Executive Summary

In 2014, the impact of the Syria conflict continued to shape UNICEF Lebanon’s Country Programme. By year end, the number of Syrian refugees surpassed 1.1 million – equivalent to an additional 25 per cent of Lebanon’s pre-crisis population. Some 53 per cent of these refugees were children who, with each day of war, watched their futures slip away, their young lives defined by fear, violence and dislocation. The crisis has meant that greater numbers of poor and marginalized Lebanese and Palestine refugee children than ever before were at greater risk of exclusion and exploitation.

UNICEF Lebanon programming took place in 99 per cent of the most affected 225 localities in Lebanon, home to 86 per cent of registered refugees, 66 per cent of poor Lebanese, and 80 per cent of Palestine refugees. By supporting the provision of services to children in these locations, assistance was prioritised to the most vulnerable.

In 2014, UNICEF Lebanon received US$211 million of its US$286 million appeal, thanks to the generosity of 29 donors, which enabled the following key achievements.

With partners, UNICEF Lebanon provided psychosocial support (PSS) to more than 346,000 children. For the first time, caregivers were specifically included, with almost 132,000 receiving support. PSS was an entry point to prevent child separation, identify children at risk, and provide case management services. UNICEF Lebanon also launched a pilot programme for the rehabilitation and reintegration of children formerly associated with armed forces or groups from Syria.

Four nationwide polio immunisation campaigns and supplementary immunisation activities were completed with the Ministry of Public Health (MOPH). More than 1.16 million children were vaccinated against measles and 673,899 against polio.

In response to severe weather conditions, the winterization programme delivered clothing kits and vouchers for more than 189,000 children. Heating fuel was provided to keep 57,000 students in 227 schools warm.


In 2014, teachers struggled to cope with the special education needs of those severely affected by the crisis. UNICEF Lebanon worked to strengthen teacher capacities through training sessions focused on pedagogical methods, classroom management, and PSS. Nonetheless, the quality of educational services remains a challenge.
Another important achievement in Education was the formal endorsement by the Government of Lebanon (GOL) of the Reaching All Children with Education in Lebanon (RACE) plan. UNICEF Lebanon supported this initiative with the Ministry of Education and Higher Education (MEHE). Budgeted at US$600 million over three years, the multi-stakeholder programme seeks to ensure access to learning for more than 400,000 crisis-affected children per year. Similarly in Child Protection, UNICEF Lebanon and the Ministry of Social Affairs (MOSA) launched the National Plan to Safeguard Women and Children in Lebanon. This plan defines MOSA’s child protection and gender based violence (GBV) response for an 18-month period and is budgeted at US$19 million.

More than 1.5 million people also received access to safe drinking water through UNICEF Lebanon’s support, surpassing the target by 1.1 million, despite a 49 per cent funding gap for the Water, Sanitation and Hygiene (WASH) programme. The complexity of need within informal settlements and collective shelters continued to present challenges. UNICEF Lebanon scaled up support to municipal efforts through improved sanitation services to Lebanese communities, benefiting 43,000 vulnerable Lebanese and 37,000 Syrian refugees across seven localities.

UNICEF Lebanon bridged humanitarian response to development through a three pillar approach to programmes: assistance for basic humanitarian needs; access to quality basic services; and strengthening Government systems. In 2014, US$99 million of programme funds was contributed to the Lebanese people, national institutions and economy through improvement of public service infrastructure, training of public service providers, procurement of local supplies and services, and partners’ local staff salaries and operational costs.

UNICEF Lebanon’s programming results were made possible through collaboration with national and international stakeholders. Partnerships with the line ministries of MEHE, MOPH, MOSA, the Ministry of Energy and Water (MEW), and the Ministry of Interior and Municipalities (MOIM), as well as municipalities and local authorities were strengthened. UNICEF Lebanon delivered its programmes through 54 non-governmental organisations (NGOs). Along with the GOL and UNHCR, UNICEF Lebanon provided consistent leadership in coordinating the WASH, Education, Child Protection, Nutrition, and Information Management sector working groups.

**Humanitarian Assistance**

Lebanon continued to shoulder the largest refugee burden of all Syria’s neighbours. In 2014, more than 1.2 million children in Lebanon were affected by the Syria crisis (including vulnerable Lebanese, Syrian refugee and Palestine refugee children).

