

## Lebanon

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### Executive Summary

#### Achievements

During 2015, UNICEF and partners considerably expanded support to institutional systems strengthening, so as to provide more equitable and better quality state services for an increased number of poor Lebanese and refugee children. Specific achievements included the following.

- In education, a joint effort by all education partners more than tripled the number of vulnerable Lebanese and non-Lebanese girls and boys accessing primary education (from 61,033 to 209,253). Three times as many children (from 116,000 to 391,000) were provided with school supplies.
- UNICEF, with partners, quadrupled the coverage of the organization's waste water services (from 101,000 to 450,000 persons) and more than doubled the provision of water to Syrian refugees living in some 1,500 informal settlements from 40,000 to 100,000. Overall some 1.4 million persons, two-thirds of them Lebanese, benefited from improved access to safe water.
- In child protection, the programme exceeded its targets, reaching over 600,000 children and women at risk or victims/survivors of violence, abuse and exploitation and their caregivers with quality child protection and gender-based violence (GBV) services in 251 priority localities through 57 Social Development Centres (SDC), doubling the coverage compared to 2014.
- Over four million vaccine doses were delivered to children in 2015, with 850,000 of these part of the polio campaigns. In addition, over 1.5 million medical consultations (a 10 per cent increase from 2014) in Ministry of Public Health (MoPH) hospitals and Primary Healthcare Centres (PHC) were facilitated with UNICEF and partners support.

To achieve the above results, UNICEF invested significant resources (US\$91 million, 100 personnel and staff time) to expand institutional governmental and non-governmental capacities in 2015, in support of multi-stakeholder policy initiatives, including the following.

- An integrated package of community-based and specialized child protection/GBV services were provided as part of the Ministry of Social Affairs National Plan to Safeguard Children and Women in Lebanon (MoSA NP) and implemented via public structures.
- UNICEF technically and financially-supported the Reach all Children with Education (RACE) Plan, which not only provided access to learning to over 400,000 children but also included a set of water, sanitation and hygiene (WASH), health and child protection services within schools.

- UNICEF led and supported the establishment of a Mental Health Unit in the Ministry of Public Health, resulting in the delivery of mental health and psychosocial support services at decentralized level through PHCs, SDC and other community centres.

### Challenges

UNICEF Lebanon's programme fell short in two key cross-cutting areas: youth and addressing socio-economic barriers.

- Adolescents and youth continue to be largely absent from formal education and insufficiently targeted in UNICEF's programmes, with only 61,000 adolescent boys and girls reached via UNICEF protection programmes in 2015. Initial steps were taken to address this shortfall and 6,000 adolescent were enrolled in MEHE vocational and technical education schools with UNICEF's funding. Approximately, 25,000 out of school and working adolescent and youth benefitted from functional literacy, numeracy and competency-based skills programme. Providing learning, entrepreneurship and innovation-focused opportunities for youth and adolescents will be a priority for UNICEF in 2016 and beyond.
- While the provision of low-costs services is an extremely important safety net for socio-economically poor and disadvantaged children and their families, it has proven insufficient in preventing an increase in the negative coping strategies practiced by Syrian refugee care-takers – such as child labour and child marriage. The winter programme shifted to the provision of unconditional cash grants for poor Lebanese and refugee children in informal settlement and led to better understanding of the socio-economic barriers and for the need to further invest in child-sensitive social protection programming. UNICEF will also strengthen efforts in communication for development approaches to change some of the harmful behaviour and practices towards children.

### Partnerships

Of particular note was the Ministry of Education and Higher Education (MEHE) successful leadership of the Education Partners through the RACE Executive Committee. MEHE established and chaired this Committee as an oversight and management mechanism for RACE, bringing the United Nations (UN), European Union (EU), United Kingdom's Department for International Development/DFID, the Netherlands, Germany, the United States Agency for International Development/USAID, Italy, and the World Bank together. Through constant contact, bi-weekly meetings and the participation of the Minister as Chair, the Committee ensured coordination and synergy in the education response. Building on this successful platform, MEHE is working with the Committee to put in place a 5-year RACE-II plan.

## Humanitarian Assistance

Lebanon continued to shoulder the largest refugee burden of all Syria's neighbours in proportion to its size and population. In 2015, over 1.3 million children were affected by the Syria crisis in Lebanon (including vulnerable Lebanese, Syrian refugee and Palestine refugee children). UNICEF Lebanon's humanitarian programming prioritized 251 localities, thereby reaching the vast majority of Syrian refugees (around 85 per cent), Palestine refugees (around 93 per cent) and Lebanese poor (approximately 67 per cent).

UNICEF Lebanon supported a diverse range of basic and lifesaving activities to reach the maximum number of refugees and vulnerable Lebanese. These included the following.

- Health services: Improved access to and utilization of PHC facilities and SDCs contributed to 1,563,779 PHC consultations in 2015. UNICEF supported 218 PHCs, 57 SDCs and 24 mobile medical units covering 1,000 informal settlements, and equipped 26 public hospitals enabling lifesaving interventions for up to 50,000 people. Micronutrient supplementation was provided to 51,603 children under five and to 111,846 pregnant and lactating women.
- Winter programme: For the winter 2014-2015, 111,588 winter clothing kits were distributed to Syrian children across all informal settlements and 12,000 winter clothing kits to poor Lebanese children in remote areas. In addition, 88,847 winter clothes' vouchers were distributed to poor Lebanese and Syrian and Palestinian refugee children living in high altitude unfinished buildings and collective shelters. In winter 2015-2016 UNICEF aims to support to over 390,000 vulnerable children living both in informal settlements and host communities to protect them from the harsh winter conditions. This will include 191,114 children (100,000 Syrian, 75,000 poor Lebanese and 16,114 poor Palestinian) with one-time US\$40 winter cash transfers, and Syrian children living in remote areas (some 40,000) will receive age-appropriate winter-clothing kits.
- Water and sanitation: Around 450,000 people have improved access to wastewater services through 13 wastewater infrastructure projects and the construction of 4,200 temporary toilets in informal settlements. As flood mitigation measures, UNICEF and partners cleaned more than 5,000 metres of rivers and irrigation channels and distributed more than 800 drainage kits to flood-prone informal settlements reaching 69,000 people. Additionally, UNICEF implemented 60 water projects throughout Lebanon, benefiting over 1.4 million people (both Lebanese and non-Lebanese).
- Education: UNICEF Lebanon worked in over 1,281 schools to deliver programmes and services to children in 2015. In the 2014-2015 school year, a total of 101,515 non-Lebanese and 30,933 Lebanese children were supported to enrol in formal education. In 2015-2016, UNICEF will support 118,920 non-Lebanese and 90,333 Lebanese children.
- Protection: UNICEF Lebanon coordinated with MoSA to enhance and extend services through 57 SDCs and their surrounding communities in 251 vulnerable localities. Expanding the coverage of services has meant that UNICEF was able to exceed its target by reaching 600,000 children and caregivers with quality community-based child protection and GBV services, including psychosocial support (PSS). Some 162,198 individuals, mainly women and girls at risk or survivors of GBV, accessed mobile and static safe spaces.
- Palestinian refugee camps: Support included provision of essential medicines, hygiene and clothing kits and education supplies and activities. A total of 16,144 children received cash assistance for winter clothing through the United Nations Relief and Works Agency for Palestine Refugees in Near East (UNWRA) ATM system, while 47,025 children and 1,464 caregivers received structured PSS. A total of 52,551 Palestine refugees in Lebanon and 11,609 Palestine refugees from Syria were vaccinated in the nationwide polio campaign.
- Emergency coordination: UNICEF worked with Lebanon's line ministries and partners on the development of the 2016 Crisis Response Plan (LCRP), and supported MEHE's leadership in the education sector. UNICEF co-led with the United Nations High Commissioner for Refugees (UNHCR) the WASH and child protection sectors, the Psychosocial Support Task Force and Sexual and Gender-Based Violence (SGBV) Working Group. Recognizing the leadership of the Government, the two agencies agreed that within the UN system, UNICEF

will coordinate the child protection sub-sector, education, and energy and water sectors in 2016.

## Summary Notes and Acronyms

### Acronyms

AUB - American University of Beirut  
BCP - Business Continuity Plan  
C4D - Communication for Development  
CAAC – Children Affected by Armed Conflict  
CCCs - Core Commitments for Children in Humanitarian Situations  
CMT - Country Management Team  
CPiE - Child Protection in Emergency  
CRC - Convention on the Rights of the Child  
DCT - Direct Cash Transfer  
EMT - Emergency Management Team  
EU - European Union  
GBV – Gender-Based Violence  
GBViE – Gender-Based Violence in Emergencies  
HACT - Harmonized Approach to Cash Transfers  
HCC - Higher Council for Childhood  
ICT - Information and Communication Technology  
IMEP - Integrated Monitoring and Evaluation Plan  
IPC – Interpersonal Communication  
KG - Kindergarten  
LCRP – Lebanon Crisis Response Plan  
LTA - Long-Term Agreement  
MAP – Medical Aid for Palestinians  
M&E - Monitoring and Evaluation  
MEHE - Ministry of Education and Higher Education  
MENA - Middle East and North Africa  
MEW - Ministry of Energy and Water  
MoPH - Ministry of Public Health  
MoSA - Ministry of Social Affairs  
MoSA NP - Ministry of Social Affairs National Plan to Safeguard Children and Women in Lebanon  
MOSS - Minimum Operating Security Standards  
NFE - Non-Formal Education  
NGO - Non-Government Organisation  
OR - Other Resources  
ORE - Other Resources Emergency  
PCA - Programme Cooperation Agreement  
PER - Performance Evaluation Report  
PHC - Primary Healthcare Centre  
PSS - Psychosocial Support  
RACE - Reach all Children with Education  
RR - Regular Resources  
RWP - Rolling Work Plan  
SDC - Social Development Centre  
SGBV - Sexual and Gender-Based Violence  
SOPs - Standard Operating Procedures

STI – Sexually Transmitted Infection  
SPPME - Social Policy, Planning and Monitoring and Evaluation  
UN - United Nations  
UNCT - United Nations Country Team  
UNDP - United Nations Development Programme  
UNFPA - United Nations Population Fund  
UNHCR - United Nations High Commissioner for Refugees  
UNICEF - United Nations Children's Fund  
UNRWA - United Nations Reliefs and Works Agency for Palestine Refugees in Near East  
WASH - Water, Sanitation and Hygiene  
WHO - World Health Organisation

## Capacity Development

UNICEF worked with the Government at the national and local levels to strengthen capacities in responding to the Syrian refugee crisis. At the national level, UNICEF supported 11 of the 24 education staff within the Ministry to assist with programme implementation, and to strengthen monitoring capacities ensuring access to quality education for all children. At the field level, UNICEF provided support to the Ministry of Energy and Water by embedding engineers and information managers in local Water Establishments to support the implementation of the national strategies. UNICEF also trained regional technical office staff based in Unions of Municipalities to establish local development committees capable of developing needs-based projects to address women and children's rights. In order to improve communication with beneficiaries, UNICEF trained field staff of some 30 partner organizations on inter-personal communication (IPC), which will positively impact on the interaction between organizations and communities.

UNICEF provided training on collection of national and subnational data for sector reporting, including the training on the systematic use of disaggregated data to enhance equity-focused implementation of programmes, in particular as they pertain to children and women. Over 100 staff in agencies participating in sector working groups were trained.

UNICEF supported capacity building for Government and non-government organisations (NGO). Nutrition-in-emergency training for MoPH and staff of implementing partners to ensure local capacity in emergency nutrition programming was organised. In order to roll-out the case management standard operating procedures (SOP), UNICEF held five peer-to-peer meetings in eight governorates for all child protection actors. UNICEF delivered orientation sessions for staff and members of the internal Human Rights Committee on Lebanon's 4th and 5th report on the Convention of the Rights of the Child. Finally, UNICEF led capacity-building exercises for NGO partners and Government counterparts on child-centred teaching methodologies and positive discipline.

## Evidence Generation, Policy Dialogue and Advocacy

In 2015, UNICEF continued to support both inter-agency and Government-led initiatives by generating evidence on the situation of children and women in Lebanon needed to plan, monitor and advocate for the rights of all children in the country.

As a core member of the inter-agency Information Management Working Group, UNICEF Lebanon supported the establishment, design and maintenance of the inter-agency wide response planning and monitoring system. Through this online platform, UNICEF was able to advocate for the inclusion of child-sensitive indicators on the inter-agency monitoring and

reporting system across all relevant sectors. This facilitated the tracking of progress on coverage and convergence of UNICEF programmes in priority localities throughout 2015.

UNICEF also supported the inter-agency Joint Analysis Unit, which conducts analysis of key humanitarian and stabilization issues, and provides analytical support to evidence-based programming and advocacy in line with the needs and priorities of the Government of Lebanon. In early 2015, with the involvement of MoSA, the Joint Analysis Unit updated the vulnerability map for the inter-agency response which identified the localities with the highest concentration of deprived Lebanese and refugees (Syrian and Palestinian). This map was used in the LCRP for geographically targeting vulnerable populations at scale.

The results from the third round of the Vulnerability Assessment of Syrian refugees in Lebanon highlighted the worsening situation for Syrian children and women in Lebanon. The findings were used to further advocate for renewed commitment to their plight. An information gap remains on the situation of Lebanese and Palestinian children in Lebanon. Early in 2015, UNICEF and partners concluded a comprehensive community-level vulnerability assessment covering all the population cohorts within identified high priority localities. The results of this assessment helped UNICEF programme in further refining its geographic targeting per sector for the most vulnerable children in Lebanon.

## Partnerships

UNICEF Lebanon's programme results were made possible through partnerships with numerous national and international institutions and actors. In 2015, UNICEF Lebanon engaged with six line ministries, 28 national NGOs, 27 international NGOs, five UN agencies, and three universities to deliver results for children. The volume of financial resources transferred to Government counterparts exceeded US\$60 million. Private sector partnerships were valued at US\$50 million, and active civil society collaboration was valued at US\$91 million.

