, and mechanisms of implementing UNRWA services and only 57 percent agreed or

strongly agreed that refugees are involved in implementing and monitoring UNRWA services

(BADIL, 2015).

UNRWA's own Protection Audits, which are conducted every other year, have also

recommended increased efforts to facilitate the participation of Palestine refugees in UNRWA

services in the West Bank and have pointed to the need for West Bank Field level guidance on

participation throughout the project management cycle and a more consistent understanding of

what participation is in order to accomplish this. Of the protection standards measured,

participation received the lowest score in the 2014 Protection Audit and second lowest score in

the most recent 2016 Protection Audit (UNRWA, 2014; UNRWA, 2016).

At the UNRWA West Bank Field, the Healthy Camp Initiative (HCI) is one of the most

notable, recent participatory projects. This project began in Aida and Shufat Camp in June 2015

and concluded at the end of 2017; it strove to improve the overall conditions of the two targeted

refugee camps in four primary aspects: capacity building, environmental health, family and child

protection, and arising unmet needs. There was an HCI committee in each camp, which was

comprised of local community-based organizations (CBOs) who worked with UNRWA to meet camp needs. While the communities of Shufat and Aida at large were not engaged by UNRWA directly, the idea behind the HCI was that the HCI committee members would represent the various demographics they serve such as youth, women, and persons with disability (PwDs) and bring their input into the project. Given the West Bank Field's interest in sustaining the relationships built within the communities of Aida and Shufat Camp under this initiative, despite the funded project's conclusion and in an effort to build on previous lessons learned from the HCI and previous UNRWA participatory initiatives more broadly, this study sought to explore the extent of community participation in the two camps where the HCI took place, understand challenges faced when facilitating participation in these camps, learn about the perceptions of community participation among UNRWA staff, other organizations serving Palestine refugees, and inside Aida and Shufat Camps in particular, and garner suggestions for how UNRWA might best facilitate and sustain community participation in the future. The overarching research question driving this study is thus as follows:

How and to what extent can UNRWA best facilitate community participation?
The hope is that research findings from this study can not only contribute to efforts to sustain the relationships formed under the HCI in Aida and Shufat Camps, but also contribute to West Bank Field-level guidance on participation. However, it is important to note that the author of this study is affiliated with SIT Graduate Institute, the School for International Training, and that ultimately the views and opinions expressed are those of the author and do not necessarily reflect those of the United Nations.

Background

UNRWA was established in December 1949 by United Nations General Assembly

resolution 301 [IV] with the mandate of providing temporary relief and works programs for

Palestine refugees who had been displaced during the 1948 Arab-Israeli conflict. Following this,

UNRWA began its operations in May 1950 and its mandate has been renewed ever since its

establishment (UNRWA, n.d.). UNRWA is unique in that it serves a single refugee population,

Palestine refugees, unlike the United Nations High Commissioner for Refugees (UNHCR).

Palestine refugees are defined as

> persons whose normal place of residence was Palestine during the period 1 June 1946 to
>
> 15 May 1948, and who lost both home and means of livelihood as a result of the 1948
>
> conflict (UNRWA, n.d., para. 5).

When UNRWA began its operations, this included about 750,000 Palestine refugees, but today

due to the ongoing nature of the conflict that displaced Palestine refugees and the fact that

descendants of male Palestine refugees are eligible for refugee status, UNRWA serves almost 6

million Palestine refugees across its five fields of operation; those five fields of operation include

Syria, Jordan, Lebanon, Gaza and the West Bank ("UNRWA Fields of Operation," 2017). In

these fields, UNRWA provides Palestine refugees with a variety of services: education, primary

healthcare, relief and social services, microfinance, emergency support, as well as camp

infrastructure and improvement (UNRWA, n.d.). The UNRWA West Bank Field, the focus of

this study, serves almost 1 million registered Palestine refugees ("UNRWA Fields of Operation,"
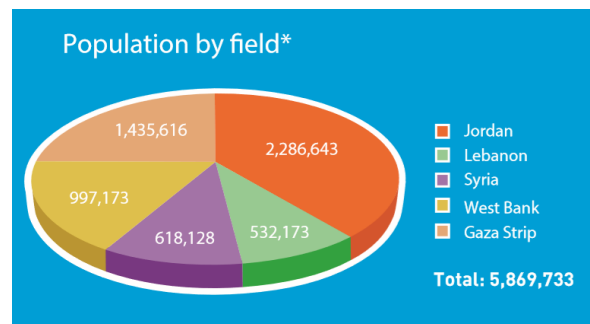
2017).

Figure 1: Palestine Refugee Population by Field
("UNRWA Fields of Operation," 2017)

Approximately one fourth of the Palestine refugees in the West Bank live in the 19 refugee camps located there, the largest number of camps in any of UNRWA's five fields of operation (UNRWA, 2016c). Considering their longevity, physical characteristics, and socio-economic conditions, many of the urban refugee camps in the West Bank have been likened to urban slums (Marshy, 1999).
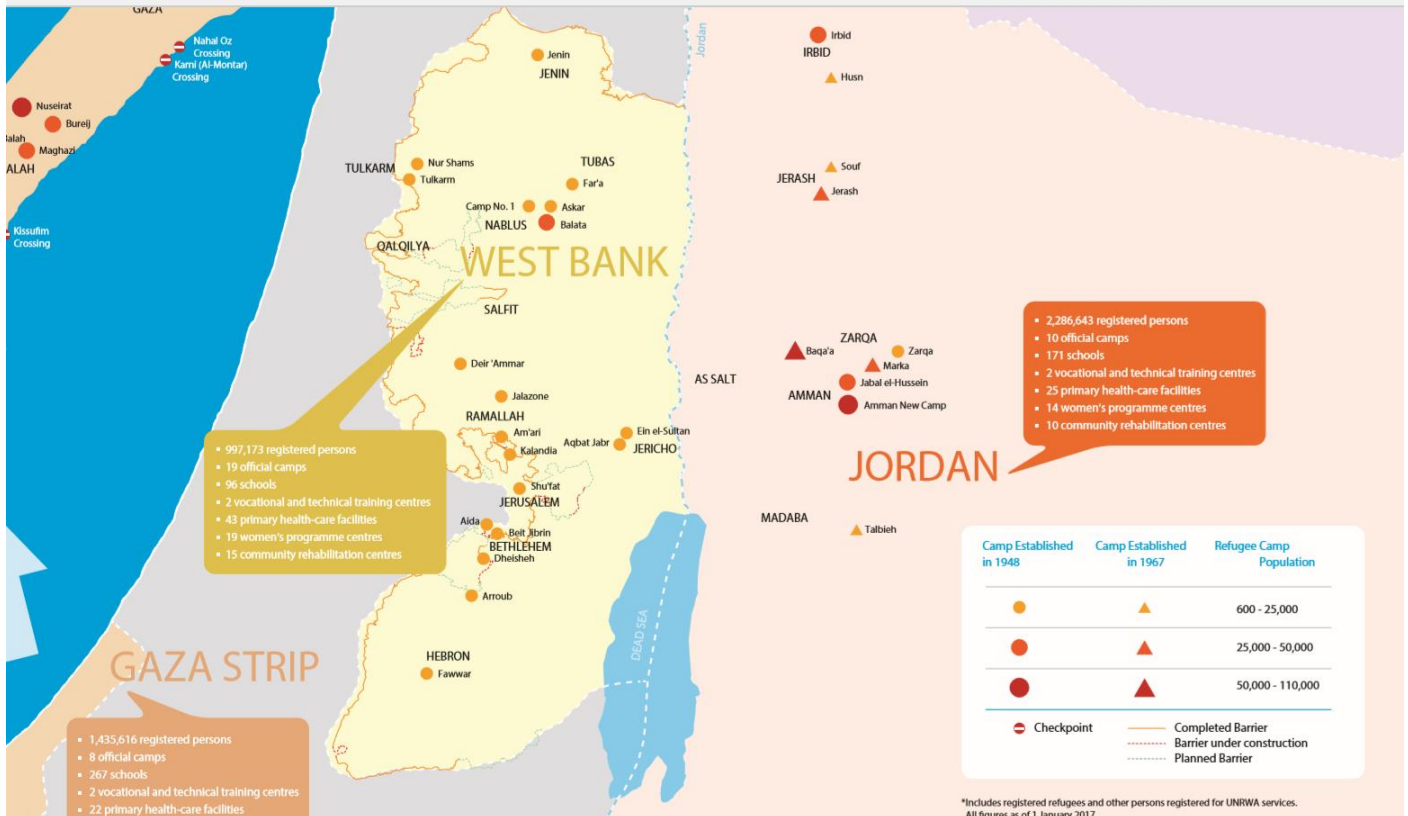
Figure 2: Map of Palestine Refugee Camps in the West Bank
("UNRWA Fields of Operation," 2017)

As previously mentioned, the HCI took place in two out of the 19 refugee camps in the West Bank, Aida Camp and Shufat Camp. As is clear on the map above, Aida Camp is located in the southern West Bank between the municipalities of Jerusalem, Beit Jala and Bethlehem (UNRWA, 2016a). There are approximately 6,000 Palestine refugees in Aida Camp, which was established in 1950 (UNRWA, 2016a). The camp itself is only 0.071 square kilometers, which means that the camp is quite overcrowded with an estimated population density of more than

83,000 people per square kilometer (UNRWA, 2016a). Palestine refugees in Aida are originally

from Jerusalem and the area west of Hebron (UNRWA, 2016a). Following the Oslo Accords, the

majority of Aida fell under Palestinian control, but the area along some of the camp's borders

fell under Israeli Control (UNRWA, 2016a). With the barrier now separating land under Israeli

control from that under Palestinian control, unemployment has increased in Aida Camp due to

camp residents' limited ability to access jobs in Israel and East Jerusalem (UNRWA, 2016a).

Regular incursions by Israeli Security Forces (ISF) and clashes also take place in Aida due to its

proximity to the main checkpoint between Bethlehem and Jerusalem, which frequently involve

the excessive use of tear gas and force which has resulted in an increasing amount of injuries in

recent years (UNRWA, 2016a). Other challenges camp residents in Aida face include old and

deteriorating water and electricity networks, water shortages in the summer, and a lack of space

and privacy, which negatively impacts refugees' mental health (UNRWA, 2016a).

Shufat Camp is the only camp of the 19 refugee camps in the West Bank located in

Jerusalem. Shufat Camp was established in 1965 to provide better housing for approximately 500

refugee families living in the Old City of Jerusalem at that time who were originally from

Ramleh, Gaza and the area west of Hebron (UNRWA, 2016b). Today, there are over 13,000

Palestine refugees in Shufat Camp, however this number only accounts for those who are

registered with UNRWA (UNRWA, 2016b). In total, there are approximately, 24,000 people

living in the camp, which is only about 0.203 square kilometers (UNRWA, 2016b). The 1967

Arab-Israeli hostilities resulted in Shufat Camp being illegally annexed by Israel (UNRWA,

2016b). Unlike Aida, Shufat camp residents hold Jerusalem IDs, which allow them to reside in

Jerusalem. Many Palestinians choose to live in Shufat because they cannot afford the cost of

living in Jerusalem and they are at risk of losing their Jerusalem IDs if they do not live in

Jerusalem (UNRWA, 2016b). Since the barrier separates Shufat Camp from other parts of

Jerusalem, camp residents must pass through the nearby checkpoint to access other parts of

Jerusalem as well as any services there, such as medical and emergency services (UNRWA,

2016b). Much like Aida, incursions and clashes are frequent in Shufat due to its proximity to the

checkpoint (UNRWA, 2016b). Many of the other challenges in Shufat stem from it being

severely overcrowded and include strain on the official sewage system and safety and health

hazards due to makeshift electricity lines, water lines, and sewage connections (UNRWA,

2016b). UNRWA standards for sanitation workers in camps are also only based off the

population of registered persons, which means there are not enough sanitation workers to cover

the demands of the actual population in the camp and the garbage produced (UNRWA, 2016b).

Literature Review

Mansuri and Rao (2012) describe two types of participation, organic and induced. They

define organic participation as driven from the bottom up and normally consisting of social

movements which confront powerful institutions oppressing communities in order to bring about

change. Examples given of organic participation include the civil rights movement in the U.S.,

the formation of membership-based organizations like the Grameen Bank in Bangladesh in order

to improve livelihoods and reduce poverty, and even labor movements resulting in the formation

of workers' unions designed to protect workers' rights. Induced participation, on the other hand,

is driven from outside of the community by powerful external institutions such as service

providers or governments (Mansuri & Rao, 2012). The literature that follows as well as this

study focuses on the latter, induced participation.