The vast majority of Syrian refugees (some 86 per cent), Palestine refugees (some 80 per cent) and Lebanese poor (some 67 per cent) were concentrated in the country’s 225 most vulnerable localities. This concentration and the protracted nature of the crisis resulted in increasing tensions between the Lebanese host communities and refugees. UNICEF Lebanon continued responding through an equity approach, focusing on meeting the needs of all affected children, rather than simply those with refugee status.

Key issues that UNICEF Lebanon had to address in 2014 included violence, child marriage and child labour, water scarcity and access to education. By focusing its response in the 225 most vulnerable localities, UNICEF Lebanon reached more than 1.1 million children through immunization against polio, measles and rubella, enrolment in formal and non-formal education programmes, psychosocial support, winter supplies and safe drinking water.
UNICEF Lebanon used a range of gateways in 2014 to reach refugees and vulnerable Lebanese communities. These included:

Public schools: UNICEF Lebanon provided assistance in schools through the provision of learning and recreational equipment, enrolment support, remedial classes, and Accelerated Learning Programmes to facilitate integration into the Lebanese curriculum, PSS, and minor repairs and rehabilitation of facilities to ensure schools are able to cope with increased student numbers and to alleviate the impact on host communities. In 2014 UNICEF Lebanon worked in more than 675 school to deliver programmes and services to children.

Social Development Centres (SDCs): UNICEF Lebanon coordinated with MOSA to enhance and extend services through 26 of their existing network of SDCs, including PSS, referral and treatment for survivors of abuse and GBV, day care services, as well as community mobilization around health issues, child protection, and hygiene promotion.

Primary Healthcare Centres (PHCs): UNICEF Lebanon supported the MOPH through the provision of medical equipment, essential medicines and cold chain equipment in PHCs. UNICEF Lebanon also worked with the MOPH on nationwide vaccination campaigns against measles and polio, as well as routine immunisation of children, and monitoring, surveillance and referral for treatment of malnutrition in children and pregnant and lactating women.

Palestinian refugee camps: UNICEF Lebanon provided emergency assistance in Palestinian refugee camps, especially in response to the influx of Palestine refugees from Syria. Support included provision of essential medicines, hygiene and clothing kits and education supplies and activities.

Informal settlements: The increasing trend has been for Syrian refugees to find refuge in informal settlements. By December 2014, there were more than 186,000 refugees residing in more than 1,400 informal settlements (comprising four tents or more) across the country. UNICEF Lebanon provided interventions directly in these settlements, including support for mobile medical clinics that provided free primary health care interventions as well as water and sanitation activities such as access to water for consumption and hygiene, water storage and construction of sanitation facilities. Non-formal education and PSS were also provided in the settlements.

Community centres: UNICEF Lebanon worked through community centres to provide services to children and their families, including PSS, non-formal education, recreational activities and psychological first aid, identification and referral of child protection cases, awareness and prevention of GBV/child protection issues, and hygiene promotion.

UNHCR registration points: UNICEF Lebanon provided vaccinations to children arriving from Syria when registering as refugees. UNICEF Lebanon also supported partners to identify and refer vulnerable children to PSS and specialized services and provided a range of information on services and life-saving practices.

**Equity Case Study**

As of December 2014, almost 1.2 million Syrian refugees have fled the escalating violence at home for the relative stability of Lebanon. However, these refugees are not the only population affected by the crisis in the country: there are 1.4 million poor Lebanese in host communities; 42,000 Palestine refugees from Syria; and 20,000 Lebanese returnees also struggling to cope
with the impact of the crisis. UNICEF Lebanon has been responding to the crisis inclusively, aligned with the Organization’s global equity agenda.

The equity approach focuses on the needs of all vulnerable children, irrespective of their status. In practice, this means that UNICEF Lebanon has supported both refugees – including Syrian and Palestinian – as well as the most marginalized Lebanese host communities.