Partnerships with Government counterparts extend beyond financial transactions, and include the provision of senior technical assistance to four ministries. More than 100 personnel were embedded within public institutions in support of education, health, protection and water service provision. The establishment of a Mental Health Unit in MoPH and the institutionalization of nutrition screening and management in the same ministry, are two such examples of the results of this support. Uniquely, this resulted in reaching poor Lebanese and Syrian refugee communities through the same institutions, a simultaneous investment in system strengthening and responding to the most vulnerable through the public sector.

Partnership information was documented and maintained through the online EquiTrack platform developed by UNICEF Lebanon, which due to its success will be rolled out throughout the agency in 2016.

UNICEF Lebanon actively participated in various coordination meetings and mechanisms led by the Government and the UN in Lebanon. UNICEF supported MEHE's leadership in the education sector, co-led with UNHCR the WASH and child protection sectors, the Psychosocial Support Task Force and the SGBV Working Group; and participated in the Information Management, Health, Food Security and Basic Assistance Working Groups. UNICEF contributed to Lebanon Programme Management Team) and the UN-Government bodies including the LCRP Core Planning Team, the LCRP Joint Task Force), and the LCRP Steering Committee.

## External Communication and Public Advocacy

Communication and advocacy activities focused on two main aspects: increasing the global reach of the voices and perspectives of the most vulnerable children in Lebanon through films and photos taken by children, and increasing support to national mass communication activities spearheaded by Lebanese institutions.

UNICEF provided technical and financial support to national campaigns for polio, Back to School, water conservation, hygiene promotion and the national breastfeeding campaign. For each of these, line ministries were directly involved as focal points, providing public announcement messaging on the key roles of relevant public institutions.

The 'Back to School' campaign highlighted the Ministry of Education's support of the right to education for all children in Lebanon. The campaign had a combined reach of almost six million people in Lebanon and saw very high levels of engagement by parents and beneficiaries on UNICEF's social media channels.

UNICEF supported the Ministry of Energy and Water at the national level, as well as the Water Establishments at local levels to develop and implement communication strategies designed to improve communities' perception on public services.

UNICEF worked with local NGOs to develop and implement a photography and film project allowing children and adolescents to share their lives with the wider public. The final products were shown at art shows and international film festivals in the US, Germany, France, and Belgium. The photos and films reached audiences on the internet and social media platforms and contributed significantly to improve understanding and awareness of the situation of the most vulnerable children in Lebanon.

This expanded awareness was also illustrated through increased media attention (650 mentions in local and international media) and generated the interest of global actors and influencers. During the year, 10 UNICEF National Committees visited Lebanon to boost local fundraising and advocacy activities within their constituencies.

## Identification and Promotion of Innovation

In 2015, Lebanon's online partnership management tool, EquiTrack, was selected for global roll-out. This tool enables UNICEF to feature all partnership-related information in one repository, and to aggregate planned results, progress and budgets. The platform was renamed "e-Tools", and was implemented in Syria, Iraq, Jordan and South Sudan.

New and improved functions developed for e-Tools in 2015 included:

- Partnership Management section, which was adapted to the new global Programme Cooperation Agreement (PCA) structure, allowing easier management of agreements with partners;
- Personalized Dashboard for staff members that is updated on daily basis, allowing the user to track and manage field trips, actions points and partnerships specifically for each staff's area of responsibility;
- Partnership Dashboard which now reflects all information related to programme documents, such as active, completed, initiated and/or cancelled partnerships, overview of partnerships (number and value), and locations (number of active partners by governorate).

UniSupply, a platform used for initial assessments of vulnerable families, as well as tracking their respective receipt of supplies which originated in UNICEF Lebanon in 2014, was redesigned with a new interface to enhance the user experience. For winter distribution in 2015, UniSupply supported both cash and in-kind distributions. The platform synchronises with partners' tablets, enabling real-time tracking of project achievements. This allowed UNICEF teams to cross check assessment data against programme services to ensure their reach to the most vulnerable children and their families.

To achieve innovations at scale, UNICEF also participated in an in-country Design Challenge with local innovation hubs. Through the Design Challenge, university students with ideas for creating social change were identified and supported with training and access to experts to further develop their projects. The winners of the design challenge included a team that designed a low-cost incubator for pre-term babies.

### **Support to Integration and cross-sectoral linkages**

UNICEF Lebanon's programme seeks to maximize integration across its entire range of interventions, including those investments related to the Level Three crisis response. While the early years of the crisis laid the groundwork for convergence of activities, and partners in the localities targeting the greatest numbers of poor Lebanese and Syrian refugees, 2015 allowed the logical progression of this effort towards greater levels of integrated programming.

There were two key elements to the integration approach of UNICEF Lebanon: the policy-level dialogue that provided a platform for such programming across line ministries, and the package of services provided to vulnerable children through the various gateways at the community level.

Upstream, two major multi-stakeholder policy initiatives spearheaded by UNICEF Lebanon were expanded in 2015. The first was the MoSA National Plan, which convened resources and partners in direct support to the SDC network, providing a range of social public services to the poorest children and families. The second was the RACE Plan, which had the primary objective of providing access to learning for over 400,000 children annually, as part of a package that included access to WASH, health and child protection services.

Downstream, UNICEF Lebanon's programme is organized around supporting service provision in institutional "gateways", including public schools and health facilities, SDCs and Palestinian camps, as well as community centres and informal refugee settlements. UNICEF Lebanon supported service provision in over 3,500 individual gateways of this nature, monitored by an online system which includes mobile data collection, and which is now being rolled out globally.

### **Service Delivery**

Aligned with the organisation's equity agenda, UNICEF Lebanon sought to support service delivery to all vulnerable children and their families in 2015 through a number of gateways. These included public schools, informal settlements, PHCs, SDCs, community centres, Palestinian refugee camps and UNHCR registration points. In order to encourage communities to access and use public services, UNICEF launched outreach activities and worked closely with the Government on various campaigns to reach rights holders with necessary information on available services.

In education, the systemic capacity of the Lebanese Government and its institutions was enhanced by supporting professional staff at the Ministry of Education to plan, execute, and

monitor an emergency education response at large-scale. Data shows that the number of non-Lebanese children accessing education increased threefold from 40,000 in 2012 to 146,257 in 2015.

UNICEF expanded its coverage in delivering child protection and GBV services to 80 per cent of the localities targeted in the LCRP in partnership with MoSA. This allowed UNICEF to exceed its targets, reaching over 600,000 children and caregivers at risk of or victims/survivors of violence, abuse and exploitation, of which:

- 449,960 children and caregivers with quality information on child protection and GBV issues and services;
- 131,557 children and caregivers received psychosocial support services; and
- 162,198 individuals – mainly women and girls at risk of GBV – accessed mobile and static safe spaces.

UNICEF Lebanon further scaled-up activities in the most vulnerable areas to prevent water-related disease outbreaks in Lebanon. In 2015, over 1.4 million people benefited from improved access to safe water, and 100,000 Syrian refugees living in 1,500 informal settlements (constituting 80 per cent coverage) benefited from emergency WASH services.

Four million vaccine doses were delivered to children and 1.5 million consultations in MoPH hospitals and PHCs were facilitated with UNICEF support.

### Human Rights-Based Approach to Cooperation

In regards to the Convention on the Rights of the Child (CRC), UNICEF deployed an international child rights expert to the Higher Council for Childhood (HCC) to prepare the combined 4th and 5th State Party Report, submitted to the Committee on the Rights of the Child in November 2015. With the technical and financial support of UNICEF, guidelines and contextualized indicators for CRC reporting were developed and used for the report. UNICEF's expert trained HCC and Ministries' representatives on the CRC Committee working process and the dialogue with the State Party.

On the Optional Protocol to the CRC on the Sale of Children, Child Prostitution and Child Pornography ratified by the Government of Lebanon, UNICEF agreed to support the HCC and Ministries to submit this report in 2016. With regards to the Optional Protocol to the CRC on Children and Armed Conflict, UNICEF continued to advocate for its ratification through the UN Secretary-General's Report on Children and Armed Conflict (CAAC). UNICEF also technically and financially supported the development and implementation of the Government-led "Work Plan to prevent and respond to the association of children with armed violence in Lebanon" which will be the framework for advocacy and programmes on CAAC in Lebanon. UNICEF compiled the inputs for the Secretary-General's Annual Report on CAAC about armed violence-related grave child rights violations perpetrated in Lebanon in 2014.

With reference to the broader international human rights framework and its core human rights treaties, UNICEF established an internal Human Rights Treaty Bodies Committee in 2015. The Committee consists of focal points from each section and is chaired by the Deputy Representative. It supports compliance with commitments under the human rights treaty bodies.

In March 2015, UNICEF submitted its inputs on Child Rights in Lebanon for the second UN Universal Periodic Review. The process aims at fostering the fulfilment of the State's human rights obligations.

UNICEF supported national Standards Operating Procedures for children at risk and/or victims of violence which are now implemented nationally by 225 case managers. The technical specifications for child protection information management system were endorsed by the Minister of Social Affairs in 2015.

## Gender Mainstreaming and Equality

The Child Protection programme took the lead in implementing two key pillars of the UNICEF global Gender Action Plan: gender-based violence in emergencies (GBViE) and child marriage.

As part of UNICEF's intervention in GBViE, UNICEF has co-led the SGBV Task Force in Lebanon since 2013. UNICEF contributed to the development of guidance tools on GBViE and strengthening the national system, as well as engaging of religious leaders as important gatekeepers to address harmful practices such as child marriage. UNICEF also supported the Ministry of Social Affairs to co-lead the GBV sector by seconding a coordinator to MoSA to strengthen its leadership and ensure alignment between national priorities and the SGBV Task Force.

For prevention purposes, UNICEF focused on provision of access to safe spaces for 162,198 women and girls, supported 116 community groups to help prevent GBV, and developed life-skills tools to address the needs of 23,163 adolescent girls. GBV interventions were conducted in the 251 vulnerable localities identified as priority areas in several gateways such as 36 SDCs which are part of the MoSA National Plan supported by UNICEF, informal settlements, collective shelters, municipalities and community-based organizations, through at least 10 local and international NGOs.

In terms of a response programme, UNICEF provided GBV case management and specialized services for women, girls, and boys survivors of GBV in the safe spaces operated by national and international partners.

At national level, UNICEF supported Government institutions including MoSA and MoPH by equipping 363 service providers with skills and knowledge that can help reduce and prevent GBV. UNICEF also provided training to six sector leads from WASH, education and child protection on gender-sensitive programming.

In 2015, UNICEF and partners sensitized 150,914 community members on the risks related to child marriage, a harmful practice mainly affecting Syrian refugee girls. In addition to the provision of psychosocial support to 162,198 women and girls, including socio-economic empowerment activities for 1,196 women and girls, recognizing that the primary driver of this phenomenon is poverty and exclusion.

## Environmental Sustainability

Lebanon faces significant challenges in providing solid waste and sanitation services, which poses a huge threat to the environment. Only eight per cent of wastewater is treated before being discharged into the environment, placing Lebanon far behind the regional average of 32 per cent.

Until 2015, municipal solid waste was managed by disposing waste in landfills (53 per cent), open dumps or burning (30 per cent), composting (nine per cent), and recycling (eight per cent). Over 700 open dumps operate in Lebanon, resulting in extensive environmental degradation.

The most notable consequence of poor wastewater collection and treatment relates to the pollution of water resources and soil, which can lead to the coastal contamination.

As part of the environmental response, UNICEF rehabilitated four wastewater treatment plants, installed 13 kilometres of pipes and constructed 4,200 temporary toilets in informal settlements, therefore altogether benefiting more than 450,000 Lebanese and Syrian refugees. Additionally, in an effort to improve solid waste management, UNICEF supported 63 most vulnerable municipalities with 32 garbage trucks, 24 tipper trucks and more than 6,500 public bins, serving 700,000 people. When possible, municipalities were encouraged to develop recycling programmes to reduce the volume of waste produced.

The consequences of the solid waste crisis following the closure of the main dumping site in July 2015 continue to impact the country. Therefore, UNICEF plans to strengthen its support to Government of Lebanon in dealing with the solid waste crisis through sensitization on good behaviour, promotion of recycling and implementation of good solid waste practices in schools.

UNICEF will also undertake a national survey on water quality in 2016, in order to identify the areas most affected by pollution. An adequate and integrated solution including protection of the water sources, improved wastewater disposal and sensitization on good behaviour will be implemented.

## Effective Leadership

The Country Management Team (CMT) met on a monthly basis throughout 2015. It was chaired by the Representative and included members of all sections and field offices. The agenda of the CMT focused on security management, high-level management indicators, and resource mobilization.

In addition, a Programme Group Meeting was held every month, allowing for detailed review of key programme management indicators, including programme results, Direct Cash Transfer (DCT) performance, and progress on convergence and integrated programming. A weekly Emergency Management Team (EMT) meeting ensured appropriate focus on emerging humanitarian issues and performance, and needs of zone offices. The Harmonized Approach to Cash Transfers (HACT) Committee monitored progress of implementation of the HACT assurance plan. A weekly Senior Management Team meeting took place between the Representative, Deputy Representative, Chief of Operations, Chief of Social Policy, Planning and Monitoring and Evaluation (SPPME) and Chief of Field Operations. The Joint Consultative Committee met four times in 2015.

Four high-level risks were identified in the office's Enterprise Risk Management exercise in 2015: budget and cash management, human resources and unethical behaviour, supply and logistic, and fraud and misuse of resources. Mitigation of these risks included having two professional staff dedicated for monitoring budget and management of cash. Furthermore, UNICEF diversified and localised its partnerships to mitigate risks associated with the capacity of central ministries to manage large funds.