History of Participation

Over the last couple of decades, participatory development and programming has

increasingly been supported by development agencies such as the World Bank, bilateral donors and regional development banks (Mansuri & Rao, 2012). Speaking of participatory methods, Brock and Pettit (2007, p.1) note that, "At the heart of these methods is the need to find ways of reversing hierarchies of knowledge and power, and allowing silenced voices to be heard in the making of decisions." The 1970s and 1980s witnessed highly centralized and top-down development strategies (Mansuri & Rao, 2012). As a result, many felt that these strategies did not adequately take into account the needs of communities, particularly of the poor and most marginalized; the notion of community participation gained popularity during this time as an alternative way to approach development (Mansuri & Rao, 2012). Perhaps two of the most notable, early advocates for participatory methods were Paolo Freire and Robert Chambers. Paolo Freire advocated Participatory Action Research (PAR), which centered on the creation of learning environments where people had the power to express their needs and develop accordingly (Mohan, 2008). Radical empowerment discourse, which is rooted in the work of Freire, goes further to advocate for development and humanitarian workers to work with the marginalized more broadly to overthrow the structures oppressing them through changing laws or institutions (Cleaver, 1999). Robert Chambers is best known for Participatory Rural Appraisal (PRA). Similar to PAR, Chambers (as cited in Mubita, Libati & Mulonda, 2017, p.241) defines PRA as "a family of approaches and methods to enable local (rural or urban) people to express, enhance, share and analyze their knowledge of life and conditions, to plan and to act." The role of outsiders in PRA is to build local people's capacity, so they then can plan and execute initiatives to benefit themselves (Mohan, 2008). Outsiders are simply facilitators that use methods and techniques that promote group learning (Mohan, 2008).

Defining Participation

While participation has different meanings in different contexts, most definitions relate participation to the involvement or engagement of people at their basis (Mubita, Libati & Mulonda, 2017). Different definitions emphasize different aspects of participation. Some define it in terms of shifting the power dynamic between service providers and beneficiaries. For example, Eversole (2010, p. 30) writes,

> Participation is ultimately a discourse: a way of speaking, signaling (in an implicit binary) that we-as-professionals believe that they-as-communities have something important to contribute to the process of social change.

Other definitions emphasize that community participation is a process of sharing and partnership such as that of the World Bank (as cited in Mubita, Libati & Mulonda, 2017, p. 241), which describes participation as "a process through which stakeholders influence and share control over development initiatives, decisions and resources, which affect them." Some definitions focus more specifically on how participation is empowering. The International Institute for the Environment and Development (IIED) (as cited in Mubita, Libati & Mulonda, 2017, p. 241) defines participation as "empowering people to mobilize their own capacities, be social actors, rather than passive subjects, manage the resources, make decisions and control the activities that affect their lives." Finally, others like Sherry Arnstein (as cited in Mubita, Libati & Mulonda, 2017) see participation as a process that gives power to the marginalized in particular and allows them to have greater control on a broader societal level. Essentially, the literature notes that participation is often used for two purposes: a means or an end. When participation is used as a means, it is promoted and used within a specific project or program in order to meet the objectives of that initiative (Kyamusugulwa, 2013). However, when participation is used as an end, it is more transformative as the ultimate aim is not confined to a single initiative but rather

is about empowering people, particularly the marginalized, as noted by Arnstein, to have a

greater voice in general (Kyamusugulwa, 2013).

Benefits

There are a number of benefits noted in the literature on participatory methods and

participatory development. Writing about the benefits of participation, Chambers (as cited in

(Mubita, Libati and Mulonda, 2017, p. 244) writes, that participatory methods "enable local

people to use their own categories and criteria, to generate their own agenda, and to assess and

indicate their own priorities." In this way, participation ensures that initiatives that are being

implemented are addressing community needs and that they are better adapted to the local

context (Mubita, Libati and Mulonda, 2017). The knowledge of outsiders is rarely at the depth of

locals when it comes to understanding life inside the community and the complex web of

interrelationships that exist there (Eversole, 2010). Furthermore, research has shown that the

incorporation of local input into decision-making can help alleviate poverty and reduce exclusion

(Kyamusugulwa, 2013). It also provides community members with a sense of ownership and

provides them with power, which helps break the cycle of dependency beneficiaries are often

trapped in with service providers (Mubita, Libati and Mulonda, 2017). Moreover, participation

increases communication between service providers and communities and helps to align the

priorities of service providers with community priorities (Mansuri & Rao, 2012). On a broader

scale, participation can promote changes in the everyday social interactions within communities,

promote sustainability by increasing the capacities of local people and CBOs and even promote

the inclusion of the poor and other marginalized groups through empowering them and

expanding the resources available to them (Mansuri & Rao, 2012). Some also argue that

participation can lead to conscientization among community members, defined by Galtung (as

cited in Arai, 2016) as the process of becoming aware of structures limiting their agency, and

provide them with the ability to organize and bargain for power at various levels (Mubita, Libati

and Mulonda, 2017). At the project and programmatic level, participation can also reduce time

and costs and more broadly promote project efficiency by handing control of planning and

resources to beneficiaries (Mubita, Libati and Mulonda, 2017).

Challenges

Inducing participation, however, is not without its challenges. A common criticism of

community participation is that it often assumes the "community" is homogenous. Arnstein

(1979, p. 217) argues that neither communities nor powerful institutions like service providers

are homogenous groups. She writes that,

> Each group encompasses a host of divergent points of view, significant cleavages,
> competing vested interests, and splintered subgroups. The justification for using such
> simplistic abstractions is that in most cases the have-nots really do perceive the powerful
> as a monolithic "system" and powerholders actually do view the have-nots as a sea of
> "those people," with little comprehension of the class and caste differences among them.

This coupled with the tight timelines staff from service providers frequently face to implement

participatory projects often means that too little attention is given to the power dynamics within

communities, which can result in the most powerful dominating participatory initiatives and

some of the most vulnerable groups like women or the poor being left out of decision-making

(Kyamusugulwa, 2013; Cornwall 2003; Chambers, 1995). In fact, Mansuri and Rao (as cited in

Oxford Policy Management, Jones & Kardan, 2013) looked at over 500 examples of induced

participation and found that though the results of these were modestly positive, the main

beneficiaries were often the most politically powerful, literate, and least geographically isolated.

Thus, they argue that political and social analyses are crucial in order to inform the design and

implementation of participatory initiatives and avoid elite capture (as cited in Mubita, Libati and

Mulonda, 2017).

Critics further argue that the level at which beneficiaries are allowed to participate and in

what stages of project and program cycles varies greatly. Cornwall (as cited in Eversole, 2010, p.

30) notes that, "Consultation is widely used, north and south, as a means of legitimating already-

taken decisions." Chambers (1995, p.13) describes this as participation being used as a "cosmetic

label," where the reality is actually a top-down process that is justified by consultation with

beneficiaries, which is labelled as participation. Different understandings of what participation is

also contribute to participation being applied inconsistently. Furthermore, participatory

initiatives require that service providers relinquish power in order to empower beneficiaries; as it

is most commonly put, they must "hand over the stick" (Chambers, 1995, p. 12). There is

sometimes resistance to this or at best unfamiliarity on the part of service providers on how to do

this, which also results in the level of participation varying (Chambers, 1995).

Other criticisms are linked to participatory initiatives often being situated in projects.

Since projects are funded by donors and involve structures created by service providers, this

innately means that projects can easily be dominated by service providers or donors; service

providers tend to control the majority of the resources and donors and service providers often

still have the power to say no to ideas (Mansuri & Rao, 2012). It is also hard to fit participation,

which is in many ways an unpredictable process, into the boxes necessary for most projects on

strict timelines (Cleaver, 1999). Sometimes, the goal becomes more about the project staff

fulfilling the requirements of the project than truly empowering beneficiaries (Mansuri & Rao,

2012). Furthermore, sometimes because projects are limited, they are just seen as a means to gain

benefits during that period of time, which is ultimately not sustainable because there is no

guarantee or incentive for participation and collaboration to continue after the project concludes (Mubita, Libati and Mulonda, 2017).

Other challenges noted in the literature include the non-participatory and bureaucratic structures of service providers limiting the amount of participation and a general lack of capacity building for staff on participatory methods (Mubita, Libati and Mulonda, 2017). Front-line staff often become quite skilled at conveying both the community's and service provider's needs, but often have little real influence on participatory initiatives and decision-making overall (Chambers, 1995). With the rising popularity of inducing participation, there has also been a tendency for donors to fund participatory initiatives based on best practices; this has resulted in the context of specific communities not being taken into account sufficiently in project design and has ultimately limited participation and the effectiveness of such initiatives in many cases (Mansuri & Rao, 2012).

Levels of Participation

Because participation has been applied at such varying degrees, several categorization systems have been developed over the years to try to understand the level of participation being achieved by initiatives. Pretty (as cited in Oxford Policy Management, Jones & Kardan, 2013) developed a 7-level system that ranks participation from what he describes as manipulative participation, which is essentially fake participation where beneficiaries or representatives of beneficiaries in fact have no power, to self-mobilization, where on their own, people drive change and create their own initiatives. On the other hand, White's categorization only has four levels but breaks participation into what it means for service providers as well as beneficiaries (as cited in Oxford Policy Management, Jones & Kardan, 2013). The levels range from nominal, where service providers are basically facilitating minimal participation in order to check off a

box and beneficiaries are just involved in order to reap any benefits, to transformative, where the

aim of service providers is for beneficiaries to be true decision-makers and beneficiaries

themselves also strive to be empowered and take decisions that affect their lives (as cited in

Oxford Policy Management, Jones & Kardan, 2013).

Perhaps the most comprehensive and widely used classification of participation is

Arnstein's ladder of citizen participation shown below.
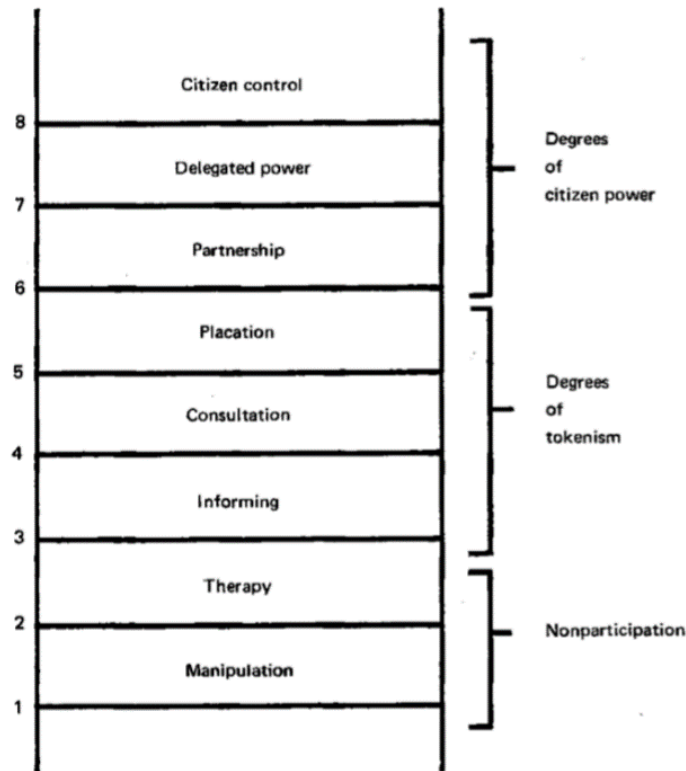
Figure 3: Arnstein's Ladder of Citizen Participation
(Arnstein, 1969, p. 217)

Arnstein's ladder is comprised of eight rungs or levels. In order, from the lowest level, these

include two levels of non-participation: manipulation and therapy. Arnstein describes

manipulation and therapy as service providers trying to educate or correct the views of

participants (Arnstein, 1969). The next three levels, informing, consultation, and placation, are

tokenism (Arnstein, 1969). Informing and consultation provide participants with a space to hear

and be heard, but their opinions and ideas are not actually taken into account during decision-making (Arnstein, 1969). Placation occurs when participants are able to advise but service providers ultimately still retain power over final decisions (Arnstein, 1969). The highest three rungs are what Arnstein describes as degrees of citizen power and include partnership, delegated power, and citizen control (Arnstein, 1969). Partnership allows participants to negotiate with service providers and participate in a genuine process of give and take (Arnstein, 1969). For delegated power and citizen control, the participants have either the majority of the decision-making power or they are in full control of decision-making (Arnstein, 1969).

Lessons Learned

While the literature clearly reveals that there can be a number of benefits from participatory initiatives, to what extent participation is actually reached and accordingly how much these benefits are achieved varies greatly between initiatives. Thus, initiatives must be examined carefully to determine what groups from the community were included or excluded, how organizational structures and donor requirements may have limited participation, how the specific history and context of communities affects participation, during what stages in the project cycle community members were involved, and to what extent community members were genuinely able to participate in decision-making. By doing this, organizations will have a clearer understanding of what level of participation on Arnstein's ladder is actually being reached and can develop specific strategies for how these challenges can be mitigated and their organizations can facilitate a higher level of participation in the future. Accordingly, this study attempts to analyze the HCI facilitated by UNRWA along these lines as well as participation facilitated by UNRWA more broadly in order to understand what level of participation is being achieved and how a higher level might be able to be obtained.

Methodology

As the research conducted was exploratory in nature, the study took a mixed-methods approach to data collection. Data collection took place at two levels: the strategic and camp level. The strategic level included interviews with a representative from the Palestinian Liberation Organization's Department of Refugee Affairs (DORA) as well as nine staff at the UNRWA West Bank Field Office. At the camp level, eight interviews were conducted with UNRWA staff and staff from CBOs involved in the HCI in Shufat and Aida camps; 60 surveys were also distributed to camp residents of Aida and Shufat camps. Data collection on these different levels allowed for data triangulation and ultimately served to bolster the validity of the study's findings.