The tool developed to guide this approach is the vulnerability map, which identifies the localities with the highest concentrations of poor Lebanese (living on less than US$4/day) and registered refugees. The vulnerability map was developed by UNICEF Lebanon in collaboration with the Prime Minister’s Office in 2013 and it guided targeting and prioritisation at the inter-agency level for the Sixth Regional Response Plan (RRP6) in 2014. It identified 225 localities that contain 86 per cent of the registered Syrian refugees, 80 per cent of Palestinian refugees, and more than 66 per cent of the vulnerable Lebanese. This relatively small geographic focus for programming allowed for significant coverage of the most vulnerable populations in the country in 2014.

By converging all programmes in the localities where the vulnerable population was concentrated, UNICEF Lebanon was able to reach the most marginalised children, regardless of their nationality or status. By concentrating support and resources to the public service institutions and gateways in these 225 localities, such as public schools and primary health centres, UNICEF Lebanon ensured that all children and families in need received education, health, child protection, and water and sanitation services. Efforts also leveraged inter-agency collaboration. This approach ensured that the most vulnerable children received the minimum package of services to promote their survival, learning and development. Performance data in 2014 showed that in 66 per cent of the most vulnerable localities, at least three or more sector programmes converged.

The vulnerability mapping tool was employed to further consolidate sector-specific needs in 2014. In collaboration with MOPH and the World Health Organization (WHO), UNICEF identified areas at high risk for polio because of low immunisation coverage and high concentrations of vulnerable Lebanese and Syrian refugees. This was conducted using data from WHO’s post-campaign monitoring exercise and UNICEF’s vulnerability map. As a result, in consultation with experts, 210 cadastres were identified as high risk for polio outbreaks. UNICEF and partners successfully used this prioritisation exercise to immunise 96 per cent of targeted under-five children through national and subsequent mop up campaigns. UNICEF’s support to MOPH has helped Lebanon to remain polio-free, despite the significant risk posed by highly mobile populations to and through affected areas.

The identification of specific vulnerabilities per sector and per cohort has been a challenge. Recognising the increasing strain of the crisis on local communities, and the country as a whole, at the beginning of 2014, the UN system and the Lebanese Humanitarian INGO Forum embarked on a Multi-Sector Needs Assessment (MSNA) to identify priority needs in each sector. UNICEF Lebanon participated within its relevant sectors (Education, Child Protection, Health and WASH) and provided technical inputs on the methodological and quality aspects of the assessment. The assessment identified information gaps across sectors that hinder the acute identification of priorities within and across sectors.

In 2014, recognizing the information gaps identified through the MSNA, UNICEF in partnership with the Office of the Coordinator of Humanitarian Affairs (OCHA), commissioned an assessment with REACH to identify the vulnerabilities of communities in each of the priority cadastres across all population groups (Lebanese, Palestinian and Syrian) and per locality.
Information from this assessment is expected to further refine the operational equity lens of UNICEF Lebanon programmes to reach the most vulnerable children in 2015.