Business continuity planning maintained critical and essential staff lists and alternate work locations in Beirut and all zone office areas of operation. Rolling Work Plans identified modalities of ensuring continuation in programme delivery, including remote management and the use of national civil society partners with strong local networks and access, managed directly by UNICEF field staff.

Work to address the recommendations of the audit continued throughout 2015, with 60 of 63 recommendations closed.

## Financial Resources Management

Management performance indicators, Manager's Dashboard and VISION updates (including progress and constraints), were examined on a monthly basis during CMT meetings for budget and financial control. There were twelve CMTs held. The CMT closely monitored contributions management, budget control and financial procedures, bank reconciliations, accounting and liquidation of cash assistance.

Of the resources allocated to UNICEF Lebanon in 2015, 100 per cent of non-grant (Regular Resources) and 99.7 per cent of Other resources (regular and emergency) were utilized. The remaining funds were carried forward to 2016.

As for DCT status, UNICEF Lebanon had a total amount of US\$32.3 million on 31 December 2015 (with no DCTs over nine months). The further breakdown for outstanding DCTs was: 88 per cent (US\$28.6 million) less than three months, 9.1 per cent (US\$2.9 million) between three to six months, and three per cent (US\$816,400) between six and nine months.

To operationalise HACT, by 29 December 2015, 34 spot checks, 16 partner micro-assessments, and 23 secluded audits were conducted. A total of 1,089 programmatic visits were conducted by UNICEF staff to monitor implementation of activities, which were further complemented by 318 monitoring visits conducted by the third party monitoring company.

In order to mitigate risks and ensure financial accountability, UNICEF conducted three training sessions on HACT and liquidation processes for two key Government counterparts (Ministry of Social Affairs and Ministry of Education and Higher Education). UNICEF made a total transfer of US\$64.9 million to these two counterparts.

## Fund-raising and Donor Relations

UNICEF Lebanon's fundraising efforts continued to enjoy a strong donor response. During the year, UNICEF received and accompanied 56 donor visits. In 2015, UNICEF received a total of US\$313.5 million, representing 106 per cent of UNICEF's US\$289 million appeal in the Humanitarian Response and Resilience Plan. By the end of 2015, UNICEF had utilized 99.7 per cent of these funds (excluding the funds received in the last quarter of 2015 and multi-year funds).

Initiatives such as the "No Lost Generation" (launched in January 2014), the RACE Plan and the MoSA National Plan greatly supported UNICEF Lebanon's fundraising efforts. These initiatives, all strongly backed by Government, have resulted in a high degree of visibility and confidence of donors, and thus form the basis of the UNICEF resource mobilization strategy. However, one funding channel that requires more attention is that of the private sector, whose contributions constitute less than one per cent of all funds received, despite 2015 being the best year of the crisis to date in private sector fundraising.

UNICEF Lebanon prepared 47 donor reports in 2015, with a 100 per cent on-time submission rate. The quality of donor reports was maximized through the use of the organisation's General Guidance and Checklist for Country and Regional Offices, and through reviews of reporting documents by the Chief of SPPME and the Deputy Representative prior to submission.

UNICEF Lebanon continued to scale up and refine its monitoring and evaluation capacity in 2015. The continued development and implementation of Humanitarian Performance Monitoring through systems such as Activity Info (for indicator monitoring) and EquiTrack (for partnership monitoring), allowed UNICEF Lebanon to efficiently and effectively manage and channel funds to achieve optimal results for marginalized children.

## Evaluation

UNICEF Lebanon's 'Plan for Research and Impact Monitoring and Evaluation' was updated at the beginning of 2015 and reviewed at mid-year through a consultative process among staff and partners in order to prioritize key research products for the year. Progress of the plan was monitored by CMT.

The plan included 11 different studies (cost at US\$1.6 million), of which four were carried over from 2014. In total, three studies were fully completed, two of which were multi-sectoral in an effort to provide strategic overview on the situation of Syrian refugees and the communities hosting them. The results further confirmed the deteriorating situation of Syrian refugees and the growing tensions within communities.

In addition, five studies were delayed or cancelled. This included the budget analysis of the Ministry of Social Affairs which was delayed until the MoSA National Plan was finalized. An assessment on civic education with MEHE was delayed until funding was secured. A Knowledge, Attitude and Practices survey was postponed to 2016 because a comprehensive household survey was underway. The household survey is the flagship output for 2015-2016, covering all population cohorts and representatives at sub-national level. It will be instrumental in articulating inequities and feeding into the situation analysis and the country programme for 2017-2020.

In terms of evaluations, in 2015 UNICEF Lebanon contributed to a UNICEF headquarters-led evaluation of the response to the Syrian crisis, as part of a sub-regional evaluation. The report does not have any country specific findings, although it highlights the immense scale-up that UNICEF accommodated in a challenging context, with change in strategies due to fluidity of the Syrian refugee crisis. The findings informed the development of the 2016 LCRP.

## Efficiency Gains and Cost Savings

In 2015, more efficient and effective practices led to shortened workflows and reduced costs associated with transaction processing. These included the following practices:

- Sharing the Business Continuity Plan (BCP) site with UNICEF Syria (costs equally shared);
- Implementing Bank Communication Management for 2,178 transactions, resulting in 50 per cent cost-savings per cross-border transfer;
- Introduction of Asset Management system, known as OMEGA, to improve asset tracking and management.

Human resources continued to use the services from the United Nations Development Programme (UNDP) Lebanon and the local recruitment system for advertising, receiving and long-listing of applications. Over 80 international interviews were undertaken through Skype, saving on telephone expenses. Fast track recruitment procedures were used to save time and resources. Accessibility of human resources services were greatly improved for staff in field offices (who make up 34.4 per cent of all staff) following regular field visits from the country

office team based in Beirut.

New resource management tools led to efficient utilization of conference rooms and staff time. Wide use of electronic meetings helped save cost/staff time, with expansion over four remote offices allowing for efficient and interactive all-staff meetings. UNICEF Lebanon connected four branches as one virtual office, which allowed access for all-staff to shared drive and centrally-managed control systems. Adoption of ICT Service Management tool over SharePoint enabled faster, systematic and measurable support operations.

Renewal of Long Term Agreements (LTAs) allowed for procurement cost reductions, therefore saving time and resources. This also minimized the workload and staff costs that would have otherwise been spent on tendering procedures. UNICEF Lebanon further improved the on-time ordering of supplies from local and international vendors to directly deliver to partners and avoid storage and insurance cost for UNICEF (value of goods directly delivered increased from US\$1.2 million to US\$2.2 million). Systematic application of pre-delivery inspection ensured the quality of materials and products procured.

### Supply Management

In 2015, local procurement of goods and services increased from the previous year, with the largest rise in the area of procurement of services. The procurement of goods, services and consumables reached US\$49.6 million.

In the early months of 2015, the distribution of winter kits and heating fuel for schools remained a largely in-kind supply exercise involving physical distribution, but by the end of 2015 only the most vulnerable children (40,000) were still physically receiving winter kits.. The other beneficiaries (175,000) received cash support through debit cards, making use of a World Food Programme cash platform.

The contingency stock was reviewed and aligned with the most likely emergency scenarios, as defined by the different zone offices. The contingency stock is distributed over four different locations, thereby allowing for an immediate availability of essential supplies all over Lebanon.

In 2015, US\$13.4 million worth of supplies were distributed to partners from UNICEF-controlled warehouses. The value of the inventory at year-end 2015 was US\$5.9 million, of which US\$4.7 million was programme supplies and US\$1.2 million was contingency stock.

Of the total procurement value for goods, services and consumables of US\$49.6 million in 2015, US\$33.5 million were procured locally (68 per cent). The largest increase was in the procurement of services, which tripled as compared to the previous year, and stands at US\$18 million, mostly spent on infrastructure and construction in the WASH sector.

The MoPH cold chain was supported through the provision and installation of two additional walk-in cold rooms at the Ministry's national warehouse. A total of 284 solar refrigerators were distributed and installed in PHCs and SDCs, combined with training on installation of the solar refrigerators.	<b>Value (US\$)</b>
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<b>UNICEF Lebanon 2015</b>	
Programme Supplies	29,907,810
Operations Supplies	1,325,391
Services	18,412,032
<b>Total</b>	<b>49,645,233</b>

## Security for Staff and Premises

UNICEF Lebanon further expanded its office space in Beirut. This included new offices on the second and fourth floors of the same building, in addition to the already-established offices on the third, fifth and sixth floors. All offices are Minimum Operating Security Standards (MOSS) compliant, with a card-swipe-entry system, CCTV, and a permanent security guard presence during office hours.

All zone offices are monitored 24/7 through the CCTV system. With the exception of the Tyre office, all zone offices, as well as the country office, have an armoured vehicle, mandatory for missions to the Red Zones. It was not deemed necessary for the UNICEF Tyre office to have its own armoured vehicle, due to the United Nations Interim Force in Lebanon (UNIFIL) security plan that covers this need.

UNICEF Lebanon has a policy to ensure that all staff members are assigned a VHF radio. Fire alarm drills and BCP exercises were tested at least once in the country office and in all zone offices. Warden training for staff was carried out on three occasions, and will continue into 2016. All new staff were given a security briefing upon arrival and were added to the United Nations Department of Safety and Security/UNDSS Daily Report mailing list for regular security situation updates.

The UNICEF Field Security Advisor has two Local Security Assistants, one in the North (covering Tripoli and Qobayat), and the other in Zahle (covering the Bekaa). The Local Security Assistants LSAs ensure up-to-date reports on the security situation, road closures, and have direct contact with the local security agencies. This allows staff to be updated immediately on any adverse security situations, which may have an impact on programme delivery.

## Human Resources

The workforce rose from 18 staff in 2011 to 167 by the end of 2015. Seven fixed-term positions were established in 2015, following a comprehensive review and forecast of programme, funding and staffing in 2016 in anticipation of the new country programme 2017-2020.

Of the 167 workforce, 151 are staff. The office reduced surge support, but maintained a very temporary and flexible structure with 63 per cent of staff on temporary appointment, and 16 others on mission or consultants. A relatively high 34 per cent of staff are international, and 69 per cent of all staff are at professional levels, a healthy ratio of this workforce. The gender balance of staff slightly declined to 44 per cent females and 56 per cent males.

The Learning and Training Committee had five regular meetings and accommodated urgent learning requests in 13 ad hoc reviews. It formulated basic guidelines for training approval that are adjusted to the office context, and continued to focus on providing basic, mandatory, and relevant technical training opportunities with success. Eventually, 125 staff out of 167 (75 per

cent) engaged in learning, while 0.75 per cent of staff costs was spent on training, something that could be boosted in 2016.

Regarding performance management, 99 per cent of the 2014 Performance Evaluation Reports were completed. The standards of conduct were part of every orientation and the office has a completion rate of 98 per cent for the ethics training and certification.

In the Global Staff Survey, the office ranked well overall in the regional setting, with some concerns emerging in areas of satisfaction (work-life balance, office efficiency and effectiveness, staff association, career and professional development). In a participatory approach, a dedicated working group is following up on suggested actions for improvement.

## Effective Use of Information and Communication Technology

UNICEF Lebanon continued to operate in a Level Three emergency setting in 2015, and the use of office cloud-based applications contributed to effective communication, improving access to programme information. UNICEF invested in cloud storage using One-Drive, boosting business continuity options. The existing SharePoint Online site was used to store central information, and as gateway to main applications.

Capacity building sessions were undertaken through 12 major training sessions: 60 per cent of staff were trained on remote access to systems, One-Drive, sharing/reserving resources, Webmail (OWA), Citrix and Skype for Business. Regular training sessions were undertaken to introduce new technologies/services. To capitalise on the use of technology and reduce costs, the ICT team underwent remote services checks, and used remote access tools to support users (using SP-Online tool to track ICT calls and ensure appropriate support).

UNICEF Lebanon developed a system for tracking PCAs and automating travel processes; the system has become integral in “e-Tools”, an open-source software that has been adopted globally. The system enables partners to use specialized/restricted web-portals or apps to interact, report and submit documentation and results. This has had a positive impact on UNICEF processes internally and externally, and has positively affected interactions with partners. In scope of ICT supporting programming, an online vehicle tracking system was implemented to ensure efficient solid waste management system in three regional municipalities.

UNICEF in Lebanon sustained efforts to boost its digital social reach and maintain its position as a UN agency with the widest social reach in Lebanon on Facebook, Twitter, YouTube and Instagram (with a combined digital social reach of 111,592). UNICEF Lebanon is also present on Google+, Tumblr, and Flickr, and has a country specific website.

While posting on social media, Goodwill Ambassadors and influential personalities are tagged, which helps attract Arab users, and establishes contact with influencers themselves.

## Programme Components from Results Assessment Module

### ANALYSIS BY OUTCOME AND OUTPUT RESULTS

**OUTCOME 1** Children and adolescents in disadvantaged areas and in areas affected by the emergency benefit from a quality and relevant education and have improved knowledge on life skills.

**Analytical Statement of Progress:**

Preparatory work took place in 2015 to materialize UNICEF's support to MoSA on budget analysis from a child rights perspective in line with Child Responsive Budgeting defined in the EU-UNICEF Child Rights Toolkit. Initial discussions with concerned Government ministries, namely MoSA and Ministry of Finance, took place in 2015.

Through this activity, expertise is made available for the review of the existing budget lines in coordination with programme delivery. The expected outcome is a baseline and a set of recommendations with the aim to improve financial space for children, integrate child protection services, and increase the Government contribution to the child protection sector where needed. This support offers an opportunity to initiate a dialogue with the Ministry of Finance and facilitate rapprochement with MoSA by increasing common knowledge and information about child-focused budgeting. This activity will also pave the way for future mainstreaming of child sensitive budgeting with other ministries and related Government structures.

**OUTPUT 1** Appropriate technical expertise and administrative support are provided to the programme of cooperation, to ensure UNICEF's value added in terms of programme implementation.