All interviews were approximately one hour in length. At the strategic level, interviews were conducted with a representative from DORA, UNRWA West Bank Field Office's Deputy Director of Operations (Programs), the project coordinator for the HCI in both Shufat and Aida and given the holistic nature of participation, one managerial staff member from the following seven programs: Health, Education, Relief and Social Services, Projects, Monitoring and Evaluation, Infrastructure and Camp Improvement, and Protection. In order to understand the particular contexts in Aida and Shufat Camp respectively as well as insights from the HCI in particular in these camps, one-hour semi-structured interviews were also conducted with the following in each camp: the UNRWA Camp Services Officer (CSO), one representative from the youth center, one representative from the women's center, and one representative from an organization serving PwDs. All representatives from the CBOs for youth, women, and PwDs in Aida and Shufat were directly involved in the HCI and were included because the demographics

they serve are all vulnerable populations. While interview questions for those interviewed varied

slightly, overwhelmingly interviews overlapped and focused on the following[1]:

1. General perceptions and definitions of community participation
2. Perceptions on the level of community participation enabled by UNRWA
3. Experience and insights gained from UNRWA participatory initiatives including HCI
4. Obstacles to UNRWA facilitating community participation
5. Suggestions on how UNRWA might better facilitate and sustain participation

A breakdown of the gender of interviewees is noted in the table below:

	Female	Male
Strategic Level	4	6
Camp Level	4	4
Total	8	10

Surveys were also distributed to camp residents in both Aida and Shufat camps in order to

better understand the pervasiveness of community participation in the HCI as well as community

perspectives on the HCI and participatory initiatives facilitated by UNRWA in general. These

surveys were distributed to camp residents above 18 years old at the nearest UNRWA health

center and at each UNRWA camp services office. On the days surveys were distributed, in

addition to the researcher, at least one UNRWA staff member and native Arabic speaker was on

site to read surveys aloud to any participants who requested assistance because of literacy,

accessibility, or other factors; this staff member also translated for the researcher when she was

speaking to participants. Considering the high flow of beneficiaries to the health center and to

ensure any assistance that was needed while doing the survey could be provided, every third

adult to enter the health center was approached and asked if they would like to participate in the

survey. Contrastingly, the flow to the UNRWA camp services office was much slower, on

average two or three individuals every hour, so every adult was approached and asked if they

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[1] Copies of the English version of the informed consent form for interviews as well as interview templates can be found in Appendix 1 and 2.

would like to participate. The survey consisted of primarily closed questions in order to make the

amount of data gathered manageable for the researcher and other UNRWA staff members

assisting with translation and to maximize the number of camp residents' perspectives

incorporated into the research. In total, 30 surveys were collected in each camp in order to give

insight into the involvement of the communities at large. Prior to actual survey distributions, a

pilot of the survey was also conducted at the Bethlehem Health Center near Aida Camp. Five

surveys were filled out during the pilot, which were excluded from the study as one or two

questions on the survey were amended, as a result of the pilot, to increase clarity. Similar to

interviews, surveys focused on the following[2]:

1. Camp residents' perceptions of community participation
2. Extent to which camp residents were involved in HCI
3. Extent to which camp residents felt HCI benefitted them
4. Challenges faced during HCI and generally when UNRWA facilitates participation
5. Suggestions on how UNRWA might better facilitate and sustain community participation

The demographics of those who participated in the surveys from Shufat and Aida Camp as well

as how many participants received or did not receive assistance from UNRWA staff members

when completing the survey are outlined in the table on the following page.

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[2] English versions of the informed consent form used for the survey as well as the full survey can be found in Appendix 3 and 4.

	Aida	Shufat	Total
Gender			
Male	13	11	24
Female	17	18	35
No response	0	1	1
Disability			
PwD[3]	0	4	4
Non-PwD	30	26	56
No response	0	0	0
Age			
18-24	7	3	10
25-34	14	5	19
35-44	3	8	11
45-54	4	3	7
55-64	1	3	4
65+	1	6	7
No response	0	2	2
Assistance from UNRWA Staff Member			
Received assistance	9	19	28
Did not receive assistance	21	11	32

Analysis

All interviews were transcribed by the researcher in full and survey results were aggregated by research question. A staple of qualitative research analysis is a grounded theory approach. Rather than generating a theory prior to research and then testing said theory through the research itself, a grounded theory approach starts with research and then derives theory from the research (Hesse-Biber and Leavy, 2011). As this study was predominantly qualitative in nature, it relied primarily on a grounded theory approach to data analysis. Initial coding was applied to each transcribed interview and to responses to open-ended questions on surveys.

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[3] Of the 4 respondents who identified as PwDs, all 4 indicated that they had mobility disabilities and 1 individual noted that in addition to their mobility disability, they also had a sensory disability.

Through a continual process of descriptive and analytical coding, common themes were then derived from the coding done at three distinct levels: qualitative responses to all surveys, camp level interviews, and strategic level interviews. Ultimately, overlapping themes across these levels as well as any distinct themes that emerged only at specific levels are outlined in the findings below. Analysis also included quantitative aspects as both staff interviews and beneficiary surveys included ranking questions on a scale of 1 to 5 and many survey responses were also able to be aggregated. Results from quantitative data were combined with relevant themes that emerged from the analysis of the more qualitative data to support and strengthen findings. This process was greatly aided by the fact that the interview questions and survey questions were designed in a way that they largely overlapped.

Limitations

Beneficiary Input

Given that the focus of this study is on community participation, it would have been ideal if the survey could have been more open to facilitate larger beneficiary input but given the researcher's limited Arabic, the limited translation support available, and the overall time constraints for this study, the survey was primarily composed of closed questions. However, the survey did contain the option of "other" for multiple-choice questions and a small blank where beneficiaries could specify briefly should they have chosen. Additionally, a limited number of questions such as the one related to beneficiaries' suggestions also allowed for written responses.

Language Constraints

As aforementioned, the researcher's Arabic is quite limited. While she was able to conduct 12 interviews in English, six interviews involved an UNRWA staff member translating. In addition, all the researcher's interactions with beneficiaries for the surveys had to be

translated, beneficiaries who needed assistance completing the survey were assisted by a native

Arabic speaker, and written responses on the surveys were translated. While every effort was

made to involve more neutral UNRWA staff members in these interviews, during survey

distributions and during the translation of survey results, six different translators were ultimately

involved largely due to staff availability on the dates of the field visits and their overall

workload. In order to mitigate any bias or inconsistency, any staff member who assisted with

translation was asked to translate the researcher's questions and each interviewee's or

respondent's answers verbatim with as little interpretation as possible. However, given the

differences between formal written Arabic and spoken Palestinian Arabic, this did leave room at

times for some ambiguity. Furthermore, although interviewees and survey respondents seemed

comfortable with the UNRWA staff members assisting with translation and it was made clear to

participants that the UNRWA staff member present was only there to assist with translation, it is

still possible that participants might have not felt fully comfortable talking about how UNRWA

facilitates participation in front of UNRWA staff; this could have impacted their willingness to

be completely open although findings and observations made during interviews and surveys do

not indicate this. However, should resources allow, future research may benefit from utilizing

translators and researchers external to UNRWA in order to strengthen findings.

Representation

As camp residents were voluntarily surveyed as they approached either the nearest

UNRWA health center or camp services office, the demographic breakdown (percentage of

women, PwDs, youth, etc.) likely does not reflect the actual demographic breakdown in each of

the camps. Thus, it must be stressed that the sampling for surveys was not representative in terms

of percentage of the overall population or percentage of the specific demographics in each camp.

Furthermore, not all the facilities where surveys were distributed were accessible, which could have limited the participation of PwDs in the survey. Despite these limitations, as this study is only exploratory, the hope is that the findings can still provide useful insights into how community members participated in the HCI and their thoughts on participation more broadly. The interviews at both the camp and strategic levels provide useful insights into the communities of both Shufat and Aida camps at large and vulnerable identities such as women, youth and PwDs in these communities, in particular, which helps to mitigate any gaps from the survey findings alone. However, more large-scale and representative research with community members themselves should be done in the future to strengthen these findings further and in the spirit of community participation itself.

Findings

Findings from the surveys and interviews are presented below as italicized statements. Specific information from the data set that led the researcher to each finding is outlined below each of these. All findings represent the aggregated opinions of the participants involved in this study.

Definition of Participation

*Community participation is a **beneficial** process of increased **communication** and **coordination** with **all elements of a community** by **empowering** them to be **decision-makers** and **partners** involved in **all stages** of projects or programs in order to **improve camp conditions***.

While there was not one agreed-upon definition of community participation among those interviewed and surveyed, there were several key elements emphasized, which have been combined in the definition of participation above and are discussed further below.

Beneficial and Improves Camp Conditions

11 of the 51 survey respondents associated community participation with being beneficial or improving conditions and generally helping.

Communication and Coordination

Four of the 18 interviewees noted community participation broadly means collective work, coordination, and working together. Similarly, nine survey respondents linked community participation to increased communication and coordination.

All Elements of Community

Six interviewees and five survey respondents saw participation as involving all people, stakeholders, or sectors in the camp. One interviewee put it as follows: "The circle cannot be completed unless you have all the beneficiaries on board" (Interviewee A, West Bank, July 2017).

Partnership During All Stages

Five interviewees emphasized that community participation should occur during all stages of the project and program cycle from planning and implementation to evaluation and four survey respondents agreed that participation meant partnership or sharing everything with the community. Nine other survey respondents connected participation to the involvement of the community in the implementation of activities and services specifically.

Empowers

Four interviewees and one survey respondent noted that community participation is about empowering people or giving them the chance to take part in decision-making. Three interviewees went further to say that participation was not simply informing the community or

attending meetings and another interviewee similarly stressed that "participation is not an idea; it is something you have to practice and implement" (Interviewee B, West Bank, August 2017).

Importance of Participation

*Community participation is **extremely important** because it **increases community satisfaction**, ensures the **actual needs** of communities are being addressed, empowers refugees to act on **their right** to be **decision-makers**, **saves money**, produces **better results**, and allows work to be done that **could not be done by one actor** in a camp alone.*

Overwhelming, both survey respondents as well as those interviewed felt that community participation was extremely important. When asked how important community participation was on a scale of 1 to 5, with 5 being the highest, 37 out of the 44 Palestine refugees who responded to this question on the survey and 14 out of the 18 individuals interviewed ranked it as 5.[4] When asked to elaborate on why community participation was important, five interviewees noted that community participation increases community satisfaction by reducing antagonism toward UNRWA and helping to build a more trusting relationship between UNRWA and the community. Three interviewees noted that community participation ensures that the actual needs of the community are addressed and three interviewees said it was important for refugees to be decision-makers, which they felt community participation empowers refugees to do. Similarly, two other interviewees highlighted that community participation is an important way for refugees to act on their right to have a voice in their outcomes. Describing community participation, one interviewee said

> The beneficiaries are the end users, the ones affected by UNRWA's interventions, so they can explain their pains better just like a sick person can express their pain better than a

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[4] Of the remaining 18 individuals interviewed, one of them did not actually rank the importance of community participation on a scale from 1 to 5, but did note that it was very important.

doctor because he knows how he feels the problem (Interviewee C, West Bank, July 2017).

Other reasons mentioned by at least two interviewees included that community participation leads to better results, saves money and allows work to be done that could not be done separately. As one interviewee put it, "one hand cannot clap" (Interviewee D, West Bank, August 2017).

Contextual Factors Affecting Participation

A number of factors like population size, access to other services, the security situation, the diversity of the community, the history of disputes and conflict within the community, cultural views, the level of education of those in the community, the presence of social problems, and the specific and different needs of communities affect participatory initiatives for Palestine refugees.

Population Size

Seven interviewees noted that Shufat has a very high population, which not only makes it difficult for UNRWA to meet all the needs but makes participatory initiatives more difficult. In contrast, two interviewees noted that the smaller population in Aida camp makes participation easier there because it is easier to reach all the people.

Access to Other Services

Because Shufat camp is located in the Jerusalem municipality, many camp residents have access to services in Israel, which two interviewees felt could decrease the need or desire of beneficiaries to participate in initiatives. Contrastingly, because Shufat camp itself falls under Israel's jurisdiction and responsibility, conditions in the camp such as infrastructure are poor because, as four interviewees mentioned, Israel does not maintain the camp or allow for certain services such as fire trucks; this in turns negatively affects services. The opposite is true in Aida camp where as one interviewee noted, the Bethlehem municipality has a joint services council

that takes care of many environmental health issues and is willing to partner to deliver services to beneficiaries; this makes certain opportunities available in Aida that are not possible in Shufat.

Security Situation

The security situation in camps also affects participatory initiatives; four interviewees noted the presence of clashes specifically affecting participatory initiatives. Furthermore, three interviewees agreed that the security situation in Aida and Shufat camp are similar as they are both flash points and routine confrontations occur in both camps.

Diversity

As six interviewees noted, the population in Shufat camp is very diverse; refugees there have many different origins and there is a mix of both Jerusalem and West Bank ID holders in the camp. As one interviewee put it, this coupled with a large influx of people into the camp over the last 10 to 15 years, means "everyone is a bit of a stranger" (Interviewee E, West Bank, July 2017). This lack of social cohesion and community makes community participation more challenging in Shufat than in Aida where three interviewees noted the community is more homogenous because there are many familial ties and people generally come from the same areas.

Previous Disputes or Conflict

Four interviewees noted that previous fractions or disputes, especially between different families, villages of origin, leaders in the camp, or even the presence of dominant families could impede community participation. Two interviewees noted that the lack of cooperation between leaders in Aida Camp specifically had made facilitating community participation there more difficult under the HCI.