**Summary Notes and Acronyms**

Acronyms
ACF–Action Contre la Faim
AUB–American University of Beirut
BCP–Business Continuity Plan
BMC–Bank Communication Management
C4D–Communication for Development
CCCs–Core Commitment to Children in Emergencies
CERD–Center for Education Research Development
CEDAW–Convention on the Elimination of All Forms of Discrimination Against Women
CFS–Child Friendly Spaces
CISP–International Committee for the Development of Peoples
CMT–Country Management Team
CO–Country Office
CPiE–Child Protection in Emergency
CPMP–Country Programme Management Plan
CRC–Convention on the Rights of the Child
DCT–Direct Cash Transfers
EMT–Emergency Management Team
ERM–Enterprise Risk Management
EU–European Union
EWEA–Early Warning Early Action
GBV–Gender Based Violence
GOL–Government of Lebanon
HACT–Harmonized Approach to Cash Transfers
HPM–Humanitarian Performance Monitoring
HRBA–Human Rights Based Approach
HCT–Humanitarian Country Team
IEA–International Education Association
IMEP–Integrated Monitoring and Evaluation Plan
INEE–Inter-Agency Network for Education in Emergencies
ICT–Information Communication Technology
IRC–International Rescue Committee
IS–Informal Settlement
JPO–Junior Professional Officer
KAP–Knowledge, Attitude and Practices
L3–Level 3 Emergency
LAU–Lebanese American University
LSA–Local Security Advisor
LTA–Long-Term Agreement
LTC–Learning and Training Committee
M&E–Monitoring and Evaluation
MEHE–Ministry of Education and Higher Education
MENA–Middle East and North Africa
MEW–Ministry of Energy and Water
MICS–Multiple Indicator Cluster Survey
MOIM–Ministry of Interior and Municipalities
MOJ–Ministry of Justice
MOPH–Ministry of Public Health
MOSA–Ministry of Social Affairs
MOSS–Minimum Operating Security Standard
MoRES–Monitoring Results for Equity Systems
MOU–Memorandum of Understanding
MSNA–Multi-Sector Needs Assessment
NFIs–Non-Food Items
NFE–Non-Formal Education
NGO–Non-Government Organisation
OCHA–Office of the Coordinator of Humanitarian Affairs
ODK–Open Data Kit
OMT–Operations Management Team
OR–Other Resources
ORE–Other Resources Emergency
PAS–Performance Appraisal System
PCA–Programme Cooperation Agreement
PER–Performance Evaluation Report
PHC–Primary Healthcare Care
Pi4L–Pi for Learning
PPP–Programme, Policy and Procedures
PRL–Palestine Refugee from Lebanon
PRS–Palestine Refugee from Syria
PSEA–Protection from Sexual Exploitation and Abuse
PSS–Psychosocial Support
PSV–Peer Support Volunteers
R&R–Rest and Recuperation
RMT–Regional Management Team
RR–Regular Resources
RRP–Regional Response Plan
RWP–Rolling Work Plan
SDC–Social Development Centre
SGBV–Sexual and Gender Based Violence
SitAn–Situation Analysis
SMT–Senior Management Team
SOPs–Standard Operating Procedures
SPPME–Social Policy, Planning and Monitoring and Evaluation
U5–Under 5 years
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
UNIDO–United Nations Industrial Development Organization
UNRWA–United Nations Reliefs and Works Agency for Palestine Refugees in Near East
WASH–Water, Sanitation and Hygiene
WFP–World Food Programme
**Capacity Development**

**Internal Capacity Building**

UNICEF Lebanon undertook a number of training initiatives to build staff capacities. Three workshops were held on UNICEF Programme, Policy and Procedures, for more than 70 staff. The training combined the normative framework and the core elements of programme planning processes with a strong emergency component.

Nearly 40 UNICEF Lebanon programme and operational staff at the national and zonal office levels also received training on emergency preparedness and Early Warning Early Action (EWEA). To better ensure a prompt response, should sudden onset emergencies arise, a zonal offices contingency plan exercise was undertaken in November. This was an important element of UNICEF Lebanon’s decentralization initiative, which sought to increase the accountabilities of the four zonal offices (in Qobayat, Tripoli, Tyre and Zahle). The contingency plans and EWEA scenarios were in line with and informed by the inter-agency contingency plans developed by UNHCR and OCHA.

**Community Capacity Development**

In 2014, UNICEF Lebanon worked in all sectors to build individual and community capacities using resources made available as a result of the Syria crisis. In Child Protection, UNICEF Lebanon supported MOSA by training SDC service providers on referral pathways and frontline workers on sexual and gender based violence (SGBV) prevention and response. Identification and training of a pool of trainers/mentors on GBV prevention and response (within public institutions) also commenced.

In health, progress was made to communicate the importance of polio immunisation and to train health workers on vaccine management. UNICEF Lebanon designed and launched national Information Education Communication campaigns targeting families, communities and practitioners through use of television, radio, billboards, and posters. In informal settlements, hakawete (traditional Syrian storytellers) were engaged to speak to Syrian refugee children and families about polio, promoting community knowledge and positive behaviour.

UNICEF Lebanon also led capacity building exercises for NGO partners and in-country counterparts. For example, UNICEF Lebanon provided trainings for 93 participants on the Inter-Agency Network for Education in Emergencies (INEE) Minimum Standards on how to design and monitor education activities in emergencies.

**Evidence Generation, Policy Dialogue and Advocacy**

Throughout 2014, UNICEF Lebanon was at the forefront in advocating for and commissioning various evidence-generating initiatives that had strategic importance in promoting children’s rights amidst a protracted emergency situation in Lebanon. UNICEF Lebanon worked to generate information on the situation of children and women in Lebanon so that programmes could be more targeted and effective.