**Analytical Statement of Progress:**

The Project Support/Operational Cost under Social Policy supported the effective implementation of the social policy outcome. In 2015, this included supporting the cost of a Monitoring and Evaluation Specialist and a Social Policy Officer (Junior Professional Officer).

**OUTPUT 2** Knowledge on poverty and disparities.

**Analytical Statement of Progress:**

To improve knowledge on growing disparities as a result of the Syria crisis, UNICEF revised its mapping methodology with the Ministry of Social Affairs and the inter-agency information management unit. This methodology uses the latest Lebanese multi-dimensional deprivation analysis, UNHCR refugee registration data and Palestinian refugee data to map the highest concentrations of Lebanese deprived and refugees down to the lowest geographic shape file available – locality or cadastre level. In 2015, this analysis was updated to reflect the changing situation. It was found that the most vulnerable 251 localities, out of a total of 1,561 in the country, contained 87 per cent of the registered refugee population and 67 per cent of vulnerable Lebanese. During the year, on a monthly basis, the progress on coverage and convergence of UNICEF programmes was assessed in each of these localities. By November 2015, 63 per cent of these localities were supplied with the complete minimum package of UNICEF services (including education, water and sanitation, child protection and health and nutrition services).

Recognizing the increasing strain of the crisis on local communities and the country as a whole, UNICEF supported two major assessments to better understand the impact of the crisis on the most vulnerable children. The joint study "Vulnerability Assessment of the Syrian Refugees in Lebanon", round three, showed that the situation of refugees had worsened from the previous years. As savings have depleted, families were more food insecure and had resorted more to negative coping mechanisms. Similarly to articulate the impact at the community level, UNICEF in partnership with the UN Office of the Coordinator of Humanitarian Affairs/OCHA and REACH, conducted a community level vulnerability assessment with the different cohorts of the population. This further highlighted the strain on the community level resources and increased competition for limited public services.

Based on the above studies, UNICEF further refined its geographical targeting strategy for each sector to further articulate an equity lens commensurate with each sector's programmes.

**OUTCOME 2** Vulnerable children and women (Syrian refugees and Lebanese) are protected from violence, exploitation, abuse and neglect with strengthened child protection services, systems and policies.

**Analytical Statement of Progress:**

The UNICEF Lebanon child protection programme supports increased and expanded access to community-based quality child protection, GBV and PSS prevention and specialized response protection services in Lebanon within the framework of implementation of the Ministry of Social Affairs National Plan to Safeguard Children and Women in Lebanon.

These fully subsidized services were significantly scaled up in 2015, improving quality and accessibility by reaching all 57 targeted Social Development Services (compared to 26 in 2014) and their surrounding communities in all the targeted 251 vulnerable localities. This was done through an extension of working hours and the establishment of two shifts, which accommodated a greater number of children, women and families. The capacity of Government and its contracted NGOs at central and local levels were systematically enhanced with professionally trained staffing (63 staff of MoSA in 2015, compared to 28 staff supported in 2014), and with the support from 16 mandated NGOs linked to the MoSA NP, materials, equipment and supplies to plan, implement and monitor a complex protection response of this scale. The endorsement by MoSA of the national SOP, case management tools, and the training conducted on the national SOP for social workers contributed to strengthening governmental and non-government institutional capacity to better respond to child protection and GBV cases. The resilience of boys, girls, women and families to care and protect children and women was also strengthened through the expansion of quality child protection and GBV services. An increased focus on community mobilization and outreach, with a view to enhance community ownership and sustainability of addressing child protection/GBV issues, also strengthened the resilience of these individuals.

This strategic shift, allowed UNICEF to exceed its targets: reaching more than 600,000 children, caregivers and women at risk or survivors of violence, abuse and exploitation, of which:

- 449,960 children and caregivers were reached with community-based child protection, GBV services including PSS, and;
- 162,198 individuals – mainly women and girls at risk or survivors of GBV – accessed mobile and static safe spaces including PSS.

In terms of the impact of UNICEF's interventions, in 2015, 74 per cent of children assessed showed increased psychosocial well-being through the use of Strengths and Difficulties Questionnaire tool. The roll-out and systematic use of this tool, a brief behavioural screening questionnaire for children ages 6-17, is assisting UNICEF and partners, as well as the child protection sector, in building a body of data on the impact of the programmatic interventions.

**OUTPUT 1** Appropriate technical expertise and administrative support are provided to the programme of cooperation, to ensure UNICEF's value added in terms of programme implementation.

**Analytical Statement of Progress:**

In 2015, the child protection programme continued to grow rapidly to meet the child protection and gender-based violence needs in Lebanon emerging from the Syrian crisis. By the end of 2015, 21 staff members were on board, including seven fixed term posts, 11 temporary appointments and three consultants in the Beirut office, and two child protection specialists and seven officers located in five zone offices.

The staffing levels and structure in UNICEF was reviewed and by end of the year technical staff were in place at the country and field offices to strengthen the response capacity for this intervention. There was also significant investment in training and professional development of child protection staff.

UNICEF also supported 67 staff at MoSA (including child protection coordinator, senior child protection advisor, GBV coordinator, operation coordinator, M&E Officer, four administrative assistants, psychologist and 57 field workers) and two at MoPH (the head and deputy head of the Mental Health unit within the MoPH).

**OUTPUT 2** National child protection systems, including justice for children, benefit from a strengthened regulatory framework aligned with international standards.

**Analytical Statement of Progress:**

Work towards building a sustainable child protection systems was taken to scale in 2015, including the adoption of the MoSA NP, which had materialized in October 2014. As a result, in 2015 the partnership with MoSA was accelerated to strengthen its regulatory role in the social welfare sector, going beyond child protection and GBV service provision. The implementation of the MoSA NP facilitated MoSA, UNICEF and its partners to enhance integrated programming, covering protection, health and nutrition, WASH and social protection in collaboration with other key ministries such as the Labour, Public Health, Education and Higher Education, Justice, Interior, Defence, as well as with municipalities.

At the national level, UNICEF's support strengthened MoSA's capacity to review existing policies, develop decentralized plans and update advocacy for the protection of children and women in Lebanon. The work on the national child protection case management system initiated in 2012 led to the endorsement by the Minister of Social Affairs of SOPs for children at risk/survivors of violence in 2015. UNICEF collaborated with the National Mental Health Programme of MoPH and supported the launch of the National Strategy for Mental Health and Substance Use 2015-2020, which aims to integrate mental health into primary health care, develop community-based mental health and psychosocial support services, and optimize care in psychiatric hospitals over a period of six years.

Collaboration with MEHE was also strengthened in the area of child protection. In 2015, MEHE personnel were trained to safely identify and refer child protection cases. This will be complemented with extensive training to mainstream psychosocial activities in schools through school counsellors, which will take place in 2016.

UNICEF deployed an international child rights expert to the Higher Council for Childhood to prepare the combined 4<sup>th</sup> and 5<sup>th</sup> State Party Report, submitted to the Committee on the Rights of the Child in November 2015. With the technical and financial support of UNICEF, guidelines and contextualized indicators for CRC reporting were developed, and used for the report. UNICEF's expert trained HCC and Ministries 'representatives on the CRC Committee working process and the dialogue with the State Party.

UNICEF continued to advocate for the ratification of the Optional Protocol to the CRC on Children and Armed Conflict through the SG's Report on Children and Armed Conflict. UNICEF also technically and financially supported the development and implementation of the Government-led "Work Plan to prevent and respond to the association of children with armed violence in Lebanon" which will be the framework for advocacy and programmes.

Challenges faced in 2015 included difficulties in recruiting a Child Protection Advisor for MEHE, and delays in the implementation of the UN Guidelines on Alternative Care, pending a roundtable discussion together with MoSA and the Ministry of Justice to endorse a package of alternative care tools, and the review of MoSA contracts with institutions which will take place in 2016.

**OUTPUT 3** Vulnerabilities of children, women and care givers are reduced and their resilience strengthened.

**Analytical Statement of Progress:**

In its second year, the MOSA NP provided a partnership framework to scale up the child protection/GBV services, including the PSS programme. In 2015, UNICEF and partners provided packages of community-based and specialized child protection/GBV services, including PSS to over 600,000 children and women at risk or survivors of violence, abuse and exploitation and their caregivers, of which:

- 449,960 children and caregivers were reached with quality community-based child protection and GBV services, including PSS, aimed at preventing and mitigating the impact of violence, exploitation and abuse, building their resilience and promoting their well-being;
- Of these 449,960, 131,557 children and their caregivers received more focused and specialized case management and other response services including structured/focused PSS aimed at survivors of violence, exploitation and abuse (this included a critical scale-up in the rehabilitation and reintegration of children at risk or formerly associated with armed groups), and;
- 162,198 individuals – mainly women and girls at risk or survivors of GBV – accessed mobile and static safe spaces, including PSS.

As a result of these interventions, the resilience of boys, girls, women and families to care and protect children and women was strengthened through the expansion of these services and an increased focus on community mobilization and outreach. This enhanced community ownership and sustainability in addressing child protection/GBV issues in 251 localities targeted nationally under the LCRP by the country and the sectors. Through this shift in strategies, the child protection programme was able to double its coverage in 2015. At a systemic level, this partnership allowed UNICEF, MoSA and partners to align the experience and expertise of Government agencies, academia and civil society organizations to protect children and women and promote their well-being.

These experiences significantly impacted on children's psychological and social wellbeing and development, both in the short and long-term. In 2015, 74 per cent of children assessed through the use of the Strengths and Difficulties Questionnaire tool showed increased psychosocial well-being. The roll-out and systematic use of this tool - a brief behavioural screening questionnaire for children ages 6-17 - was a landmark initiative in the region and is supporting UNICEF and partners to build a body of data on the impact of the programmatic interventions.

**OUTPUT 4** Child Protection and GBV is mainstreamed into other sectors and their capacity on child protection and GBV is strengthened.

**Analytical Statement of Progress:**

UNICEF and its partners through the MoSA NP and the LCRP framework strengthened child protection and GBV capacities to a wide range of service providers, including governmental and non-governmental social workers, and the roll-out of the national SOP on case management to professional services providers, including PHC staff on GBV. This has not only resulted in exceeding planned targets, but also concretely resulted in allowing the transfer of capacity to Government structures, mainly Social Development Centres, schools, public health facilities and local community-based organisations. Ensuring that staff and institutions are equipped with the appropriate technical skills, knowledge and infrastructure allows for a continuous provision of services, with child protection/GBV cases safely deterred, and/or referred in a sustainable manner.

UNICEF provided multi-sectoral services to GBV survivors by establishing a midway house, supporting 16 health facilities to provide clinical management of rape and psychosocial support, providing legal counselling to 243 women, and by providing access to economic empowerment activities (which include vocational training, financial literacy and tool kit provision) for 1196 women and adolescent girls of appropriate age.

Additionally, UNICEF worked to harmonise the various existing procedures for case management. This resulted in the development of a sector-wide strategy aimed at converging the emergency-based practical guidance on case management and the national SOP and its tool for case management. This strategy and plan was agreed by the Government and non-government organizations conducting case management services in Lebanon. It will be implemented through the leadership of MoSA and the Case Management Taskforce of the Child Protection in Emergencies Working Group, aiming for all detected cases of child abuse and exploitation to be managed under the national SOP by mid-2016.

At national level, UNICEF supported relevant Government institutions including MoSA and MoPH, by equipping 363 service providers with skills and knowledge to better prevent, detect, and respond to GBV cases as per international standards in the five regions of Lebanon. UNICEF also provided guidance to six sector leads and co-leads on collection of national and subnational data for sector reporting including WASH, education and child protection, which included training on the systematic use of disaggregated data to enhance equity-focused implementation of programmes, in particular as they pertain to children and women.

Furthermore, the collaboration with the MoPH resulted in training and other capacity building efforts for 15 public health facilities to provide clinical management of rape for survivors of sexual violence. This collaboration continued to ensure lifesaving treatment that respects survivor-centred principles, such as confidentiality, privacy, and non-discrimination for survivors of all nationalities.

**OUTPUT 5** Child protection and GBV violations are mitigated and addressed.

**Analytical Statement of Progress:**

UNICEF's technical support and implementation of the MoSA NP facilitated the strengthening of the coordination and delivery of child protection and GBV services, ensuring greater coverage, effectiveness and efficiency in the response. This was coupled by timely and quality capacity strengthening of child protection and GBV actors, especially on the national SOP and case

management tools and for non-child protection actors to safely identify and refer child protection and GBV cases. As a result, the target number of children who were provided with case management and children individually assisted with specialised services exceeded its targets. In 2015, 2,955 children (1,602 boys and 1,357 girls) were assisted through case management and 2,281 children (1,175 boys and 1,113 girls) provided with specialised services.

The deterioration in the protection situation in the country resulted in an increased demand for case management and specialised services to respond to children, especially adolescents. As for those at high risk or survivors of GBV, a package of services was provided including individual psychological, legal, emergency shelter and/or medical assistance (including clinical management of rape). Overall, 162,198 individuals' accessed safe spaces, threefold the number of individuals reached in 2014.

The implementation of the MoSA NP progressed significantly, resulting in the following achievements:

- **Integrated programming:** the National Plan has become a genuinely “integrated programme” covering protection, health and nutrition, WASH and social protection. It also provided the opportunity for UNICEF to enhance and develop its social protection and child rights agenda in the country, including winterization through the National Poverty Targeting Programme, budgeting for children led in collaboration with MoSA and the Institute of Finance, and the implementation of the Work Plan on Children Associated with Armed Conflict signed by the MoSA Minister. The relationship that was developed with MoSA through the NP has also been critical to the completion of the household surveys for UNICEF's Situation Analysis for the new Country Programme;
- **Sustainability:** as part of this integrated approach, MoSA has permitted and ensured that the NP will be implemented through the current public structures and in line with the rules and regulations of the Government of Lebanon's public administration system;
- **Results for children and families:** through the National Plan over 600,000 boys, girls, women and caregivers were reached in and around 57 SDCs in 251 vulnerable localities (with child protection/GBV, PSS package of services, supplies, equipment and staffing); and through 200 SDCs (with medical supplies, staffing and equipment) reaching more than one million vulnerable persons.