Cultural Views, Education Levels and Social Problems

Two interviews thought cultural views could make community participation more challenging as well; one interviewee specifically mentioned that the conservative culture in Aida toward women makes it more difficult for them to participate. Two interviewees also felt the level of education among camp residents could impact community participation and two interviewees noted social problems such as drug use that exist in camps, such as Shufat, affect participatory projects as well.

Needs

Finally, three interviewees stressed that although other factors may be similar between camps, it is important to remember that each camp still has their own unique and different needs. In fact, the interviewees noted that the needs in Shufat and Aida camps differed despite the two camps having similar security situations; the higher need for jobs in Aida because of high unemployment and lack of access to the Israeli job market and the different infrastructure needs in the camps were examples given.

Strengths of UNRWA

*UNRWA can facilitate a high level of community participation and brings several strengths to the table including the **trusting relationships** it has formed with communities over its many years of operation, its **vast presence** in the field, **staff members,** and **valuable experience** working with various actors to improve camp conditions.*

When asked to what extent UNRWA could facilitate community participation, interviewees overwhelmingly thought that UNRWA should and could facilitate a high level of community participation. Four interviewees noted that UNRWA has developed good and trusting relationships with communities and many organizations over the years, which serves as an asset

when it comes to facilitating community participation. Four interviewees also saw the fact that

UNRWA is the largest organization serving Palestine refugees and has a much stronger presence

in the field than other organizations as a strength. In fact, one interviewee noted that "UNRWA

is considered the refugees' brother, the brother of the local community and the most reliable"

(Interviewee C, West Bank, July 2017). Three interviewees also pointed to the staff of UNRWA

as a positive when it comes to facilitating community participation because the staff are neutral,

have built good individual relationships with the community and possess useful local as well as

international knowledge. According to three interviewees, UNRWA also has valuable experience

with being open to dialogue and working together with various actors in communities to improve

conditions, which helps enable it to facilitate participatory initiatives.

Positive Impacts of Participation

HCI and other more participatory initiatives facilitated by UNRWA have resulted in a

number of positive impacts, most notably the formation of forums for CBOs and neighborhoods

to work together, as well as improvements in the cleanliness and streets of camps.

Five interviewees believed the fact that the HCI specifically brought CBOs together

under one committee in Shufat and Aida respectively was one of the most positive impacts of the

initiative. Three interviewees also thought the neighborhood committees formed under the HCI

were extremely useful and successful because they provided a way to come together and talk

about needs in those specific neighborhoods and resulted in improving these areas through

cleaning and painting as part of colorful neighborhood activities during the HCI. As one

interviewee put it, the HCI committees and neighborhood committees have

> Created a mechanism for different CBOs and neighborhood associations to come together
> and talk about their needs in a way that has fostered a community spirit and community
> way of development that is very difficult to engender in an urban setting, particularly a
> camp setting (Interviewee F, West Bank, August 2017).

Three interviewees noted that the capacity building and other support provided to CBOs under

the HCI was another strength of the initiative as it addressed CBOs' needs. 17 out of the 35

survey responses also noted the increased cleanliness in the camps and improvement of the

streets as a success of UNRWA's more participatory initiatives such as the HCI. Other successes

of more participatory initiatives such as the HCI that were facilitated by UNRWA included

providing good health services, which was mentioned by six respondents, and generally good or

better services, which was mentioned by three respondents. At least two respondents also said

the following were successes of such initiatives: improving schools, decreasing violence, and

improving infrastructure.

Benefit of HCI

Overall, the broad consensus among survey respondents and interviewees was that the

HCI was beneficial to the camps and at the camp level, interviewees ranked the HCI in Shufat as

slightly more beneficial than in Aida. However, interviewees felt the HCI could have been more

beneficial as it only improved certain areas of the camps, some groups were left out, and in Aida

specifically, the needs assessment was not utilized sufficiently to develop activities. Two of the

most beneficial activities in both camps according to survey respondents were environmental

health infrastructure projects and camps conducted during the summer and winter.

      Shufat

When asked how beneficial the HCI in particular was on a scale of 1 to 5, with 1 being

not beneficial at all to 5 being extremely beneficial, the average of the four interviewees'

responses at the camp level in Shufat was 3.5. Two interviewees out of the four felt the HCI was

beneficial specifically because it improved the relationship between the CBOs in the camp

despite previous conflict. Survey respondents were asked to check specific activities from the

HCI that they benefitted either directly or indirectly from under the initiative. The three activities that the most number of survey respondents noted they benefitted from directly or indirectly, with the number of survey responses in parenthesis, were environmental health infrastructure projects (25), summer and winter camps (18), and awareness lectures on solid waste management, water pollution or reducing water consumption. The average for these in terms of the extent beneficiaries felt they benefitted on a scale of 1 to 5, with 1 being not beneficial at all to 5 being extremely beneficial, was 3.2 for environmental health infrastructure projects, 2.6 for summer and winter camps, and 2.9 for the awareness lectures.

Aida

When asked how beneficial the HCI was on a scale from 1 to 5, the average of the four interviewees' responses at the camp level in Aida was 3. Two interviewees felt the HCI was not as beneficial as it could have been because a lot of effort was put into the needs assessment, which raised expectations that were not met because UNRWA did not do the initiative based on the results of the assessment as expected. The three activities that the most number of survey respondents noted they benefitted from directly or indirectly were summer and winter camps (20), environmental health infrastructure projects (18), and colorful and healthy streets projects (17) tied for third with trainings or workshops on topics such as gender-based violence, music therapy, sport and theater. (17). The average for these in terms of the extent beneficiaries felt they benefitted was 3.3 for summer and winter camps, 2.9 for environmental health infrastructure projects, 2.9 for colorful and healthy streets projects, and 2.5 for the trainings or workshops.

HCI Overall

When the other interviewees were asked how beneficial the HCI in Aida and Shufat camp was overall, seven out of ten interviewees felt familiar enough with the initiative to rank it and

the average of their responses was 3.2 overall. Two interviewees found the HCI beneficial because of the change and impact they saw from the initiative on the ground in the community while another interviewee contrastingly noted they could not see any impact on the environmental health. Two of the other interviewees noted that because of the lack of funds the HCI had improved only certain areas and not met all the community needs. Two interviewees also felt that some demographics such as women may not have been fully involved, which would have made the initiative more beneficial, and that the initiative may have been dominated by the most powerful elements of the community.

Unmet Needs of HCI

In both camps, the most pressing needs during the time period when the HCI was conducted included support for PwDs, improving infrastructure, support for students and healthcare. However, in Aida unlike Shufat, employment was considered to be one of the most pressing needs and received the highest number of responses from survey respondents. Furthermore, survey respondents and interviewees at the camp level felt that some of the most pressing needs had not been addressed by the HCI. Education needs, in particular, were mentioned by interviewees in both camps as pressing but unmet needs.

Shufat

When asked about the five biggest needs in their camps during the period when the HCI occurred, the five needs in Shufat camp that received the most responses in order with the number of responses listed in parenthesis were support for PwDs (22), improving infrastructure (20), healthcare (20), support for students (19), and a cleaner and healthier camp (17). Among these, healthcare, support for students and a cleaner and healthier camp were also mentioned by interviewees at the camp level as some of the most pressing needs. When survey respondents

were asked to rank the extent they felt all the pressing needs they checked had been met by the

HCI on a scale of 1 to 5 with 1 being not met at all and 5 being fully met, the average of the 23

responses to this was 2.9. All four interviewees at the camp level also agreed that not all pressing

needs in the camp had been addressed by the HCI and two interviewees agreed that education

needs, such as improving school performance, had not been addressed by the initiative despite

being a major need. However, one interviewee mentioned that they did not expect all needs to be

met by the HCI because the needs were too high; despite this, the interviewee felt that the

initiative had succeeded in changing behavior and attitudes. Another interviewee thought all

needs had not been addressed, particularly those of camp residents at large, because the HCI

"basically focused on employees working in the centers not beneficiaries" (Interviewee G, West

Bank, August 2017).

Aida

In Aida camp, the five needs with the most survey responses were employment (22),

support for PwDs (20), healthcare (20), support for students (19), and improving infrastructure

(19). Employment, support for PwDs, healthcare, and support for students were also mentioned

by interviewees at the camp level as pressing needs. When survey respondents were asked to

rank the extent they felt all the pressing needs they checked had been met by the HCI on a scale

of 1 to 5, the average of the 19 responses to this was 2.5. All four interviewees at the camp level

also agreed that not all pressing needs had been addressed by the HCI. However, while three

interviewees saw this as a weak point of the initiative, one interviewee felt that the majority of

the pressing needs had been met and saw this as a strength of the initiative. Similar to Shufat,

two interviewees noted needs related to education, such as improving the safety of students and

generally improving schools, were unmet in Aida. Two interviewees also noted that trash and garbage remain a problem in the camp despite the HCI.

Stages of the Project Cycle

Based on the responses from surveys and interviews, community members at large, though not intended by the project to be directly involved by UNRWA under the HCI, do not appear to have participated in most stages of the project cycle in the HCI. Furthermore, community representatives on the HCI committee were primarily just involved in the beginning of the project cycle, during the needs assessment, idea formation, and planning stages. The strategic level interviewees also noted that participation is generally lacking in the monitoring and evaluation stage of UNRWA programs and projects, which was also the case under the HCI.

Larger Community Involvement

Survey respondents were provided with the following seven stages of the HCI project cycle: focus groups conducted to determine needs, forming initial ideas, planning for specific activities, implementing activities, taking part in activities, monitoring and reporting on activities, and providing feedback and were asked to rank the extent to which they participated in each stage on a scale from 1 to 5 with 1 being no participation at all and 5 being full participation. Consistently, for every stage, the majority of respondents ranked their involvement as 1. The highest average for any stage in Shufat was 2.1 and this was for their participation in focus groups conducted to determine needs in their camp. For Aida, the highest average for any stage was 1.9, which was for their participation in forming the initial ideas for what to do under the HCI. This indicates that the broader involvement of the community in Shufat and Aida, outside of CBO representatives on the HCI committees in the two camps, may not have been very high.

Shufat

When the three CBO representatives from Shufat were asked about how much their organizations and the demographics they served had been involved in the HCI, they had different opinions. One felt their CBO had not been involved in all stages because UNRWA was the only implementer financially and the initiative was too centralized in UNRWA's programs. On this point, an interviewee at the strategic level further explained that one reason UNRWA did not transfer money directly to CBOs was because of strict donor vetting procedures for partner organizations. An interviewee also noted that beneficiaries were mainly involved in activities not planning, but the interviewee did not feel that the initiative intended to involve beneficiaries in planning. Another interviewee felt everyone was involved in all stages but more involved in the planning stage specifically. The third interviewee noted that they were not personally involved in all the stages but had mostly been involved in the implementation of activities under the HCI.

Aida

For Aida, two out of the three CBO representatives interviewed said that the needs assessment and beginning of the project had been very participatory, but noted participation decreased after this point. The other CBO representative, contrastingly, felt that they were involved in all stages. When CBO representatives were speaking, it generally seemed as if they were speaking in terms of their organization or themselves as individuals; very little was said about how the broader community was involved.

HCI Overall

When UNRWA staff including the CSOs in Aida and Shufat camps and staff at the more strategic level were asked if organizations and the communities in the camps participated in all stages of the HCI, three interviewees noted that the project idea formation and planning were

more participatory than other stages, particularly in discussions around needs, and an additional

four interviewees simply stressed that the needs assessment stage, in particular, was very

participatory. One interviewee at the strategic level explained that UNRWA tried to make the

HCI more flexible and open to community input at all stages by incorporating a lump sum for

unmet needs, but the lengthy process for donor approval to access these funds limited true

participation in the latter stages of the project. Moreover, two interviewees felt that Shufat was

involved in the beginning of the project and idea formation stage more than Aida. Two others

also felt that the implementation of activities was largely done by UNRWA or organizations in

the camp directly. On the other hand, two interviewees felt all stages were participatory; one

noted the community representatives were involved in all stages while the other felt all parties

were involved in all stages.

Stages of Cycle Generally

When interviewees at the strategic level were asked about community participation in

project and program cycles generally, three interviewees noted that the monitoring and

evaluation stage tends to generally lack participation. One interviewee noted that programs often

base feedback on services or activities on input from staff more so than on input from

beneficiaries. Furthermore, one interviewee noted that for the HCI in particular UNRWA had

hoped to involve the community more in monitoring and evaluation, but this had ultimately been

limited by the availability of HCI committee members, most of whom are volunteers, as well as

by HCI committee members' limited capacity to effectively monitor and evaluate.

Community Members Left Out

Survey respondents largely felt like many in the communities in Shufat and Aida

benefitted from the HCI through camp-wide activities such as improving the cleanliness of the

camp and offering health tests. However, both interview and survey responses indicated that less

powerful community members were likely left out of the HCI, most notably women and PwDs,

and notably more so in Aida than Shufat. Moreover, interviewees felt that initiatives facilitated

by UNRWA often do not reach all segments of the community, particularly vulnerable groups

such as these.

Shufat

When survey respondents in Shufat were asked to rank the extent to which they felt the

HCI directly or indirectly benefitted all community members on a scale of 1 to 5 with 5 being the

highest, the average of the 24 survey responses was 3.2. Five survey respondents noted they felt

everyone benefitted because the initiative had significantly helped and there was noticeable

improvement. Five survey respondents also pointed to the noticeable improvement in

environmental health and the cleanliness of the camp specifically as how the whole community

had benefited.

When interviewees at the camp level were asked if any groups were left out or unable to

benefit from the HCI in Shufat, three interviewees felt that no one was left out; reasons they gave

for this included that there were regular meetings where everyone worked together and that the

bodies working under the initiative such as the HCI committee and neighborhood committees

represented the whole community. The other interviewee felt certain CBOs benefitted more than

others because trainings targeted the needs of only some centers; this resulted in the women's

center participating and benefitting less than other centers. This interviewee also noted that who

participated depended on the activity because some activities targeted certain groups like parents,

mothers or students.

Aida

When survey respondents in Aida were asked to rank the extent they felt the HCI directly or indirectly benefitted all community members, the average of the 25 survey responses to this was 3.1. Two survey respondents felt the cleanliness and improvement in the camp conditions benefitted the whole community and two thought the HCI benefitted the whole community because it spread awareness among children and the new generation. Finally, two beneficiaries felt the HCI benefitted the whole community through the health tests it offered such as those for hearing and vision loss, blood pressure, and diabetes.

When asked if any groups were left out or unable to benefit as much from the HCI, only one interviewee at the camp level felt no one was left out; they attributed this to everyone being involved equally in the HCI. Two interviewees noted that it was hard for Noor Center, a CBO that works with PwDs, to participate in the HCI committee in the beginning because other committee members were against their participation; one interviewee also felt PwDs did not participate in a lot of the HCI activities overall, which they felt was likely because PwDs had previously been neglected and thus chose not to participate when invited. Two interviewees also noted that one organization, Lajee, chose to leave the HCI committee and not participate in activities during the project, so this meant this organization was left out of the initiative. Two interviewees also felt the needs of some CBOs were not addressed by the HCI and one felt the women's center, in particular, was left out for this reason. One interviewee also felt it was likely that part of the community was left out because as an individual in the community, the interviewee was not informed of activities and the only place where information was provided about the HCI was through colleagues at the organization of the interviewee.

HCI Overall

When interviewees at the strategic level were asked if any groups were left out of the HCI, similar to the responses of those at the camp level, two interviewees noted that women and PwDs as well as the CBOs who represent them had been left out in Aida; one noted that women and PwDs had not been accepted at the beginning of the HCI while the other felt that Noor Center and the women's center were generally left out of decision-making and that women in general were not able to fully participate in the HCI committee. Two other interviewees noted that the initiative only worked with the organizations in the camp; one interviewee noted that the organizations should have in turn been engaging with and involving the demographics they represented, but how well they did this varied significantly. Two other interviewees said the politically powerful groups dominated the HCI; one, however, felt this was only the case at the beginning of the initiative in Shufat. Other opinions of individual interviewees included that the participation of parents was low despite repeated attempts to engage them and that everyone had been involved but according to their situation or technical background.

Left Out Generally

When interviewees at the strategic level were asked if there were any groups left out generally when UNRWA does more participatory initiatives, two interviewees felt that no one was left out because UNRWA makes an effort to reach everyone affected by its interventions. However, other interviewees did feel certain groups were likely left out. Two interviewees noted that generally vulnerable groups like women, PwDs, children, youth and the elderly are left out because decision-making in the camps tends to be dominated by men. Individual interviewees also thought that UNRWA does not cooperate enough with DORA or the camp service

committees overseen by DORA, which generally results in segments of camps being left out, or

that people may be left out because it is hard to guarantee beneficiaries will choose to participate.

Challenges

Along with a few camp specific challenges, the participants mentioned three overarching

challenges that UNRWA faces: the occupation, the willingness of the community to participate

with UNRWA, and UNRWA's power over decision-making. Other notable challenges related to

constraints due to UNRWA's organizational culture, funding, the tendency for participatory

initiatives to be dominated by the most powerful in the community, and the lack of trust between

UNRWA and communities because of past experiences.

Occupation

Survey respondents and interviewees noted a number of challenges to UNRWA

facilitating community participation. Five interviewees and five survey respondents pointed to

the occupation and presence of political tension and routine clashes as one of the biggest

challenges. Interviewees noted that this affects initiatives in a number of ways including the need

for more psychosocial support than planned for in initiatives such as in the HCI, activities being

interrupted, or activities being delayed because contractors cannot do infrastructure work or the

fact that UNRWA staff do not come to the camps during clashes.

Community Willingness

Two interviewees and seven survey respondents also pointed to people's mentality and

the resulting lack of participation from camp residents as another challenge. Reasons for this

included lack of motivation to participate, lack of cooperation among refugees and organizations

in the camp to support projects, and community dependence on UNRWA resulting in the

expectation that UNRWA should meet all their needs. One interviewee noted

When UNRWA comes to communities and says you actually have some obligations too

for participation. We will do A, B, C and you do 1, 2, 3, there are mixed reactions

(Interviewee F, West Bank, July 2017).

UNRWA Power Over Decision-Making

Seven interviewees also saw UNRWA making decisions without discussing them with

the community as a major barrier to community participation. Four interviewees stressed that this

was the case during the HCI in Aida Camp specifically; interviewees noted that the community

in Aida did not participate in choosing the activities done under the initiative and that even

though most felt the needs assessment had been very participatory, this did not end up informing

activities as expected and UNRWA started bringing their own ideas to the initiative following

this. Speaking more generally, one interviewee stated the following:

There is a real sense that UNRWA is a behemoth, which does what it wants and plows on

doing the same things it's always done without listening to the changing needs of the

beneficiaries (Interviewee H, West Bank, August 2017).

Three interviews further stressed that the promise of participation and genuine decision-making

power raised high expectations among the community during initiatives such as the HCI that

were then not met when UNRWA continued to take decisions independently, which produced

frustration in the community. However, two interviewees did note that the scale at which

UNRWA operates makes facilitating participation and giving the communities full control over

decision-making difficult. For example, one interviewee noted that UNRWA often has supply

lines for major needed items in all camps such as equipment needed for sanitation workers;

specific changes for one camp to these can actually make getting needed supplies to all camps

more difficult sometimes. This, in itself, limits how easily UNRWA can just follow the

suggestions made by communities.

Other Overall Challenges

Other challenges mentioned by at least four interviewees related to donors and UNRWA

internally. These included the different views of participation among UNRWA staff and varying

levels at which participation is facilitated by UNRWA, lack of funds or lack of flexibility from

donors with funds to make initiatives more participatory, and problems and delays due to

UNRWA procedures and bureaucracy, such as time needed for financial payments and delays

due to austerity measures during the HCI. It is also important to note how the strict hierarchy

that exists in UNRWA limits participation. All UNRWA staff interviewed were asked to speak

about how empowered they felt in their positions, which confirmed that the decision-making

power of staff greatly diminishes the further down the hierarchy they are; this greatly impacts

participatory initiatives because the staff working most closely with the communities in camps

such as CSOs or project coordinators often have the least influence. Staff also stressed that in

addition to the hierarchical and non-participatory structure of UNRWA, funding constraints

further limited the power they held to support community initiatives; one managerial staff

member noted that they filter community ideas immediately as feasible or not based on whether

or not UNRWA has the financial resources to support them. Other challenges mentioned by at

least three interviewees included participatory initiatives being dominated by the most powerful

members of communities, as previously mentioned, and a general lack of trust between the

community and UNRWA because of UNRWA not always being open to feedback from the

community in the past or because of dissatisfaction with the level of services being provided.

Camp-Specific Challenges

There were also a few specific challenges mentioned for Aida and Shufat camps in particular. For Aida Camp specifically, two out of the four interviewees at the community level mentioned cultural views toward women in the camp as a factor that limits the agency and voice of women and thus their involvement in participatory initiatives. Two interviews at the community level, both of whom were volunteers at their organizations, also mentioned that their lack of time due to personal obligations or work and UNRWA' s lack of follow-up limited their ability stay up to date and effectively engage in the HCI. For Shufat Camp, one interviewee at the community level and three survey respondents noted that the overpopulation and over crowdedness in Shufat was a challenge for participatory initiatives and also an obstacle in general for meeting the needs of camp residents.

Level of Participation Overall

Survey respondents and interviewees largely felt that on a scale of 1 to 5 with 1 being no participation and 5 being full participatory, the HCI landed almost exactly between full participation and no participation and thus was somewhat participatory; camp level interviewees overwhelmingly felt the HCI was slightly more participatory in Shufat than Aida. In addition, interviewees indicated that UNRWA generally facilitates a lower level of participation than that achieved under the HCI.

Shufat

When asked to rank the HCI on a scale of 1 to 5 with 1 being no participation and 5 being full participation, the average of the responses from the four interviewees from Shufat was 4. Some of the positives mentioned by the interviewees were that they felt there was significant coordination and cooperation under the HCI and that this was more cooperation than in previous

periods, which resulted in tangible impacts. They also noted that objectives and activities were

based on what local organizations said, they related to the camp strategy, and the work plan was

decided on and implemented together. Some of the negatives mentioned by the interviewees

were that they felt the funded initiative had not been as participatory as some of the work done in

Shufat before the start of the funded project, the HCI had not been a full partnership between

UNRWA because UNRWA was the main implementer, and not all organizations had their needs

met because some elements of the work plan were not done. In comparison, when this question

was posed to survey respondents, the average of the 28 survey responses was slightly lower at

2.9.

Aida

When asked to rank the HCI on a scale of 1 to 5, the average of the responses from the

four interviewees at the camp level in Aida was 2.7. Two interviewees noted that the beginning

of the project, the needs assessment, was very participatory and involved various sectors of the

community. However, three interviewees felt that following the assessment, the ways the

initiative helped were not based on the assessment and UNRWA did not share information well

from that point forward. Other reasons mentioned by individual interviewees included one

organization choosing to leave the HCI committee and not participate during the project, one

organization in the community being more involved in the infrastructure initiatives under the

HCI than others, and UNRWA prioritizing the donors' needs above the HCI committee's needs.

One interviewee, despite the belief that the HCI was not fully participatory, did feel they

individually were able to fully participate in everything, felt empowered to speak in the HCI

committee and felt decisions were discussed and decided together in this forum. When the same

question was posed to survey respondents, the average of the 23 responses to this question from

Aida was similarly 3.

HCI Overall

When asked how participatory the HCI initiative was in both camps overall, eight of the

ten interviewees at the strategic level chose to share a ranking; the average of their rankings was

3. Similar to interviewees at the camp level in Aida Camp, three interviewees felt the HCI was

not as participatory as it could have been because certain CBOs, community representatives or

less powerful segments of the societies may have been left out. Only one interviewee felt the

HCI had been fully participatory, and other individual interviewees pointed to different reasons

why the HCI was less participatory, which included the camp being more engaged and

participatory than UNRWA, that all activities were not open to the whole community, the

inability to guarantee broader community participation despite some individuals becoming more

active, and continued suspicion among the residents in Shufat camp in particular due to a lack of

trust in UNRWA. One interviewee also noted that they felt the HCI had been more participatory

in Shufat than Aida.

UNRWA generally

When interviewees at the camp level and strategic level were asked how participatory

UNRWA is generally, staff overwhelmingly felt that UNRWA was not very participatory and

that participation was inconsistent. Two interviewees attributed this to UNRWA having its own

rules and procedures to follow. Two interviewees felt individual programs worked independently

and had different approaches and another noted, more broadly, that sometimes UNRWA wants

the community to participate and other times they do not want the community involved because

they fear this will create obstacles. Two interviewees did note that there are pockets of good

participation inside of UNRWA, which one described as isolated and another thought was due to active individual staff members advocating for greater participation. Other individuals attributed the generally low level of community participation to each program deciding its strategy based more on employees' input than beneficiaries' needs, no clear guidelines on how UNRWA programs should form relationships with CBOs, and the lack of clear UNRWA guidelines on participation specifically.

Suggestions

Interviewees and survey respondents provided a number of suggestions on how UNRWA could better facilitate community participation and sustain the work done under the HCI. These suggestions largely centered on communication and coordination, making participatory initiatives more inclusive, striking a better balance between donor and community needs, ensuring the continuity of participatory initiatives, institutionalizing participation within UNRWA's organizational structure as well as suggestions for specific activities and services to focus on in future participatory initiatives.

Communication and Coordination

A number of suggestions centered around continued communication and coordination. Eight interviewees felt that the HCI committees formed in Aida and Shufat should continue to meet and be the go to bodies for coordination in the camps despite the end of the project. One of these interviewees suggested that representatives on the HCI committee could be rotated every two years to ensure fresh perspectives. Another interviewee, while they agreed the HCI committee should continue, noted that the voices of those on the HCI committee in Aida had not been entirely equal and suggested this be addressed.

More generally, five interviewees and six survey responses stressed that UNRWA should have more consistent communication and coordination with community members and other local actors. Interviewees noted a variety ways UNRWA could stay in touch with communities such as through community meetings, less structured discussions with communities like town halls, printed publications, a Facebook page, establishing a public relations body in each camp, or putting suggestions or complaint boxes throughout camps where beneficiaries could give feedback anytime. Two interviews also felt the community should be involved in setting UNRWA's strategy and any decisions more broadly.

Inclusion

Others provided suggestions on reducing the number of individuals left out of initiatives. Two survey respondents stressed that there should be communication with everyone. Similarly, interviewees stressed that UNRWA should play a role in ensuring that there is diversity among those who participate in participatory initiatives. Furthermore, three interviewees and eight survey respondents suggested spreading awareness about the importance and benefits of participation in communities, so more people could participate. One interviewee suggested using community events or holidays when the community is already together to raise awareness about participation and another noted their organization already successfully catalyzed on times when the community at large was gathering to engage with them.