**OUTCOME 3** Refugee and other affected children and adolescents benefit from essential health, nutrition, WASH and other support, as per the Core Commitments for Children in Humanitarian Situations.

#### **Analytical Statement of Progress:**

Health, nutrition and WASH interventions were provided regardless of nationality in Lebanon. The need was determined based on the vulnerability assessment, with assistance being provided to the 20 per cent most in need of the most vulnerable. In 2015, UNICEF Lebanon continued to respond to the immediate and medium term needs of the most vulnerable children in Lebanon, including Syrian refugees, increasingly vulnerable Lebanese poor, Palestine refugees from Syria, and Lebanese returnees.

In response to the needs of vulnerable populations in health and nutrition, UNICEF Lebanon support for improved access to and utilization of PHC facilities and SDCs contributed to 1,563,779 PHC consultations in 2015. UNICEF supported 218 PHCs, 57 SDCs and 24 mobile medical units covering 1,000 informal settlements, and equipped 26 public hospitals enabling lifesaving interventions for up to 50,000 people. In addition, health care workers were trained in malnutrition screening, identification and referral at 220 PHCs, which equipped them with the

skills needed to monitor malnutrition within communities. A total of 111,846 pregnant and lactating women, and 51,603 children under five received multi-micronutrient supplementation.

In response to the needs of vulnerable populations in water and sanitation UNICEF implemented 13 wastewater infrastructure projects benefitting some 450,000 people; 50 projects which replaced/extended more than 80 kilometres of pipes, equipping 30 water points and rehabilitating/constructing four reservoirs benefitting some 1.4 million people in vulnerable municipalities. UNICEF supported 63 vulnerable municipalities with solid waste equipment to benefit more than 700,000 Lebanese and Syrian refugees, including Syrian refugees living in informal settlements. As flood mitigation measures, UNICEF and partners cleaned more than 5,000 metres of rivers and irrigation channels and distributed more than 800 drainage kits to flood-prone informal settlements, reaching 69,000 people.

For the winter programme, 111,588 winter clothing kits were distributed to Syrian children across all informal settlements and 12,000 winter clothing kits to poor Lebanese children in remote areas for the 2014/2015 winter. In addition, 88,847 winter clothes vouchers were distributed to poor Lebanese and Syrian and Palestinian refugee children living in high altitude unfinished buildings and collective shelters. In winter 2015-2016, UNICEF aims to support to over 390,000 vulnerable children living both in informal settlements and host communities to protect them from the harsh winter conditions. This will include 191,114 children (100,000 Syrian, 75,000 poor Lebanese and 16,114 poor Palestinian) with a one-time US\$40 winter cash transfers, and Syrian children living in remote areas (some 40,000) will receive age-appropriate winter-clothing kits.

**OUTPUT 1** Vulnerable girls, boys, and women, including Syrian, Lebanese, and Palestinian refugees from Syria, access the expanded programme for immunization (EPI) and quality PHC services.

#### **Analytical Statement of Progress:**

MoPH and UNICEF planned and conducted two sub-national polio immunisation campaigns in localities identified as the most vulnerable and at risk, in partnership with the World Health Organisation (WHO) and the NGO partner BEYOND.

In 2015, the focus was to strengthen routine immunisation. The target of reaching 150,000 children under five with routine vaccination was surpassed (with 226,311 children immunised) due in part to UNICEF's efforts to provide all required vaccines, cold chain systems, refrigerated vans, and installation of cold rooms at the MoPH main warehouse. This also included the purchase and ongoing installation of over 800 alternative-power fridges in the main network of PHCs, SDCs, dispensaries, and hospitals.

With the aim to increase equitable access and quality of primary healthcare provision, a joint assessment was conducted by MoSA and UNICEF to learn more about the SDC network capacity. All 218 PHCs and 60 of MoSA's SDCs were supported with acute medications, vaccines, cold-chain equipment, medical supplies and equipment, and anthropometric equipment for screening and treatment of malnutrition.

Furthermore, 24 mobile medical units were established and fully supported by UNICEF, covering more than 1,000 informal settlements through provision of free immunisation (campaign and routine), examination, acute medications, and referral to secondary health care services.

As part of efforts to limit sexually transmitted infections (STIs), the National AIDS Programme conducted staff training at PHCs to raise awareness on communicable diseases, STIs, and on voluntary counselling and testing for HIV.

UNICEF contributed to provision of PHC services at 1,563,179 consultations through either PHC facilities or mobile medical units. With the additional burden placed on PHC facilities following an influx Syrian refugees, UNICEF and partners have ensured that capacity is available for the most in need to receive the care they require, including screening for malnutrition and referral for secondary care when needed. Moreover, UNICEF ensured that the 22 government hospitals were provided with interagency emergency health kits, obstetric kits, and midwifery kits to enable lifesaving interventions for up to 70,000 people, as well as safe deliveries for 3,000 babies, and provision of other emergency obstetric procedures including clinical management of rape.

UNICEF ensured that all PHC facilities, district physician offices, and SDCs are equipped with appropriate cold chain to store adequate quantities of vaccines properly, as well as making sure that vaccine vial management is maintained, so that viable vaccines are administered.

A total of 891 EPI staff were trained on effective vaccine management. The training enhanced their skills and capacities as well as provided materials and tools needed to monitor and assess vaccine supply chains, vaccine management and reduce adverse events following immunization.

UNICEF provided a genetic analyser and special cold chain system, including two cold boxes and two specimen carriers, to the National Measles Laboratory of Lebanon. This analyser will help genotyping the samples received and alert to outbreaks more quickly, and will strengthen the routine immunisation programme and health system.

**OUTPUT 2** National systems strengthened and most vulnerable population (especially girls, boys and women) have protected and reliable access to sufficient, safe drinking water and sanitation and hygiene facilities.

#### **Analytical Statement of Progress:**

Prior to the Syrian crisis and the consequent influx of refugees into Lebanon, the country faced significant challenges in providing access to water, sanitation and solid waste services. The continuity of water supply was already low and quality was not guaranteed. Only eight per cent of the supplied water was treated before being discharged into the environment, placing Lebanon far behind the average of 32 per cent in the Middle East and North Africa (MENA) region. The influx of Syrian refugees into the country has put an additional and unsustainable pressure on the access to safe water, sanitation and solid waste management.

The major step in 2015 was the strengthening of the relationship with different Ministries, and especially the Ministry of Energy and Water. Upon request from the MEW, a study on aquifer recharge was initiated and staff were embedded in the Ministry and regional Water Establishments to support the implementation of the national water and wastewater strategies.

This strengthening in relationship enabled UNICEF to be more efficient in identifying the most critical water and wastewater infrastructures for rehabilitation. UNICEF Lebanon engaged in some 50 projects throughout the country to replace or extend pipelines (80 kilometres, to equip water points (30) and rehabilitate reservoirs (four), which improved access to safe and sustainable water for approximately 1.4 million people in the most vulnerable municipalities.

The coverage of functional wastewater treatment plants is very low in Lebanon, and the gap that remains is a construction of new facilities to improve treatment of wastewater services. UNICEF nonetheless, succeeded in extending and upgrading four sewage systems in partnership with UN-Habitat, and installed 10 kilometres of wastewater pipes, benefitting more than 450,000 people.

As part of the emergency response to prevent water-related diseases outbreaks, UNICEF reached over 100,000 Syrian refugees living in 1,500 informal settlements with WASH services, therefore covering 80 per cent of informal settlements. The major challenge remains to transfer the service provision to local stakeholders like WASH committees, municipalities or Water Establishments.

Solid waste generation significantly increased in areas with high concentration of Syrian refugees, especially after the "garbage crisis" that emerged in July 2015 and remained unresolved by the end of the year. UNICEF supported 63 vulnerable municipalities with solid waste equipment to benefit more than 700,000 Lebanese and Syrian refugees, including Syrian refugees living in informal settlements. UNICEF successfully collaborated with other UN agency and the EU to present a comprehensive approach covering improvement from storage and transportation of solid waste to proper disposal. Nonetheless, dumping sites remain mainly inappropriate in Lebanon, and UNICEF looks forward to encourage recycling in order to reduce the volume of waste.

UNICEF actively participated in World Water Day on 22 March, distributing key messages on water conservation in five national newspaper (100,000 leaflets) and organizing a mass campaign with UN-Habitat during Handwashing Day on 15 October.

**OUTPUT 3** Vulnerable Lebanese and Syrian populations provided with essential supplies and non-food items including winterization kits.

#### **Analytical Statement of Progress:**

The Lebanese winters are harsh, with snow in the mountains, especially for the children residing in informal settlements, unfinished buildings and in sub-standard conditions. In 2015, there were three winter snow storms. These conditions were worsened by economic difficulties of both the poor Lebanese and refugee families due to the impact of the refugee crisis on the host communities and the decreasing livelihood opportunities for refugees in 2015.

In 2015, UNICEF finalized its 2014/2015 winter response, and also planned and implemented 85 per cent of its 2015/2016 winter response by the end of the year. The response include the bedding, family fuel support, blankets, tarpaulins and winter cash to the poorest quintile refugee families provided by other agencies.

While the 2014/2015 response from January to April 2015 was mostly based on the distribution of winter clothing kits and clothing vouchers for refugee and Lebanese poor children, the 2015/2016 winter response shifted to the distribution of a one-time winter child grant of US\$40 per child. This was to provide vulnerable households with the means to cover a portion of their winter expenses of their choice, to help protect their children from the harsh winter.

During both winter periods, all refugee children residing in informal tented settlements were targeted for the UNICEF winter support. In the winter of 2014/2015 UNICEF provided clothing kits to 0-14 year olds, and for the winter of 2015/2016 UNICEF provided a one-time winter cash

grant or in hard-to-reach areas with winter clothing kits. Each kit included: a jacket, pants, waterproof boots, socks, gloves, scarf, wool hat and warm underclothes. In total, 76,559 winter clothing kits (56,132 for 2014/1025 winter) were distributed and 20,096 Syrian households received winter child cash grants for 68,311 Syrian refugee children by the end of the year. Each kit included a jacket, pants, waterproof boots, socks, gloves, scarf, wool hat and warm underclothes.

UNICEF also provided clothing vouchers to another 88,245 children (45,000 Lebanese, 23,245 Syrian and 20,000 Palestinian) living in vulnerable and high altitude communities and urban collective shelters. Each child was provided with a US\$30 voucher able to be exchanged for winter children's' clothes at nearby shops.

To ensure that children have a safe and warm environment to learn in, and to help to decrease the risk of children dropping out of classes during the 2014/2015 and 2015/2016 winter months, UNICEF provided a fuel contribution to the schools. Across the country, 553 public schools in early 2015 and 565 schools in late 2015 received fuel to provide heating and electricity for classrooms (including 137 second shift schools). These reached a total of 138,350 students in early 2015 and an estimated 160,000 students in late 2015, of whom an estimated 73,000 are non-Lebanese children (41,840 in second shift schools). In addition, UNICEF provided 160,000 litres of fuel to five UNRWA schools (around 1,500 children) in the Bekaa Valley during both winter seasons.

In total, over 350,000 children benefitted at least once directly from the two UNICEF winter projects in 2015.

**OUTPUT 4** Appropriate technical expertise and administrative support are provided to the programme of cooperation, to ensure UNICEF's value added in terms of emergency programme coordination.

#### **Analytical Statement of Progress:**

UNICEF continued to work efficiently within the complex coordination structure in Lebanon that includes both humanitarian and development response to the impact of the Syrian refugee crisis. UNICEF supported MEHE's leadership in the education sector, co-led with UNHCR the WASH and child protection sectors, as well as the Psychosocial Support Task Force and SGBV Working Group.

Sector coordinators successfully updated the mid-year 2015 and the draft of the 2016 LCRP, as well as followed up on sectoral implementation, which included producing regular updates and dashboards. Coordination was further strengthened at the field level, following regular joint visits with UNHCR and other relevant partners. Additionally, coordination working groups worked closely with line ministries, who are now leading the sectors.

Under the coordination umbrella, UNICEF provided training on collection of national and subnational data for sector reporting including WASH, education and child protection. This also included training on the systematic use of disaggregated data to enhance equity-focused implementation of programmes, in particular as they pertain to children and women. Over 100 staff in agencies participating in sector working groups were trained in five field locations. In order to strengthen the link between development work and emergency management, UNICEF Lebanon undertook a number of training initiatives to build staff capacities in emergency preparedness and response, through training 50 UNICEF staff across five field

offices. The Contingency Plans - in line with scenarios adopted by the Humanitarian Country Team/ UNHCR and UNRWA contingency plans in Lebanon - are ready and in place.

Emergency response in support of partners was provided throughout the year for situations of extreme temperature affecting children and their families in informal settlements, in situations where tensions occurred between hosting communities and refugees, evictions and internal displacement.

**OUTPUT 5** Vulnerable girls, boys, and women, including Syrian, Lebanese, and Palestine refugees from Syria access nutrition services.

**Analytical Statement of Progress:**

Malnutrition continues to be on the radar of health care providers in Lebanon. To ensure preparedness, UNICEF supported nutrition in emergency training, provision of micronutrients, and continued to support the MoPH assumption of responsibility for all aspects of nutrition with effect from January 2016. The global moderate acute malnutrition rate remains at approximately two per cent. With increasing deprivation, there are concerns that this could increase, hence the importance of working closely with MoPH to develop management of malnutrition guidelines. These guidelines will ensure early identification of moderate acute malnutrition and severe acute malnutrition with medical complications leading to inpatient management at government hospitals.

In 2015, UNICEF's strategic nutrition programme focus was aimed at institutionalizing acute malnutrition management into MoPH's PHC system, to increase nutrition programme coverage countrywide, and work towards a sustainable and government-led health and nutrition programme integrated through the primary health care system. UNICEF continued to support the strengthening of government counterparts, namely MoPH and MoSA, as well as nutrition partners in emergency nutrition preparedness and response capacity. In this regard, UNICEF in partnership with the American University of Beirut (AUB) supported the training of MoPH and partner staff in a nutrition in emergencies training course to ensure availability of local capacity in emergency nutrition programming to tackle malnutrition effectively.

In addition, about 910 health staff from MoPH and MoSA and local partners were trained in nutrition screening and/or management of acute malnutrition as part of system strengthening towards the institutionalisation of acute malnutrition services in Lebanon.

In addition, health care workers were trained in malnutrition screening, identification and referral at 220 PHCs, which equipped them with the skills needed to monitor malnutrition within communities. A total of 111,846 pregnant and lactating women, and 51,603 children under five received multi-micronutrient supplementation.

With regard to the constraints encountered, the monitoring of the breast milk substitute code is still a challenge because of non-enforcement of the IYFC policy.

**OUTPUT 6** Appropriate technical expertise and administrative support are provided to the programme of cooperation, to ensure UNICEF's value added in terms of health and nutrition programme implementation.

**Analytical Statement of Progress:**

UNICEF Lebanon ensured technical staff were in place for the implementation of the health and nutrition programme. At the same time, UNICEF also supported staff at the ministry level,

including staff at five PHCs, 15 food safety inspectors within MoPH, and three public health assistants within MoSA.

**OUTPUT 7** Appropriate technical expertise and administrative support are provided to the programme of cooperation, to ensure UNICEF's value added in terms of WASH programme implementation.

**Analytical Statement of Progress:**

UNICEF WASH specialists and officers provided support to 12 implementing partners in the emergency response to the Syrian refugee crisis in Lebanon, as well supporting the direct implementation of water, sanitation and solid waste activities.

UNICEF senior WASH expert provided continuous technical and strategic support to the Ministry of Energy and Water. Five Engineers and Information managers have been embedded in Water Establishments to support the implementation of the National Strategies and the development of master plans. One Communication Officer has also been embedded in the MEW and Water Establishments to reinforce the Ministry's visibility and promote the institution amongst Lebanese.

**OUTPUT 8** Access to quality basic social services and protection is improved for Palestinian children and adolescents.

**Analytical Statement of Progress:**

Child protection concerns are extremely high within the Palestinian refugee context. Children are regularly exposed to a number of forms of violence. Some 83 per cent of Palestinian children in Lebanon are subjected to violent discipline at home; 7 per cent of children aged 5-14 are engaged in child labour; and six per cent of girls (age 15-19 years) are currently married.

While 56 per cent of Palestinian refugees with disabilities have physical impairments, one in two people with disabilities experience either vision, hearing, or speech impairment, and nearly 12 per cent have learning or intellectual impairments. Refugee children with a disability are disadvantaged as camp infrastructure is a barrier to their mobility and thus their inclusion. They face social discrimination and very limited access to services, such as kindergartens, schools and public buildings. An estimated 30 per cent of the 6,000 Palestinian refugees with disabilities are children below 18. Twenty-eight per cent of Palestinian refugee children with disabilities are not enrolled in school, including one in three disabled Palestinian refugee children from Syria, and thus not accessing protective psychosocial and development opportunities that are provided through educational services.

Palestinian refugees from Syria face additional protection concerns due to their legal status: they are finding it increasingly difficult to maintain their legal status in Lebanon, and the prohibitive costs of visa renewal has meant that the majority are now irregular, thus limiting their freedom of movement and inability to complete civil registration procedures such as birth and marriage registration. Palestinian refugees from Syria without legal status face limitations to their freedom of movement, mainly due to the fear of arrest at checkpoints, thus lack of legal residency creates obstacles to accessing vital services. Sixty per cent of Palestinian refugees from Syria fear being deported.

UNICEF continued to work with UNRWA and the partner NGOs in order to ensure that Palestine refugees from Lebanon) and Palestine refugees from Syria access basic social services in Lebanon, and that protection cases are pursued, and referred to other organizations and

partners as necessary. As such, hundreds of children with disabilities continued to be provided with assistive devices to improve the quality of their daily lives. Frontline UNRWA staff were trained in Psychological First Aid, and partner NGOs received child protection and structured psychosocial training. Additionally, across Lebanon, Palestinian refugee children from Syria were provided with cash assistance to cover their needs during the harsh winter months.

UNICEF and its partners achieved the following results in 2015:

- 55,456 children benefited from psychosocial support;
- 7,025 children and 1,464 caregivers received structured PSS;
- 503 children were assisted through case management;
- 34,753 children and adolescents and caregivers accessed information on protection prevention, response and self-protection;
- 2,117 community members were mobilized to promote child protection and PSS;
- 152 children and youth with disabilities received assisted devices and special services;
- 16,114 children received cash assistance for winter clothing through UNRWA;
- 101 youth and women were supported with micro-credit loans through NGOs.

**OUTCOME 4** Improved evidence-based advocacy and communication at national and community level on children in Lebanon.

**Analytical Statement of Progress:**

In light of the persisting Syrian refugee crisis, constant efforts were made to highlight their situation, in particular that of vulnerable children. The advocacy plans aimed at encouraging UNICEF National Committees to visit Lebanon together with international media delegations, presenting stories on sensitive issues affecting children and trying to maximize powerful photo and video footage for use by media and within UNICEF. There were 23 National Committee or high level visits in 2015. Additionally, UNICEF organized 58 photo and video professional missions in 2015, an increase of over 160 per cent from 2014.

UNICEF Lebanon also supported local NGOs to develop and implement a photography and a film project allowing children and adolescent to share their lives and points of view with a wider public. The final products were shown at art shows and international film festivals in the US, Germany, France, and Belgium. The photos and films also reached audiences on the internet and social media platforms, and contributed significantly to better understanding and awareness of the dire situation for the most vulnerable children in Lebanon. Aligning itself with UNICEF's expansion in digital media, UNICEF made further inroads into expanding its digital social reach by establishing itself as the UN agency with the widest social reach on Facebook, Twitter and Instagram. UNICEF Lebanon's Twitter and Instagram feeds rank first in number of followers in the MENA region, and has the fourth widest reach in the region on Facebook.

These efforts have led to a combined digital social reach of 83,375 through the four social platforms, an increase of more than 140 per cent from 2014.

**OUTPUT 1** The situation of children and UNICEF-supported programmes are monitored and evaluated.

**Analytical Statement of Progress:**

UNICEF Lebanon continued to scale up, reinforce and diversify its monitoring systems to cater for the increased scale of the crisis, and supply accurate information on the changing needs, progress of programmes and results for children.

The start of the year marked the launch of the Lebanon Crisis Response Plan 2015-2016, which UNICEF supported with its Humanitarian Response and Resilience Plan. This acted as the guiding framework for the monitoring plan throughout 2015.

UNICEF provided the license fees for the ActivityInfo Platform. This online system was adopted by the LCRP Steering Committee to monitor and report on progress for all the sector response plans. UNICEF continued to train and reinforce capacity of partners and counterparts throughout 2015, for reliable and accurate reporting on over 300 indicators by more than 100 implementing partners. To ensure accuracy of reporting, monthly validation routines were devised with the support of UNICEF zone and national level information managers. These results were fed directly into the monthly programme management meetings for frequent progress tracking and results-based decision making.

In addition to reporting on indicators, UNICEF further refined and aligned its field monitoring practices to be aligned with global HACT guidelines, and further reinforced field monitoring visits by third-party monitors to extend reach and coverage of different partners' sites. To gain further insight on the relevance of UNICEF funded programmes, UNICEF commissioned a third-party company to conduct group discussions with affected populations on the appropriateness and usefulness of the provided services. The results of these discussions supported the education programme in identifying bottlenecks with transportation costs, curriculum and timing of the second shift.

As a core member of the inter-agency planning group and to further strengthen results-based management practices throughout the LCRP process, UNICEF provided basic training on result-based management concepts to all partners and counterparts participating in LCRP appeal process. This helped ensure common understanding of terms across the nine different sectors to further focus on achievement of results.

In the last quarter of 2015, UNICEF, in collaboration with Ministry of Social Affairs, launched one of the most ambitious surveys to understand the situation of all children and women including Syrian and Palestinian refugees in Lebanon. This survey, expected to finish in February 2016, will provide updated information on key conditions affecting the lives of children and women in Lebanon from their education attainment, child labour, mortality and health perspectives. As UNICEF and Government of Lebanon embark on the new programme cycle, the information will be crucial for developing a realistic and equity-focused plan and provide baselines for the programmes to monitor progress.

**OUTPUT 2** Increased attention and awareness on the situation of the most marginalized children.

**Analytical Statement of Progress:**

The media outreach efforts resulted in more than 683 UNICEF mentions in local, regional and international media outlets, constituting a growth of 56 per cent from 2014. Regional and international media visits, high-level donor and advocacy missions and support to national committee campaigns also contributed to the advocacy efforts on behalf of the most vulnerable children in Lebanon affected by the crisis. Missions of 10 National Committee Goodwill Ambassadors were supported.

UNICEF Lebanon also launched a large scale mass media campaign for the Back to School initiative in support of the Ministry of Education and Higher Education. The campaign reached a

combined number of more than 5.9 million viewers and readers. The social media aspect of the campaign was a particular highlight: the campaign spot was viewed 200,000 times on Facebook within 48 hours of launch, and over the 30-day campaign UNICEF Lebanon's Facebook page saw a sharp increase in engagement. Partnerships with media outlets have led to pro-bono broadcasting and publishing space worth more than US\$1.7 million.

Working in the fields of photography and film with two national NGOs provided vulnerable and refugee children a global platform to share their lives and voices. "Seeing the Self" film workshop for adolescents produced 19 films featured in international film festivals, and one film won the Plural+ young filmmakers award. Sixteen international exhibitions in Europe and the US organized through National Committees and partners created an unprecedented platform for advocacy on behalf of Syrian refugee children.

UNICEF Lebanon explored new avenues and partnerships, through the UNICEF Private Fundraising and Partnership division in headquarters, and with major media outlets including Al Jazeera+ and BuzzFeed. Videos and visual content produced and supported by the office were shared widely. The story of Malak "Syrian 7-Year-Old Tells the Story of Her Journey to Greece" was viewed more than 5.9 million times.

Major challenges mainly related to the continuing Syria crisis, an ever-volatile security situation, and perceptions of host communities towards the refugee communities and the role of the UN. An atmosphere of donors and media fatigue and European migration crisis exacerbates this, which necessitated a continued "open door" policy to media and National Committees to keep the media scene focused on the humanitarian and stabilization perspectives in the middle of growing concerns of the political and security situation affecting the perception of crisis.

**OUTPUT 3** Increased capacity of Government workers on communication for development knowledge and behaviour changes.

**Analytical Statement of Progress:**

UNICEF Lebanon provided technical input to a number of campaigns launched by the Government and partners, along with supporting outreach/community mobilization plans and development of communication materials for implementation of various programmes in order to ensure rights holders were reached with the necessary information. For each campaign, relevant line ministries were directly involved as focal points in articulating public announcement messages. Examples of campaigns included the polio campaign, Back to School, water conservation, hygiene promotion, and the national breastfeeding campaign.

A training-of-trainers package with an M&E toolkit was developed in English and Arabic on Interpersonal Communication (IPC), based on partners and frontline staff at the grassroots level. More than 30 partner organizations, including international and national NGOs, UN agencies and Government line ministries (MoSA and MoPH) were trained to respond to the needs of their staff in improving communication with the beneficiaries in the field. The training is meant to strengthen communication processes at local level, enabling individuals and communities to engage in transforming their social environments, norms and behaviours. Furthermore, partner organizations are now equipped with trainers who can transfer the skills learned to other concerned staff and volunteers by implementing the subsequent cascade trainings. In 2015, at least five cascade trainings were implemented on the WASH, child protection and Palestinian programme. UNICEF developed and shared a set of monitoring and evaluation tools with partners to assist with the cascade trainings, which included: a pre/post-test for assessment of IPC sessions and activities; evaluation forms to evaluate awareness

sessions; reporting templates for IPC; and a frontline workers performance supervision checklist.

Communication materials were produced for all five campaigns. For example, for the Back to School campaign, UNICEF relied on brand identity, TV spots (broadcast 407 times on national TV stations), radio (aired 450 times on national radio stations), outdoor campaign (26 billboards posted nationally), posters and flyers for community outreach (including 4,000 posters and 100,000 flyers), public relations (including 22 national newspaper advertisements), and a social media campaign.

**OUTPUT 4** Appropriate technical expertise and administrative support are provided to the programme of cooperation, to ensure UNICEF's value added in terms of M&E programme implementation.

**Analytical Statement of Progress:**

Support under the planning, monitoring and evaluation section to the implementation of the country programme comes in a multitude of functions. Appropriate technical guidance was provided to the implementation and management of the Lebanon Crisis Response Plan in 2015 in M&E, budgeting, innovations, information management, planning, knowledge management and social protection. In addition, four zone office Information Management Officers further extended the provision of the required technical capacity in these functions

**OUTPUT 5** Appropriate technical expertise and administrative support are provided to the programme of cooperation, to ensure UNICEF's value added in terms of communication programme implementation.

**Analytical Statement of Progress:**

Communication and advocacy activities focused on two main aspects: increasing the global reach of the voices of most vulnerable children in Lebanon through films and photos taken by the children, and the increasing support to national mass communication activities spearheaded by Lebanese national institutions.

UNICEF Lebanon provided technical and financial support to national campaigns for polio, Back to School, water conservation, hygiene promotion and the national breastfeeding campaign. For each of these campaigns line ministries were the key focal points providing public announcement messaging on the role of relevant public institutions.