Continuity

Some noted that there needed to be more continuity for participatory endeavors in order for them to make lasting impacts. Three interviewees noted that UNRWA worked with Shufat one year before the funded HCI actually started and that this had resulted in the initiative having stronger results in Shufat and being more participatory overall; interviewees noted that the

additional time in Shufat allowed them to build stronger relationships with the community. Interviewees suggested increasing the duration of projects, incorporating participatory initiatives such as the HCI into programs or the general fund as continuous interventions, or having a separate yearly budget for facilitating participation in communities to promote sustainability.

Donor vs. Community Needs

Other suggestions centered around donor involvement in participatory initiatives. Two interviewees suggested developing initiatives with communities based on their needs and then approaching donors rather than the reverse. Others stressed striking a better balance with donors and communities and advocating for greater flexibility to address community needs and increase community empowerment in agreements with donors for participatory initiatives.

Institutionalizing Participation

Other suggestions from interviewees included ways to increase knowledge of participatory methods among staff and focused on the management of future participatory initiatives. Four interviewees felt that there should be a decision from UNRWA or a strategy on how best to facilitate participation in communities. Six interviewees also felt that staff capacity building on participatory methods was a further step necessary and following this, two interviewees felt that the performance of staff should be linked to facilitating community participation in their work in order to make this a consistent and sustained practice. One interviewee further stressed that there needed to be a participatory reflex among UNRWA staff when engaging with communities. In terms of who should manage or facilitate participatory initiatives, four interviewees thought the Relief and Social Services Program (RSSP) would be the best placed to spearhead participatory initiatives because of their strong partnership framework and their past as well as present engagement with communities; two interviewees

noted that the experience of the social workers from RSSP in particular could prove useful when facilitating participatory initiatives because they regularly visit and engage with community members, particularly the most vulnerable community members. Three other interviewees noted that there should be a specific focal point in UNRWA for participatory initiatives. Suggestions for who this focal point might be included the Chief Area Officer (CAO) or the CSO in each specific camp. Some interviewees also thought that the focal point should be responsible for engaging with participatory community committees in camps like the HCI committees and even trained to form these bodies.

Needed Services and Activities

There were also a number of suggestions from camp residents that centered on types of activities or services they would like to have in the future. Eight survey respondents noted that they would like to see more activities for youth and children specifically in Shufat. Also in Shufat, three interviewees suggested more open community days with activities for all community members and three interviewees suggested working more to improve cleanliness in the camp. Two survey respondents suggested more work to improve infrastructure in Shufat camp as well. In Aida, two survey respondents simply suggested there should be more services provided in the camp.

Discussion and Recommendations

Based on the findings outlined above, it is clear that the HCI achieved a higher level of participation than is typical of UNRWA. However, considering the high importance the various stakeholders involved placed on participation, the many strengths they outlined that UNRWA brings as a facilitator of participation, and the barriers that limited participation under the HCI, more should be done to increase the level of participation being facilitated by UNRWA. Overall,

based on findings from this study, the HCI would likely fall at the level known as placation on

Arnstein's ladder with the HCI in Shufat Camp leaning slightly more toward the level known as

partnership. This is largely due to the fact that UNRWA still retained the real power over

decision-making during the HCI; more so in Aida than Shufat, this ultimately meant that

community needs and inputs were not always driving decisions on what activities to pursue

under the HCI, which led to frustration and the feeling among community members that

UNRWA was still independently taking decisions. Despite this, there are a number of steps that

UNRWA can take to effectively shift the level of community participation it facilitates in the

future to the next level of participation on Arnstein's ladder, partnership, and create a sustainable

way forward for Palestine refugees to be empowered to ultimately reach the highest rung of

Arnstein's ladder, citizen control.

As noted in the literature review, partnership entails a genuine process of give and take

between service providers and community members (Arnstein, 1969). Based on the researcher's

experience working at the UNRWA West Bank Field Office as an intern in the Program Support

Office and later as a consultant, as well as the findings from this study, the following are

practical recommendations to help guide the UNRWA West Bank Field Office to this next level

of participation, partnership, with communities of Palestine refugees in camp settings.

In order to get everyone on the same page, a first step would be for UNRWA to clearly

define what participation is. This could be done by using the definition produced from

participants' responses from this study as a starting point; this definition could then be expanded

on and revised through discussions with stakeholders inside UNRWA, in camps and from other

organizations serving Palestine refugees such as DORA. The definition derived should then be

incorporated into an UNRWA West Bank Field Office strategy on participation, so all UNRWA

staff are aware of what UNRWA means by community participation.

As the literature on participation suggests, routine social and political analyses should

also become standard practice for UNRWA in each refugee camp. The common contextual

factors affecting participation noted by the participants in the findings above could be a good

starting point for what to analyze, which could be discussed further and expanded on. UNRWA

already routinely updates various statistics like camp populations for the camp profiles it

maintains on the 19 refugee camps in the West Bank, as well as for other advocacy purposes. By

expanding the camp profile process on a larger scale to include routine analysis with community

members in camps, this information could not only be used for awareness-raising but also to help

prevent some of the most common pitfalls of participation done without such analysis.

Moreover, routine needs assessments every three to five years could ensure that the priority

needs of the community were driving UNRWA's programming and provide compelling

arguments for why donors should fund these areas.

Considering that vulnerable populations are generally left out of participatory initiatives

facilitated by UNRWA, any analysis and needs assessment process should also examine the

various identities and groups that exist in each camp. Furthermore, specific criteria for

participatory bodies like the HCI committees should be developed by UNRWA to ensure that

representatives of vulnerable identities such as women, PwDs and youth are able to genuinely

participate. Considering the experience of RSSP, the Family and Child Protection team, and the

Protection Unit with vulnerable populations, these programs would be suited to play a key role in

developing such criteria.

Because community representatives on the HCI committees in Aida and Shufat camp largely only participated in the beginning of the project cycle, clear strategies for how to engage participatory bodies in each stage of the project cycle must be outlined in any strategy on participation that UNRWA develops. This may also necessitate building the capacity of community representatives to be able to actively participate in all stages.

Having community representatives on participatory bodies in camps is the most realistic model for community participation facilitated by UNRWA considering the large populations in West Bank refugee camps and because such bodies proved to be particularly beneficial under the HCI. As some participants in the study mentioned, the UNRWA CSO would be well suited to form these participatory bodies in the camp. CSOs are often members of the camp communities themselves, have an in-depth understanding of the community and life in the camp, and have formed strong relationships with community members; thus, they could effectively facilitate the formation of participatory bodies as well as community participation in the camp. As CSOs are already in camps, they could also provide a mechanism for more consistent communication and follow up with the community. This will, however, require UNRWA to train CSOs on how to form such participatory bodies and on how to facilitate participation; these added responsibilities would also need to be incorporated into their job descriptions.

The study revealed that community representatives on these more participatory bodies under the HCI may not have been engaging the larger demographics they represent very well throughout the project cycle of the HCI. Thus, for future participatory bodies, UNRWA should provide capacity building and training for committee representatives on how to, in turn, also engage with the demographics they represent in a participatory way. Smaller committees like the neighborhood committees also provide a useful way to engage more directly with camp residents

at large; thus a key responsibility of these larger participatory bodies in camps like the HCI committees who engage directly with UNRWA should be to create such subcommittees to truly foster more direct participation and awareness of more community members' needs. This should also be something UNRWA provides guidance on how to do and incorporates into any training on participation for community representatives on camp participatory bodies. There should also be mechanisms for any community member to give feedback to the participatory body in their camp; an easy and convenient way to do this, which was mentioned by participants in this study, would be providing suggestion or complaint boxes throughout the camp in stores, mosques, UNRWA installations, and other places that community members frequent.

Training and capacity building for UNRWA staff on participation and useful tools for facilitating participation will be crucial. Staff should not merely be provided with a document outlining the strategy and suggested tools, but should receive hands-on training in order for a consistent level of participation to be promoted and institutionalized. As suggested by some interviewees, once staff receive such training, a participatory reflex should be expected in their work and their performance evaluation should include criteria about how well they are facilitating participation in order to ensure this becomes standard practice.

As noted by interviewees, the lack of participation within UNRWA's own internal structure also impedes staff's ability to promote community participation. Thus, efforts must be made to adapt UNRWA procedures and empower the UNRWA staff that are working most closely with communities, so that they, in turn, can actually give community members a greater voice in decision-making.

As was also noted in the findings from this study, RSSP would be well placed to head any future participatory endeavors facilitated by UNRWA given their experience and active

work with vulnerable populations. This, however, should not mean that UNRWA's participatory efforts are not cross-programmatic as refugees' lives and needs ultimately span across UNRWA's programmatic areas and participation is crucial inside UNRWA for UNRWA to facilitate participation outside with communities.

In addition, efforts must be made to ensure that needs being addressed in participatory initiatives are coming from those communities rather than donors. While routine needs assessments will assist with understanding community priorities better, ensuring needs are determined by communities first and then funding is found for these would mitigate the potential for donor priorities to dominate. Another way would be for UNRWA to do more studies on participatory projects. This would allow the level of participation actually being done to be monitored and simultaneously could show not only the benefits of these initiatives but also how flexibility in funding requirements specifically helps achieve these benefits. Data from these studies could then be used to advocate for more flexible funding for participation from donors in the future.

The scale at which UNRWA operates as well as the current financial crisis it faces mean that community participation facilitated by UNRWA must ultimately be a dialogue with communities. UNRWA should not promise communities that they will meet their needs in any way communities choose, but must engage in realistic conversations with communities that acknowledge UNRWA's limitations. This will help to make the expectations of communities more realistic and reduce frustration. UNRWA should also connect community representatives directly with other organizations that might be able to meet their needs. In this way, if the needs are identified first and then UNRWA cannot find funding to meet them, communities have a means to take those needs and ideas to others that might be able to fund them. Other options for

how to institutionalize participation in UNRWA, considering the agency's limited resources, might be to roll out participation in a couple of camps at a time, as was done in Aida and Shufat, and aim to have established participatory bodies and promoted a culture of participation inside all 19 refugee camps over the course of a more realistic timeframe, such as in the next 10 to 15 years. By taking such measures, UNRWA's programming in refugee camps in the West Bank can make it to the next level of participation on Arnstein's ladder, partnership, and the capacity of local actors can be built in a way that eventually, they themselves can be empowered enough to drive participation and reach full citizen control. In this way, UNRWA can move from being an agency "for Palestine refugees" as it often states to an agency truly "with Palestine refugees."

Further Research

As previously mentioned, future research should focus on gathering feedback from community members in Aida and Shufat about the HCI on a more representative scale, conducting regular political, social and needs analyses in refugee camps, as well as regularly conducting research to monitor the level of participation being facilitated by UNRWA. In addition to these, UNRWA could also benefit from research on other initiatives done by the agency as well as other actors in the West Bank with Palestine refugees that contained more participatory elements. A number of such initiatives were mentioned in passing by participants in this study when they discussed strengths and challenges of participation during interviews. These can be found in Appendix 5 and include past as well as present initiatives, which were facilitated by UNRWA, DORA, or communities themselves.

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Appendices

Appendix 1: Informed Consent Form for Interviews

Letter of Informed Consent for All Interviews

The researcher, Tiffany Baccus, is currently a graduate student at SIT Graduate Institute in the United States and works in the Program Support Office of the United Nations Relief and Works Agency (UNRWA) West Bank Field Office. She is conducting this research in order to fulfill a requirement for her Master's in Peacebuilding and Conflict Transformation. The purpose of this research is as follows:

1. To understand the extent of community participation in participatory initiatives conducted by UNRWA, particularly the Healthy Camp Initiative in Aida and Shu'fat camps

2. To understand challenges faced when facilitating participation in initiatives with Palestine refugees in the West Bank

3. To learn about the perceptions of community participation among the Department of Refugee Affairs (DORA) staff, UNRWA field office staff, UNRWA and community-based organization staff in Aida and Shu'fat camps and residents of Aida and Shu'fat camps

4. To garner suggestions for how UNRWA might best facilitate and sustain community participation

Your participation will involve one interview that will last an hour or slightly longer depending on your availability. During the interview, the researcher will simply ask you questions related to your work as well as community participation and participatory initiatives with Palestine refugees in the West Bank in order understand your perceptions and learn from your invaluable experiences. This research entails no known risks. However, the research will benefit the academic community by adding to literature on community participation and participatory initiatives involving refugees. The research will also benefit you directly because it will provide invaluable insights and lessons learned about how to best facilitate participatory initiatives for Palestine refugees in the West Bank, particularly in regard to what extent and how UNRWA can best do this. Finally, the hope is that the research can not only contribute to efforts to sustain the relationships formed under UNRWA's Healthy Camp Initiative in Aida and Shu'fat Camps, but also contribute to an UNRWA West Bank Field-level guidance on participation in order to better serve Palestine refugees in the West Bank.

Please know that the researcher will keep any identifying information you provide her with confidential. No identifying information (name, organizational title, etc.) will be disclosed in any publication. Please also understand that your participation is entirely voluntary and you may, at any time, opt to not answer certain interview questions or discontinue your participation

in this research for any reason. Notes that are taken during the interview will be stored in a secure location on the researcher's private laptop and with your permission she would also like to record the interview. These recordings will also be safely stored on the researcher's laptop and deleted after she has finished analyzing all data collected. Please be aware that if you do not wish to be recorded, this will have no effect on the interview. The data collected from this interview will be saved in electronic format and may be used and incorporated into future studies done by the researcher. If you have any concerns or questions about this research before, during, or after the interview or wish to discontinue your participation at any time, please just let the researcher know and/or feel free to contact via the contact information listed on the next page. You may also contacther academic advisor Dr. Tatsushi Arai and/or the SIT Institutional Review Board .

I have read the above and I understand its contents and I agree to participate in the study. I acknowledge that I am 18 years of age or older.

Signature of Participant _____

Date_____

I give my consent to be recorded.

Signature of Participant _____

Date_____

The section below should only be filled if the participant gave their informed consent orally. In this case, this section should be filled in by the UNRWA staff member who assisted them.

Name of UNRWA staff member (printed) who read informed consent to participant and got their consent orally confirming that the participant agrees to participate in the study and is 18 years of age or older:
_____
_____

Signature of UNRWA staff member who read informed consent to participant and got their consent orally confirming that the participant agrees to participate in the study and is 18 years of age or older:
_____
_____

Date:
_____

Signature of UNRWA staff member confirming participant gave their oral consent to be recorded
_____

Date:
_____

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Appendix 2: Semi-Structured Interviews

2.1 Palestinian Liberation Organization's Department of Refugee Affairs (DORA) Representative Interview

<u>**General**</u>
1. How long have you worked at DORA and in what capacities?
2. How does DORA define "community participation" and "participatory initiatives"?
3. On a scale of 1 to 5 from lowest to highest, how important do you think it is to facilitate community participation in initiatives for Palestine refugees in the West Bank? Why?
4. Do you think participatory initiatives are beneficial for Palestine refugees? If so, why?

<u>**Facilitating Participation for Palestine Refugees**</u>
Overview
5. What experience does DORA have with participatory initiatives for Palestine refugees in the West Bank? What role did DORA play in these initiatives?
6. What is DORA's approach to promoting community participation in initiatives among Palestine refugees?
7. What are the most successful participatory initiatives for Palestine refugees? Why do you think this?
8. What are the least successful participatory initiatives for Palestine refugees? Why do you think this?

Level of Participation

9. Typically, on a scale of 1 to 5, from no participation to very participatory, how participatory do you feel participatory initiatives for Palestine refugees in the West Bank are? Why?
10. How are communities and local CBOs typically involved in the stages of the project cycle as shown in the graphic below for participatory initiatives for Palestine refugees in the West? Are there any stages where the community or local CBOs are more or less involved?

11. Do you feel any groups are left out or able to participate less than others in participatory initiatives for Palestine refugees in the West Bank? If so, why? Do you have any suggestions for how these groups could be better included?

Contextual Factors

12. Do you think the unique context and history of particular refugee communities in the West Bank affects participatory initiatives? If so, how?
13. What are the biggest challenges to conducting participatory initiatives for Palestine refugee communities in the West Bank and how can these best be overcome?

UNRWA Facilitating Participation
Overview

14. What are the most successful participatory initiatives you know of that have been facilitated by UNRWA? Why do you think this?
15. What are the least successful participatory initiatives you know of that have been facilitated by UNRWA? Why do you think this?
16. On a scale of 1 to 5 from lowest to highest, how beneficial do you think participatory initiatives facilitated by UNRWA are in general? Why?

Level of Participation

17. On a scale of 1 to 5, from no participation to very participatory, how participatory do you feel participatory initiatives facilitated by UNRWA in general are? Why?
18. How are communities and local CBOs typically involved in the stages of the project cycle as shown in the graphic below for participatory initiatives facilitated by UNRWA? Are there any stages where the community or local CBOs are more or less involved?

19. Do you feel any groups are left out or able to participate less than others in UNRWA participatory initiatives? If so, why? Do you have any suggestions for how these groups could be better included?

Suggestions

20. Do you think UNRWA should continue to help facilitate community participation in communities? If so, to what extent do you feel UNRWA can best facilitate community participation?
21. Do you have any suggestions on how UNRWA could make the community participation it facilitates and relationships formed from this more sustainable?

2.2 UNRWA Field Office Staff Interview

General

1. How long have you worked at UNRWA and in what capacity?
2. How would you define "community participation" and "participatory initiatives"?
3. On a scale of 1 to 5 from lowest to highest, how important do you think it is to facilitate community participation in UNRWA initiatives? Why?
4. On a scale of 1 to 5, how empowered do you feel when it comes to making decisions related to initiatives for beneficiaries?

Healthy Camp Initiative in Aida and Shu'fat Camp

Overview

5. Were you involved in the Healthy Camp Initiative (HCI)? If so, how were you involved in this initiative?
6. On a scale of 1 to 5 from lowest to highest, how beneficial do you think the HCI has been in the community in Aida and Shu'fat camp? Why?

Level of Participation

7. On a scale of 1 to 5, from no participation to very participatory, how participatory do you think the HCI has been in Aida and Shu'fat camp? Why?

8. How were the community and Community Based Organizations (CBOs) in the camp involved in the stages of the HCI project cycle as shown in the graphic below? Were there any stages where the community was more or less involved?

9. Do you feel any groups were left out or able to participate less than others in the HCI? If so, why? Do you have any suggestions for how these groups could be better included?

Contextual Factors
10. Were there any differences between the HCI in Shu'fat and Aida Camp? If so, why?
11. What major factors in Shu'fat and Aida Camp affected the HCI and could affect other participatory initiatives there?

Challenges, Successes and Suggestions
12. What have been the biggest strengths and challenges of the HCI overall?
13. Do you have any suggestions on how the HCI could or could have been improved?
14. What do you think is the best way to make the relationships formed and work done under the HCI in Aida and Shu'fat sustainable?

UNRWA Facilitating Participation
Overview
15. What more participatory initiatives have you been involved with at UNRWA? How were you involved in these?
16. On a scale of 1 to 5 from lowest to highest, how beneficial do you think participatory initiatives facilitated by UNRWA are in general? Why?
17. What are the most successful participatory initiatives you know of that have been facilitated by UNRWA? Why do you think this?
18. What are the least successful participatory initiatives you know of that have been facilitated by UNRWA? Why do you think this?

Level of Participation

19. On a scale of 1 to 5, from no participation to very participatory, how participatory do you feel participatory initiatives facilitated by UNRWA in general are? Why?
20. How are communities and local CBOs typically involved in the stages of the project cycle as shown in the graphic below for participatory initiatives facilitated by UNRWA? Were there any stages where the community or local CBOs are more or less involved?

21. Do you feel any groups are left out or able to participate less than others in UNRWA participatory initiatives? If so, why? Do you have any suggestions for how these groups could be better included?

Contextual Factors
22. Do you think the unique context and history of particular communities affects participatory initiatives? If so, how?

Challenges, Successes and Suggestions
23. What are the biggest strengths of UNRWA when it comes to participatory initiatives? How about the biggest challenges?
24. Do you think UNRWA should be involved in continuing to help facilitate community participation in communities? If so, to what extent do you feel UNRWA can facilitate community participation?
25. Do you have any suggestions on how UNRWA could make the community participation it facilitates and relationships formed from this more sustainable?

2.3 HCI Project Coordinator Interview

General

1. How long have you worked at UNRWA and in what capacities?
2. How would you define "community participation" and "participatory initiatives"?
3. On a scale of 1 to 5 from lowest to highest, how important do you think it is to facilitate community participation in UNRWA initiatives? Why?

4. Did you have any experience with participatory initiatives prior to your work on the Healthy Camp Initiative(HCI)? If so, what was this?

Healthy Camp Initiative (HCI) in Aida and Shu'fat Camp

Overview

5. What were your role and responsibilities as the HCI Project Coordinator?
6. On a scale of 1 to 5 from fully empowered to not empowered at all, how empowered do you feel to make decisions based on community members' or Community-Based Organizations'(CBOs') suggestions and ideas under the HCI? Why?
7. On a scale of 1 to 5 from lowest to highest, how beneficial do you think the HCI has been in the communities in Aida and Shu'fat camp? Why?
8. What were the main activities that took place under the HCI in Aida and Shu'fat Camp? How were these chosen?
9. In your opinion, what were the strongest and weakest activities conducted under the HCI? Why?

Level of Participation

10. On a scale of 1 to 5, from no participation to very participatory, how participatory do you think the HCI has been in Aida and Shu'fat camp? Why?
11. How were the community and CBOs in the camp involved in the stages of the HCI project cycle as shown in the graphic below? Where there any stages where the community or CBOs were more or less involved?

12. Do you feel any groups were left out or able to participate less than others in the HCI? If so, why? Do you have any suggestions for how these groups could be better included?

Contextual Factors
13. How do the needs of beneficiaries differ in Shu'fat and Aida Camp?
14. How do you think the specific context and history of Shu'fat and Aida camps have affected the HCI there?

15. What were the main differences between the HCI in Shu'fat and Aida Camp? Why?

Challenges, Successes and Suggestions
16. What have been the biggest strengths and challenges of the HCI overall?
17. Do you have any suggestions on how the HCI could or could have been improved?
18. What do you think is the best way to make the relationships formed and work done under the HCI in Aida and Shu'fat sustainable?

UNRWA Facilitating Participation
Overview
19. What more participatory initiatives have you been involved with at UNRWA? How were you involved in these?
20. On a scale of 1 to 5 from lowest to highest, how beneficial do you think participatory initiatives facilitated by UNRWA are in general? Why?
21. What are the most successful participatory initiatives you know of that have been facilitated by UNRWA? Why do you think this?
22. What are the least successful participatory initiatives you know of that have been facilitated by UNRWA? Why do you think this?

Level of Participation

23. On a scale of 1 to 5, from no participation to very participatory, how participatory do you think other participatory initiatives facilitated by UNRWA overall have been? Why?
24. How are the community and local CBOs typically involved in the stages of the project cycle as shown in the graphic below for the participatory initiatives facilitated by UNRWA? Are there any stages where the community or local CBOs were more or less involved?

25. Do you feel any groups are left out or able to participate less than others in UNRWA participatory initiatives? If so, why? Do you have any suggestions for how these groups could be better included?

Challenges, Successes and Suggestions
26. What are the biggest strengths of UNRWA when it comes to participatory initiatives? How about the biggest challenges?
27. Do you think UNRWA should be involved in continuing to help facilitate community participation in communities? If so, to what extent do you feel UNRWA can facilitate community participation?

2.4 Camp Service Officer (CSO) Interview
<u>**General**</u>
1. How long have you worked at UNRWA and in what capacities?
2. How would you define "community participation" and "participatory initiatives"?
3. On a scale of 1 to 5 from lowest to highest, how important do you think it is to facilitate community participation through the UNRWA initiatives in your camp? Why?
4. On a scale of 1 to 5 from fully empowered to not empowered at all, how empowered do you feel to make decisions based on community members' or Community-Based Organizations' (CBOs') suggestions and ideas in your camp? Why?

<u>**Camp Context**</u>
5. What are the major needs of the camp residents in your camp?
6. How does UNRWA address these needs?
7. Are there any unmet needs UNRWA is unable to address in your camp?
8. How do you think the specific context and history of your camp affects participatory initiatives led by UNRWA such as the Healthy Camp Initiative?

<u>**Healthy Camp Initiative (HCI)**</u>
Overview
9. How were you involved in the HCI in your camp?
10. On a scale of 1 to 5 from lowest to highest, how beneficial do you think the HCI has been for the community in your camp? Why?
11. What were the main activities that took place under the HCI in Aida and Shu'fat Camp? How were these chosen?
12. In your opinion, what were the strongest and weakest activities conducted under the HCI? Why?

Level of Participation
13. On a scale of 1 to 5, from no participation to very participatory, how participatory do you think the HCI has been in your camp? Why?
14. How were the community and local CBOs involved in the stages of the HCI project cycle as shown in the graphic below? Where there any stages where the community or local CBOs were more or less involved?

15. Do you feel any groups were left out or able to participate less than others? If so, why and do you have any suggestions for how these groups could be better included?

Challenges, Successes and Suggestions

16. What have been the biggest strengths and challenges of the HCI overall?
17. Do you have any suggestions on how the HCI could or could have been improved?
18. What do you think is the best way to make the relationships formed and work done under the HCI in your camp sustainable?

UNRWA Facilitating Participation

Overview

19. What more participatory initiatives have you been involved with at UNRWA? How were you involved in these?
20. On a scale of 1 to 5 from lowest to highest, how beneficial do you think participatory initiatives facilitated by UNRWA are in general? Why?
21. What are the most successful participatory initiatives you know of that have been facilitated by UNRWA? Why do you think this?
22. What are the least successful participatory initiatives you know of that have been facilitated by UNRWA? Why do you think this?

Level of Participation

23. On a scale of 1 to 5, from no participation to very participatory, how participatory do you think other participatory initiatives facilitated by UNRWA have been in your camp in general? Why?
24. How is the community and CBOs in your camp typically involved in the stages of the project cycle as shown in the graphic below for the participatory initiatives facilitated by UNRWA? Are there any stages where the community or CBOs was more or less involved?

25. Do you feel any groups are left out or able to participate less than others in UNRWA participatory initiatives in your camp? If so, why? Do you have any suggestions for how these groups could be better included?