The Back to School campaign highlighted the Ministry of Education and Higher Education as the supporter of the right to education for all children in Lebanon. The education campaign created awareness on the importance of education as a basic human right, positioning it as vital to the development and well-being of individuals and societies as whole. Additionally, the campaign stressed the importance of bringing children back to school as soon as possible, as the best way to give children a sense of normalcy, stability, and structure, targeting everyone in Lebanon equally, with no privileges for nationalities or social segments.

UNICEF is supporting the Ministry of Energy and Water at the national level, as well as the Water Establishments at local levels with a communication strategy. Communication support was initiated with the national Water Establishments to build trust among communities on available services, improve work environment, and increase employees' commitment in the WASH-related services and help build an engagement programme with the private sector.

## **OUTCOME 5** Special Purpose

### **Analytical Statement of Progress:**

The Special Purpose Outcome covers a number of safety and security-related assets to contribute towards the efficiency and effectiveness of the country programme of cooperation.

### **OUTPUT 1** Premises and Security

#### **Analytical Statement of Progress:**

Two zone offices (Zahle and Tripoli) as well as the Beirut main office were extended and upgraded in compliance with MOSS. The progress on premises' MOSS compliance was monitored and reported on at the CMT and EMT meetings. All UNICEF vehicles are equipped with MOSS compliant communication equipment and blast-resistant film on the windows. Sixteen of the 23 UNICEF drivers and two additional staff successfully completed a Defensive Driving Training; and 28 UNICEF staff were provided with First Aid training.

Staffing increased during 2015, therefore leading to an increase in protective staff equipment for the office and additional body armour, as well as handheld VHF communication equipment. Four armoured B6-level vehicles and 24 MOSS compliant soft-skin vehicles make up the UNICEF fleet. All vehicles are equipped with flak jackets and helmets to ensure safety of UNICEF staff while on mission in Lebanon. All staff were also provided with radio equipment. The warden system was revisited, updated and tested in a live scenario following a bomb attack in Beirut on 12 November 2015.

The office reviewed and successfully tested its Business Continuity Plan, ensuring new places of relocation were fully equipped and operational and staff trained as required. A number of UNICEF vehicles will be parked at alternate locations in case of a security situation in the area of the office. The Business Continuity Plan location is shared with UNICEF Syria, and the cost is shared equally.

## **OUTCOME 6** Effective and efficient programme management and operations support.

### **Analytical Statement of Progress:**

In view of the increased funding levels and programmatic activities of UNICEF Lebanon, staff levels were increased to the current number of 167 of whom 151 are staff. The number of staff in the zone offices increased from 48 in 2014 to 54 in 2015. As a result, in Tripoli, Zahle and Beirut, additional office space was identified and secured.

The office also invested in additional information communication technology and transport equipment.

### **OUTPUT 1** Effective and efficient governance and systems.

#### **Analytical Statement of Progress:**

In response to the Syrian crisis, UNICEF Lebanon continued to scale up its programmes and operations in 2015, having almost doubled its donor contributions in the previous year to receiving over US\$314 million in 2015. This places Lebanon among the top three highest-funded UNICEF offices globally.

The office conducted a minor programme and budget review in the first quarter of 2015. Seven

fixed term positions were established, pending a comprehensive review and forecast of programme, funding and staffing for the new country programme 2017-2020.

Of the 167 workforce, 151 are staff. The office reduced surge support, but maintained a very temporary and flexible structure with 63 per cent of staff on temporary appointment, and 16 others on mission or consultants. A relatively high 34 per cent of staff are international, and 69 per cent of all staff are at professional levels.

For four of the 68 established fixed term positions, no incumbent was identified by the end of 2015, constituting a vacancy rate of six per cent. In total, 126 recruitment processes were conducted for 102 positions, with 75 per cent of these being temporary positions. The average recruitment time was 78 days, and to reduce this length, bottlenecks have been identified and the process streamlined, with a targeted recruitment timeframe of 40 days.

Systematic orientations and inductions were conducted by operations and programme sections for all new staff. Standards of conduct were part of every orientation, and UNICEF Lebanon has a completion rate of 98 per cent for the standard ethics training and certification.

The Learning and Training Committee had five regular meetings and accommodated urgent learning requests in 13 ad hoc reviews. They formulated basic guidelines for the approval of training that are adjusted to the office context, and continued to focus on providing basic, mandatory, and relevant technical training opportunities with success. By year end, 125 staff out of 161 (83 per cent) had engaged in learning. A total of 0.75 per cent of staff cost was spent on training, and the rolling training plan recorded a 74 per cent implementation rate.

Regarding performance management, 99 per cent of the 2014 Performance Evaluation Reports were completed on time. Work planning for 2015 was completed by 81 per cent of staff, and 76 per cent had a mid-year review.

In the Global Staff Survey, the office ranked overall well in the regional context, but identified the lowest areas of satisfaction (work life balance, office efficiency and effectiveness, staff association, and career and professional development) as needing systematic improvement. In a participatory approach, a dedicated working group is following up on an agreed action plan.

**OUTPUT 2** Effective and efficient management and stewardship of financial resources.

**Analytical Statement of Progress:**

Sixty of the 63 recommendations from the audit in July 2014 have been addressed and closed. The office engaged the services of two chartered accountant firms under an LTA to conduct assurance activities for HACT. By the end of the year, 16 micro-assessments, 34 spot checks and 23 audits were conducted, which is 72 per cent of the planned targets.

In view of the significant volume of programme funding being dispersed to NGO implementing partners, the new Civil Society Organisation guidelines have been shared with staff, along with training. All UNICEF staff completed the on-line HACT training and three HACT trainings were conducted for Government counterparts.

In 2015 more efficient and effective practices led to shortened workflows and reduced costs associated with transaction processing, namely the Bank Communication Management system, which was applied for 2,178 transactions, resulting in 50 per cent cost-savings per cross-border transfer (19 per cent for local transfers). Also, the office introduced a new asset management

system, known as OMEGA, to improve asset tracking and management in view of the total asset net book value US\$977,350.

Operations indicators were amended to better reflect the CMT oversight requirements.

### **OUTPUT 3** Effective and efficient governance and systems.

#### **Analytical Statement of Progress:**

The number of staff rose from 18 staff in 2011 to 167 by the end of 2015. Seven fixed-term positions were established in 2015, following a comprehensive review and forecast of programme, funding and staffing in 2016 in anticipation of the new country programme 2017-2020.

Of the 167 workforce, 151 are staff. The office reduced surge support, but maintained a very temporary and flexible structure with 63 per cent of staff on temporary appointment, and 16 others on mission or consultants. A relatively high 34 per cent of staff are international, and 69 per cent of all staff are at professional levels, a healthy ratio of this workforce. The gender balance of staff slightly declined to 44 per cent females and 56 per cent males.

Systematic orientations and inductions were conducted by operations and programme sections for new staff. The standards of conduct were part of every orientation, and the office has a completion rate of 98 per cent for the ethics training and certification.

The Learning and Training Committee had five regular meetings and accommodated urgent learning requests in 13 ad hoc reviews. It formulated basic guidelines for training approval that are adjusted to the office context, and continued to focus on providing basic, mandatory, and relevant technical training opportunities with success. Eventually, 125 staff out of 167 (75 per cent) engaged in learning, while 0.75 per cent of staff costs was spent on training, something that could be boosted in 2016.

Regarding performance management, 99 per cent of the 2014 Performance Evaluation Reports were completed.

In the Global Staff Survey, the office ranked overall well in the regional setting, with some concerns emerging in areas of satisfaction (work life balance, office efficiency and effectiveness, staff association, career and professional development). In a participatory approach, a dedicated working group is following up on suggested actions for improvement.

### **OUTCOME 7** Vulnerable children benefit from improved access to learning opportunities from pre-school to completion of basic education.

#### **Analytical Statement of Progress:**

Early childhood education has suffered from a lack of investment in Lebanon, and according to the 2011 multiple indicator cluster survey/MICS, only 57 per cent of Palestinian refugee children aged 36-59 months were attending preschool. Lack of pre-schooling services in the camps has also heavily affected the school performance of first graders, and impacts on school drop-out rates. Increasing access and the quality of ECE services in the camps is fundamental in equipping children to successfully start formal education.

The need to address lack of investment in early education was tackled by UNICEF by supporting early development services through the provision of pre-school classes at the

centres of Palestinian partner NGOs, where 935 Palestinian refugees and Palestinian refugee children from Syria, aged 3-6 years, were able to access ECD. ECD kits were also provided to Palestinian partner NGOs and 32 kindergarten teachers were trained on quality preschool education.

In 2015, UNICEF continued to support UNRWA in its education reform process, as well as learning support programme. UNICEF also complemented UNRWA's programme by supporting local NGOs in the provision of remedial classes. Specifically, UNICEF funded 34 Learning Support Teachers. This intervention responded to the need of supporting UNRWA and partners' learning support programmes designed to support Palestinian refugee children with low academic achievement to catch up and integrate into UNRWA schools. Remedial education classes were opened at UNRWA schools and partner NGOs' centres, benefiting 9,611 children from grades 1-6. For the fifth consecutive year, stationery and school bags were also provided to 36,549 (31,231 Palestinian refugees in Lebanon and 5,318 Palestinian refugees from Syria) to boost equitable access to education. UNICEF also funded the provision of transportation to Palestinian refugee children from Syria living in remote areas in the Beqaa to ensure attendance to UNRWA schools, thus benefitting 69 children throughout the school year. Additionally, UNICEF supported the provision of in-service professional qualification courses for 145 UNRWA teachers, and long-term training for an estimated 300 teachers is under preparation. One hundred teachers from UNICEF's partner NGOs received training in remedial education.

UNICEF and its partners achieved the following results in 2015:

- 12,900 children accessed learning opportunities (learning support, remedial education, life-skills programme);
- 400 teachers and education personnel received training sessions on educational issues;
- 36,549 school aged children received school supplies;
- 935 children enrolled in pre-school classes;
- 2,563 students (1,935 Palestinian refugees in Lebanon and 628 Palestinian refugees from Syria) benefitted from the distribution of 80,000 litres of fuel for the heating of five UNRWA schools in Beqaa as part of the winterization campaign for 2014-2015;
- Five Learning Resource Centres in five UNRWA schools were upgraded to provide appropriate spaces to host teacher trainings and youth activities.

**OUTPUT 1** UNRWA schools and Palestinian NGO partners have the capacity to deliver learning support services for Palestinian children.

#### **Analytical Statement of Progress:**

In 2015, UNICEF supported UNRWA and seven partner NGOs to deliver learning support services through teacher training and remedial education classes.

Four essential training programmes for teachers were supported.

1. A refresher pedagogy course for elementary teachers, who are Palestinian refugees from Syria, at UNRWA schools. This 8-day training was carried out by UNRWA education specialists one day per week for a period of three months, in which 134 elementary school teachers participated.

2. School-Based Teacher Training (SBTD) for UNRWA Palestinian refugee teachers, from Syria, which followed the refresher course. The 134 teachers who successfully concluded the refresher pedagogy course participated in the School-Based Teacher Training which ran from March 2015 to December 2015, with a break during the summer months. UNRWA education specialists and school principals delivered the training in all areas.

3. Teaching Diploma for UNRWA Teachers (accredited), who are Palestinian refugees from Syria. UNRWA signed a contract with Lebanese International University to provide newly-recruited teachers with an accredited teaching diploma. This course is in line with UNRWA's education reform strategy. A total of 145 Palestinian refugee preparatory teachers, from Syria benefitted: four groups completed the programme in December 2015 and the fifth group from the Beqaa will complete the course by mid-January 2016.

4. Support and Remedial Work with Children with Learning Difficulties: The Active Education Approach. A three-day training event conducted by an external consultant, targeted 100 partner NGOs teachers across the country. The objective of this training was to equip the partner NGOs' teachers with the ability to adapt the Active Learning approach and methodologies with limited resources.

To complement the capacity building component, for the fifth consecutive year, UNICEF continued its support to UNRWA and partner NGOs' Learning Support Programmes (remedial education classes). The aim of this intervention was to enable academically weak students in grades 1-6 to catch up with their class by providing additional academic support. Throughout the 2014-2015 scholastic year, a total of 9,611 (5,676 students by UNRWA and 3,935 students by NGOs) in grades 1-6 were enrolled in learning support programmes. UNICEF supported UNRWA and NGOs to hire 265 learning support teachers and eight learning support coordinators to provide remedial education to children in need. By the end of the 2014-2015 scholastic year, more than 75 per cent of children enrolled in the learning support programme passed the post-diagnostic test carried out by UNRWA. By the end of 2014-2015 scholastic year, 68.95 per cent had passed the final individual assessment test.

**OUTPUT 2** Palestinian children (3-6 years) access quality ECD services.

**Analytical Statement of Progress:**

In 2015, pre-school education was neither compulsory nor free in Lebanon. This service was run by a few NGOs who own facilities, kindergartens (KGs) and/or nurseries. Only 62 per cent of Palestine refugee girls and boys aged 3-5 years living in refugee camps and gatherings attended pre-school (with the ratio of boys to girls approximately equal). The socio-economic situation was one of the main factors that hindered children from attending pre-school services. In addition, most of the KGs lack appropriate space for playgrounds and suitable programmes to accompany the new curriculum for grade 1 introduced in UNRWA schools in 2012. Despite the increased awareness of the importance of ECD, this sector continued to suffer from a lack of investment.