Challenges, Successes and Suggestions
26. What are the biggest strengths of UNRWA when it comes to participatory initiatives in your camp? How about the biggest challenges?
27. Do you think UNRWA should be involved in continuing to help facilitate community participation in your camp? If so, to what extent do you feel UNRWA can facilitate community participation in your camp?

2.5 Community-Based Organization (CBO) Staff Interview

General
1. How long have you worked at this CBO?
2. What demographics in the camp does your CBO support? How?
3. How would you define "community participation" and "participatory initiatives"?
4. On a scale of 1 to 5 from lowest to highest, how important do you think it is to facilitate community participation in initiatives in your camp? Why?

Healthy Camp Initiative (HCI)
Overview
5. How were you involved in the HCI?
6. On a scale of 1 to 5 from lowest to highest, how beneficial do you think the HCI has been to the community in this camp? Why?
7. What were the main activities that took place under the HCI in the camp? How were these chosen?
8. In your opinion, what were the strongest and weakest activities conducted under the HCI? Why?

Camp Context
9. What are the major needs of the camp residents your CBO serves?
10. How did the Healthy Camp Initiative address these needs?

11. Are there any unmet needs of the camp residents you represent that were unable to be addressed under the HCI? Why?
12. How do you think the specific context and history of your camp affects participatory initiatives led by UNRWA such as the HCI?

Level of Participation
13. On a scale of 1 to 5, from no participation to very participatory, how participatory do you think the HCI has been in your camp? Why?
14. How was your CBO and the camp residents you represent involved in the stages of the HCI project cycle as shown in the graphic below? Where there any stages where your CBO or camp residents were more or less involved?

15. On a scale of 1 to 5 from lowest to highest, to what extent do you feel the demographic represented by your CBO was able to participate in the HCI? Why?
16. Do you feel any groups were left out or able to participate less than others in the HCI? If so, why? Do you have any suggestions for how these groups could be better included?
17. Did you collaborate with anyone or any organizations outside of your camp? If so, in what way?

Challenges, Successes and Suggestions
18. What have been the biggest strengths and challenges of the HCI overall? Why?
19. Do you have any suggestions on how the HCI could or could have been improved?
20. What do you think is the best way to make the relationships formed and work done with UNRWA under the HCI in the camp sustainable?

UNRWA Facilitating Participation
Overview
21. Have you been involved in any other participatory initiatives facilitated by UNRWA in the camp? How were you involved in these?
22. On a scale of 1 to 5 from lowest to highest, how beneficial do you think participatory initiatives facilitated by UNRWA have been in this camp in general? Why?

Level of Participation

23. On a scale of 1 to 5, from no participation to very participatory, how participatory have participatory initiatives facilitated by UNRWA been in your camp? Why?
24. How is the community and CBOs in your camp typically involved in the stages of project cycle as shown in the graphic below for the participatory initiatives facilitated by UNRWA? Are there any stages where the community or CBOs were more or less involved?

25. To what extent do you feel your CBO and the demographic represented by your CBO are typically able to participate in participatory initiatives facilitate by UNRWA in your camp? Why?

Challenges, Successes and Suggestions

26. What are the biggest strengths of UNRWA when it comes to participatory initiatives in your camp? How about the biggest challenges?
27. Do you think UNRWA should be involved in continuing to help facilitate community participation in your camp? If so, to what extent do you feel UNRWA can facilitate community participation in your camp?

Appendix 3: Informed Consent Form for Surveys

Letter of Informed Consent for Survey
(Attached to the front of the survey)

My name is Tiffany Baccus. I am currently a graduate student at SIT Graduate Institute in the United States and work in the Program Support Office of the United Nations Relief and Works Agency (UNRWA) West Bank Field Office. I am conducting this research in order to complete my Master's in Peacebuilding and Conflict Transformation. The purpose of my research is as follows:

1. To understand the extent of community participation in initiatives conducted by UNRWA, particularly the Healthy Camp Initiative in Aida and Shu'fat camps

2. To understand any challenges faced when facilitating participation in initiatives with Palestine refugees in the West Bank

3. To learn about the perceptions of community participation among the Department of Refugee Affairs (DORA) staff, UNRWA field office staff, UNRWA and community-based organization staff in Aida and Shu'fat camps and residents of Aida and Shu'fat camps

4. To gather suggestions for how UNRWA might best facilitate and sustain community participation in the future

You were chosen randomly to participate in this study. The only criteria for participating in the attached survey are that you are a refugee living in Aida or Shu'fat Camp and 18 years old or above. Your participation will involve completing the short survey attached and this should take no more than 15 to 20 minutes to complete. Your participation in this survey is entirely voluntary and you may, at any time, choose not to answer certain survey questions or stop participating in this research for any reason.

The survey has questions related to your involvement in UNRWA's Healthy Camp Initiative as well as community participation and participatory initiatives led by UNRWA in your camp more generally. This research has no known risks. However, the research will benefit the academic community by increasing the information available on community participation and participatory initiatives involving refugees. It is also possible that the study may contribute to improving UNRWA's work to better serve Palestine refugees in the West Bank overall. Please know that I will keep any information you provide me confidential. Neither your name nor any other identifying information will be included in any publication. This page will be removed from the survey in order to ensure the results of the study are anonymous. Any answers you put on the survey will be saved electronically in a way that is not connected to your identity. Responses will be stored in a secure location on the researcher's laptop. The paper copy of your completed survey will be destroyed once any answers have been stored electronically. However, the raw data in the electronic format will be saved and may be used in future studies .

If you have any concerns or questions about this research before, during, or after the survey or wish to discontinue your participation at any time, please just let me know and we will stop. You may also contact my academic advisor, Dr. Tatsushi Arai, and the Institutional Review Board (IRB). Contact information is listed on the next page.

I have read the above and I understand its contents and I agree to participate in the study. I acknowledge that I am 18 years of age or older.

Signature of Participant _____

Date_____

The section below should only be filled if the participant gave their informed consent orally. In this case, this section should be filled in by the UNRWA staff member who assisted them.

Name of UNRWA staff member (printed) who read informed consent to participant and got their consent orally confirming that the participant agrees to participate in the study and is 18 years of age or older:

_____

Signature of UNRWA staff member who read informed consent to participant and got their consent orally confirming that the participant agrees to participate in the study and is 18 years of age or older:

_____

Date:
_____
_____

Contact Information

Tiffany Baccus	Dr. Tatsushi Arai	SIT Institutional Review
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Appendix 4: Survey

<div align="center">

Survey for Refugee Residents in Aida or Shu'fat Camps
</div>

1. General information

Place a check mark in the appropriate boxes below or write your answer in the blank.

1. Did an UNRWA staff member fill out the survey on your behalf?

    Yes ☐   No ☐

2. **Gender:** Male ☐   Female ☐

3. **Age:**   19-24 ☐   25-34 ☐   35-44 ☐   45-54 ☐   55-64 ☐   65+ ☐

4. **Residence:**   Shu'fat Camp ☐

    Aida Camp ☐

5. Do you have any disabilities?   Yes ☐   No ☐

    If yes, please select the kind of disability you have:

    Sensory (audio, visual, speech) ☐   Mobility ☐   Mental ☐   Learning ☐

    Other ☐   Please specify: _____

2. Healthy Camp Initiative

Place a check mark in the appropriate boxes below, circle your answer and/or write your answer in the blank.

6. Have you benefitted from any of the following activities carried out under UNRWA's Healthy Camp Initiative either directly or indirectly? (Check all that apply). Please also rank each activity you check on a scale from 1 (not beneficial at all) to 5 (very beneficial).

Activity	How beneficial (1 to 5)? *Please circle your answer.*
Women's and Community Activities	
1. Mother to mother peer groups ☐	Not at all 1 2 3 4 5 Very much
2. Trainings or workshops on topics such as gender-based violence, music therapy, sport and theater, etc. ☐	Not at all 1 2 3 4 5 Very much
3. Information centers in the camp ☐	Not at all 1 2 3 4 5 Very much
4. Food baskets for the elderly ☐	Not at all 1 2 3 4 5 Very much

5. Colorful and Healthy Streets Project ☐	Not at all 1 2 3 4 5 Very much
Youth and Children's Activities	
6. Youth groups or child to child peer groups	Not at all 1 2 3 4 5 Very much
7. Summer and winter camps ☐	Not at all 1 2 3 4 5 Very much
8. Sports festivals ☐	Not at all 1 2 3 4 5 Very much
9. Theater shows ☐	Not at all 1 2 3 4 5 Very much
Environmental Health Activities	
10. Environmental health infrastructure projects (sewer pipes, storm pipes, manholes, etc.) ☐	Not at all 1 2 3 4 5 Very much
11. Awareness lectures on solid waste management or water pollution and reducing water consumption	Not at all 1 2 3 4 5 Very much
Other Activities ☐	
12. Other ☐ Please specify: _____	Not at all 1 2 3 4 5 Very much

If you did not check any activities above and have never heard of the Healthy Camp Initiative, please skip to question 9.

7. Based on the activities you checked in question 6, please rank to what extent you participated in the following for the Healthy Camp Initiative overall from 1 (not at all) to 5 (very much). Please circle your response below.

- **Focus groups conducted on needs in your camp**

    Not at all   1   2   3   4   5   Very much

- **Forming initial ideas for what to do under the Healthy Camp Initiative**

    Not at all   1   2   3   4   5   Very much

- **Planning for specific activities carried out under the Healthy Camp Initiative**

    Not at all   1   2   3   4   5   Very much

- **Implementing activities carried out under the Healthy Camp Initiative**

    Not at all   1   2   3   4   5   Very much

- **Taking part in the activities carried out under the Healthy Camp Initiative as a participant**

  Not at all   1   2   3   4   5   Very much

- **Monitoring/reporting on the activities carried out under the Healthy Camp Initiative**

  Not at all   1   2   3   4   5   Very much

- **Providing feedback on the activities carried out under the Healthy Camp Initiative in order to improve them**

  Not at all   1   2   3   4   5   Very much

8. To what extent from 1 (not at all) to 5 (very much) do you feel the Healthy Camp Initiative directly or indirectly benefitted all community members in your camp? Please circle your response below.

   Not at all   1   2   3   4   5   Very much

   Why?

   _____
   _____
   _____

9. What have been the 5 most pressing needs in your camp over the last two years? Please check up to 5 of the needs listed below including up to 3 that you may write in yourself in the spaces marked "other."

   Healthcare ☐   Employment ☐   Support for students ☐
   Better coordination between CBOs ☐   Support for persons with disabilities ☐
   Improve infrastructure ☐   Cleaner and healthier camp ☐   More public spaces ☐
   Reduce verbal, physical and all other kinds of violence ☐
   Other ☐ Please specify: _____
   Other ☐ Please specify: _____   Other ☐ Please specify:_____
   If you have never heard of the Healthy Camp Initiative, please skip question 10 and go directly to question 11.

10. To what extent do you feel the pressing needs you checked in question 9 have been addressed through the Healthy Camp Initiative? Please circle a number from 1 (not at all) to 5 (very much).

    Not at all   1   2   3   4   5   Very much

3. Community Participation

Circle your answer or write your answer in the blanks below.

11. What does community participation mean for you?

_____

_____

_____

12. Based on your answer to question 11, to what extent do you feel services and support provided by UNRWA are participatory? Circle a number from 1 (not at all) to 5 (very much).

            Not at all   1   2   3   4   5   Very much

13. On a scale from 1 (not at all) to 5 (very much), how important to you is it for the services and support provided to Palestine refugees by UNRWA to be participatory?

            Not at all   1   2   3   4   5   Very much

4. Successes, Challenges and Suggestions

Write your answer in the blanks below.

14. In your opinion, what have been the biggest successes to UNRWA facilitating participatory initiatives like the Healthy Camp Initiative for Palestine refugees in your camp?

_____

_____

_____

15. In your opinion, what have been the biggest challenges to UNRWA facilitating participatory initiatives like the Healthy Camp Initiative for Palestine refugees in your camp?

_____

_____

_____

16. Do you have any suggestions on how UNRWA could better facilitate community participation in your camp and make participatory initiatives more sustainable?

_____

_____

_____

Appendix 5: Participatory Initiatives for Further Research

<u>Past Initiatives</u>

- UNRWA's Camp Improvement Project 2007-2015
- UNRWA's Dsylexia Initiative During Second Intifada
    - Community-based rehabilitation centers in camps established 13 units to deal with students' hearing and speech problems
- Diabetes Campaign 2014-2015
    - Funded by World Diabetic Foundation and trained community members to raise awareness about diabetes, hypertension and non-communicable diseases
- Arroub Camp's Community-led Initiative to Improve Health
    - Brought exercise equipment to camp and organized group activities for exercise to improve health of residents
- New Askar Camp's Community-led Mobilization of Resources
    - Brought UNRWA services such as schools and healthcare to their area

<u>Current Initiatives</u>

- UNRWA Student Parliaments
- UNRWA Parent-Teacher Associations
- UNRWA Student Support Teams
- UNRWA Teacher Subject Committees
- UNRWA Infrastructure and Camp Improvement Program
- UNRWA Shelter Units
- UNRWA's Community Mental Health Program
- UNRWA Schools on the Frontline Initiative
- UNRWA's Solid Waste Management Project in Nur Shams Camp
- DORA's Camp Improvement Project in Aqbat Jaber
- DORA's Camp Exchange Visits
- DORA's Suggestion Boxes in Camps