UNICEF supported three Palestinian NGOs to provide ECD services which included the provision of pre-school classes at the centres of Palestinian partner NGOs, provision of ECD kits, and training of KG teachers on providing quality pre-schooling. In 2015, 935 Palestinian refugee children in Lebanon and Palestinian refugee children from Syria aged 3-5 years attended KG classes and received PSS along with educational services. In order to mitigate the economic burdens faced by refugee children attending the KGs, UNICEF distributed school bags, stationery and uniforms to more than 345 children. UNICEF also distributed 81 ECD kits to NGOs. More than 30 teachers were hired under this intervention. All such teachers received training on child protection, education, and basic health issues to enhance their capacities to respond to children's needs. UNICEF provided financial support to the NGO partners as well as training for the teachers. In addition, UNICEF supported the rehabilitation of three kindergartens.

**OUTCOME 8** Girls and boys increasingly benefit from improved child protection systems for the prevention of and response to violence, abuse, exploitation and neglect.

**Analytical Statement of Progress:**

Due to the context, Palestinian children are extremely vulnerable and child protection services remain a priority for their wellbeing. In 2015, UNICEF therefore continued to engage in the process of supporting, formulating and rolling out the UNRWA child protection framework, PSS strategy and referral system in camps. UNICEF also supported the capacity building of UNWRA health clinics to provide psychological first aid and PSS.

At the end of 2014 and throughout 2015, UNICEF support to UNRWA protection unit significantly expanded, including provision of financial, technical and human resources assistance to the UNRWA legal aid team, a Protection and Coordination Officer, a SGBV coordinator and a secondment of a Child Protection Specialist. UNICEF's strategy also focussed on the integration of the Palestinian camps as much as possible within the coverage of the MoSA National Plan to Safeguard Children and Women in Lebanon and the National Plan to Combat Worst Forms of Child Labour currently being rolled out. Support to local NGOs for the provision of PSS services remained a priority in order to provide children with relief from the harshness of the surrounding environment in the camps. More than 55,000 children benefitted from PSS activities, 7,025 children and 1,464 caregivers received structured PSS, 503 children were assisted through case management, and 322 children and women assisted through GBV case management.

**OUTPUT 1** Child protection violations are mitigated and addressed

**Analytical Statement of Progress:**

UNICEF supported UNRWA and partner NGOs to provide psychosocial and recreational activities for 55,456 Palestinian refugee children from Syria and Palestinian refugee children in Lebanon to release and manage their stress through games, handicraft, shows and plays. Open days, community events and trip activities were organized, involving parents and teachers.

A total 7,025 children and 1,464 caregivers received structured PSS, and a total of 29 NGOs staff (animators) received specialized training on Structured Psychosocial Support for Children funded by UNICEF and conducted by the International Rescue Committee.

In addition, 34,753 children, adolescents and caregivers accessed information on protection prevention, response and self-protection. Thirty-one NGO staff participated in 'parenting skills for caregivers' training, which was conducted by the International Rescue Committee to provide team leaders with group management techniques and tools to effectively address the needs of vulnerable caregivers. Individual counselling, support groups and outreach home visits were also conducted to improve parents' wellbeing.

A total of 152 children were provided with assisted devices funded by UNICEF through UNRWA Relief and Social Services Department, as part of a programme supported since 2013.

The following results were also achieved:

- UNICEF supported UNRWA to launch the seventh annual "Palestiniadi" three-day sports event for children and youth in Palestine refugee camps held between 24 and 26 April 2015 at the Siblin Training Centre in Saida. Over 300 Palestinian refugee students from Syria and Palestinian refugee students in Lebanon participated, competing in six different sport

activities including: football, table tennis, running, volleyball, basketball and chess. More than 60 children with disabilities participated on the first day of activities;

- 242 adolescents joined a mini sports camp retreat for young football players, including awareness sessions on health, hygiene, conflict resolution and resilience;
- 16,144 children received cash assistance for winter clothing through the UNRWA ATM system;
- 37 women attended the Most Outstanding Mothers programme, run by Unite Lebanon Youth Project, to better understand their children and promote a psychosocially healthy home environment. Interactive lectures on health, child protection, human and child rights and conflict resolution were provided, as well as English and information technology skills;

UNICEF also supported UNRWA to continue developing their psychosocial support strategy and referral system to ensure coordination and integration of PSS across all UNRWA programmes. The strategy was finalized and endorsed by UNRWA headquarters, including a work plan and referral system. Two coordinators were recruited at UNRWA to supervise implementation and monitoring of all PSS activities, as well as to roll-out the strategy and referral system. Piloting of the roll-out will start in the beginning of 2016 in Saida area.

In addition, 180 UNRWA frontline social workers, educational and health staff were trained in psychological first aid, and 23 NGO staff in child protection. Fifteen child friendly spaces were established at UNRWA clinics, Women Programme Centres and nine women safe spaces, with all provided with recreational kits and animators from Medical Aid for Palestinians (MAP) benefitting more than 10,000 children.

**OUTCOME 9** Adolescent girls and boys are enabled to contribute to community and national development and make a productive transition to adulthood.

**Analytical Statement of Progress:**

Due to their marginalization in Lebanon, many Palestinian adolescents are missing the opportunity to contribute to and be assets within their communities, and are at risk of societal disenfranchisement and disillusionment.

In 2015, UNICEF supported four main interventions that focused on youth: the Youth Academy, Janana Spring Festival and Janana Summer Encounter which engaged marginalized Lebanese and Palestinian refugee children, youth and adolescents in activities that promoted their learning and creative expression, and the School Parliament activities in UNRWA schools. These projects worked to build the capacities of participants and secure their path towards positive conflict management and active learning. By bringing Palestinian and Lebanese youth and adolescents together under these activities, cross-cultural interaction was enhanced and co-existence fostered. Moreover, through a holistic approach, activities provided animators and educators who worked with children, adolescents and youth with appropriate tools and resources. This ultimately contributed to promoting an environment of interactive learning and creative expression.

The Youth Academy is a one-year training programme offered to youth from across Lebanon. The aim is to build their capacity to plan and implement social activities for their peers, and to emphasise the importance of their role in social development. Indirectly, the programme also enhances cooperation among NGOs through their joint organisation of activities and community campaigns. Of the 43 youth who participated in the programme, eight were offered jobs with various NGOs following graduation.

Through the Janana Spring Festival, 330 NGO youth staff were trained and exposed to different tools and techniques that could be used to promote children's learning, creative expression and self-development. Janana Spring Festival reached out to 11,580 children and adolescents, engaging them in activities that enhanced their skills and promoted their creative expression.

The Janana Summer Encounter succeeded in creating dynamic meeting spots where adolescents from the majority of camps and marginalized areas shared experiences. The participation of adolescents from different nationalities and organizations built a sense of teamwork and promoted bridges of understanding. The Summer Encounter 2015 focused on training of trainers, with 55 participants.

In addition, more than 3,000 adolescents attended life skills training conducted by NGOs, with a focus on conflict resolution and youth participation. UNICEF provided financial support to conduct the training sessions.

**OUTPUT 1** Adolescents have opportunities to enhance their economic well-being.

**Analytical Statement of Progress:**

In 2015, 101 youth and women benefited from revolving micro-loans distributed and monitored by Palestinian NGO partners. Funding from UNICEF for this revolving loan was disbursed over ten years ago and remains active, with each loan ranging from US\$500 to US\$3,000. The 101 participating youth and women all started small businesses in Lebanon as a result of this loan scheme.

UNICEF also supported initiatives in literacy education, youth empowerment and job creation programmes and the setting up of micro-loans facilities. Sixty-five out-of-school Palestinian adolescent and youth in northern and southern camps benefitted from literacy education provided by partners Baddawi Popular Committee and the General Union for Palestinian Women, and an additional 525 youth benefitted from life skills training.

**OUTCOME 10** Women and children, especially the most vulnerable and marginalized, increasingly use improved quality maternal, child health and nutrition services, and apply improved health practices

**Analytical Statement of Progress:**

In 2015, UNICEF Lebanon continued to support UNRWA as the main health care provider for Palestinian refugees in Lebanon. Primary health care services are provided by 27 UNRWA health clinics across the country, but secondary and tertiary health services are only partially covered and extremely expensive in Lebanon. An estimated 83 per cent of Palestinian refugee households from Syria have at least one member with a chronic illness and 75 per cent have at least one member who had an acute illness in the past 6 months. Thirty-three per cent of Palestinian refugees from Syria and 36 per cent of Palestinian refugees in Lebanon have a chronic disease. The majority (85 per cent) of Palestinian refugees from Syria respondents to a AUB survey reported poor mental health, which was a higher proportion than Palestinian refugees in Lebanon (51 per cent). Severe budget constraints have made it impossible for UNRWA to meet all of the needs of refugees.

UNICEF continued to support UNRWA with EPI requirements (vaccines, syringes, needles, cold chain supplies, needle destroyers, refrigerators, oral rehydration salts) and Vitamin A.

The infant mortality rate in the Palestinian camps was higher among boys (15 per 1,000 live births) than among girls (14 per 1,000 live births). The under-five mortality rate was also higher among boys (19 per 1,000 live births) compared to girls (16 per 1,000 live births). In 2015, UNICEF contributions to UNRWA health interventions assisted in reducing infant and child mortality amongst Palestine refugees in Lebanon as follows:

- The infant mortality rate was reduced to 15 per 1,000 live births against the target of 20 per 1,000;
- The under-five mortality rate was reduced to 17.2 per 1,000 live births against the target of 25 per 1,000.

Other achievements included:

- The immunization rate exceeded the target of 95 per cent coverage, reaching 99 per cent;
- The proportion of children (1-13 years) and lactating mothers who received a high dose of Vitamin A supplement twice a year exceeded the target of 95 per cent, reaching 99 per cent (UNRWA 2015);
  - UNICEF provided EPI vaccination requirements to all 27 UNRWA health clinics, benefitting a total of 27,000 U5 children (23,500 Palestinian refugee children in Lebanon and 3,500 Palestinian refugee children from Syria) and 11,000 school students (TD vaccine) and Vitamin A doses to children in UNRWA schools and primary healthcare centres benefitting 3,575 Palestinian refugee children from Syria and 21,785 Palestinian refugee children in Lebanon, as well as 4,000 Palestinian refugees from Syria and 12,000 Palestinian refugee school children in Lebanon.
  - Vitamin A doses were distributed to 5,500 (5,000 Palestinian refugees in Lebanon and 500 Palestinian refugees from Syria) lactating mothers.

UNICEF also supported the print out and distribution of 10,000 Mother and Child Health Handbooks in UNRWA health clinics in order to promote and maintain the health of the mother and child.

**OUTPUT 1** UNRWA primary health centres have the capacity to provide preventive and outreach immunization services.

**Analytical Statement of Progress:**

In 2015, UNICEF continued to support UNRWA with the EPI requirements (vaccines, syringes, needles, cold chain supplies, needle destroyers, refrigerators, oral rehydration salts) to all 27 UNRWA health clinics, benefitting a total of 27,000 U5 children.

In accordance with MoPH emergency vaccination campaigns launched throughout 2015, UNICEF supported UNRWA with financial and in-kind support to cover the implementation of the nationwide polio vaccination campaign implemented in two rounds in March and April. The vaccination campaign took place in UNRWA health centres, while the outreach was conducted at different locations in the camps, mainly kindergartens. The total number of children that were vaccinated in the two rounds was 84,227.

**OUTPUT 2** Pregnant and lactating Palestinian women have increased knowledge on anaemia, breast feeding, child feeding and applying child care practices.

**Analytical Statement of Progress:**

UNICEF supported the printing and distribution of 10,000 Mother and Child Health Handbooks in UNRWA health clinics in order to promote and maintain the health of the mother and child.

The possibility of carrying out an anaemia awareness campaign was discussed with UNRWA and MAP was postponed to 2016, as UNRWA health clinics were over-stretched.

## **OUTCOME 11** Programme Support

### **Analytical Statement of Progress:**

UNICEF has been implementing a Palestinian Programme in Lebanon for over three decades. 2015 saw the largest investment to date in raising the profile of the Palestinian refugee population both from Lebanon and from Syria, one of the most vulnerable populations in the country. In 2015, the Palestinian Programme budget increased considerably, mainly in support of UNRWA operations, with UNICEF as a primary service provider to the Palestinian refugee population. The number of beneficiaries has also grown, from some 30,000 in 2012 to over 200,000 in 2015. In addition, UNICEF created a stand-alone section composed of four staff (one international and three Palestinian) to ensure that the Palestinian community was effectively mainstreamed and included in all efforts relevant to UNICEF's mandate. Assistance was provided in coordination with the other UNICEF programme sections, but often through different gateways as access to services for Palestinian refugees in Lebanon is different than that for Syrian refugees and Lebanese. After a consultative process, UNICEF Lebanon signed the first year of the Area Programme Document (APD) 2015-2016, and the Rolling Work Plan 2015 with its main counterparts the Lebanese Palestinian Dialogue Committee (established under the office of the Prime Minister), the Palestinian Embassy and UNRWA.

## **OUTPUT 1** Financial Resources and Stewardship

### **Analytical Statement of Progress:**

Financial resources were efficiently managed and distributed. This included salaries of staff, incentives for staff and contribution to office rental costs. Control of financial reports from partners was closely monitored and checked with regular submission of invoices from partners that were checked against reporting and Funding Authorization and Certificate of Expenditures forms on quarterly basis. Financial reviews were regularly performed and monitored to ensure correct and timely allocation of available resources against PCA payments in line with grant's expiring dates.

## **OUTPUT 2** Human Capacity

### **Analytical Statement of Progress:**

The continued increased vulnerability and needs of Palestine refugees in 2015 as a result of the Syrian crisis and UNRWA's financial constraints, required a review of the structure and staffing needs of UNICEF Palestinian Programme in Lebanon. The Palestinian Programme in Lebanon became a separate section in October 2014 comprised of four staff members (Programme Specialist, P3), one Programme Coordinator (GS7), one Senior Programme Assistant (GS7), and one Programme Assistant (GS4) to manage the programme more effectively including through more frequent field monitoring visits to the camps. This allowed for greater capacity to strengthen overall programme monitoring and standards for assuring programme quality.