As a core member of the Information Management Working Group, UNICEF Lebanon advocated for the inclusion of child-sensitive indicators in the inter-agency monitoring and reporting system across all relevant UNICEF sectors. This facilitated the tracking of progress on coverage and convergence of programmes in priority localities (cadastres) throughout 2014. At the start of 2014, UNICEF Lebanon participated in an inter-agency effort to conduct a Multi-Sectoral Needs Assessment (MSNA). The recommendations of the assessment resulted in the establishment of the Assessment Working Group, alignment of various evidence-generating
efforts, and identification of information gaps within sectors.

Similarly, UNICEF Lebanon, in partnership with UNHCR and the World Food Programme (WFP), supported the second round of the Vulnerability Assessment of Syrian Refugees in Lebanon (2014). This is the only survey that provides representative estimates on the entire Syrian registered population on a number of indicators. The results of this survey were used for monitoring and targeting purposes across agencies.

In July, UNICEF Lebanon, in partnership with the United Nations Population Fund (UNFPA), UNESCO, Save the Children and UNHCR, launched the “Situation Analysis of Youth in Lebanon Affected by the Syrian Crisis” report. The assessment shed light on the vulnerabilities of Syrian refugee youth in Lebanon in relation to social, psychological, livelihood, economic, educational and health conditions. This analysis resulted in agreement by concerned agencies to prioritise youth as a cross-cutting theme in 2015.

In October, UNICEF Lebanon partnered with REACH and OCHA to conduct a vulnerability assessment at the community level covering all population cohorts within each of the 225 identified high priority localities. The assessment, to be completed in 2015, will allow UNICEF Lebanon to improve the targeting of interventions to match the unique vulnerabilities of each population group and geographic area.

**Partnerships**

UNICEF Lebanon’s programming results were made possible through partnerships with national and international actors. In 2014, UNICEF Lebanon engaged with 32 national NGOs, 22 international NGOs, three UN agencies, and one university to deliver programmes. The number of multi-sectoral Programme Cooperation Agreements (PCAs) increased, with 14 being signed in 2014, bringing the total active PCAs to 48, valued at more than US$85 million.

UNICEF Lebanon also increasingly engaged with the private sector, particularly for WASH interventions. Private sector firms were contracted to repair, replace and augment pump and chlorination systems, allowing UNICEF Lebanon to work in diversified locations.

Partnership information was effectively documented and maintained through the online platform, EquiTrack, developed by UNICEF Lebanon in 2013. In 2014, EquiTrack was further expanded to contain a trip reporting function that allowed staff to report on partner monitoring trips and to track follow-up actions identified through such visits.

UNICEF Lebanon actively participated in the various coordination meetings and mechanisms led by the UN system and emergency response partners in Lebanon, contributing in 2014 to the establishment of the Assessment Working Group, Core Planning Working Group, the Monitoring and Evaluation (M&E) and Information Management (IM) Working Group, and the Data Taskforce. UNICEF Lebanon co-led the following interagency working groups in Lebanon:
- Child Protection in Emergency (CPiE) Working Group with the Ministry of Social Affairs (MOSA) and UNHCR;
- Sexual and Gender-Based Violence (SGBV) Taskforce with UNHCR and UNFPA;
- Education Working Group (EWG) with UNHCR and the Ministry of Education and Higher Education (MEHE);
- WASH Working Group with UNHCR; and
- Nutrition Sub-Working Group.

UNICEF Lebanon also increasingly engaged with universities and students in Lebanon as part
of the Global Design for UNICEF Challenge. UNICEF Lebanon worked with the Lebanese American University (LAU), the American University of Beirut (AUB), and the City University of New York to support students in developing innovative solutions to today’s global problems. Projects in 2014 included an inexpensive incubator and a garbage sorting innovation. Students received support, feedback and limited materials from UNICEF Lebanon.

**External Communication and Public Advocacy**

2014 marked a significant expansion of UNICEF Lebanon’s presence in digital and social media. Platforms like Facebook, Twitter, and Instagram provided opportunities to leverage and expand outreach and to engage the public, including youth. UNICEF Lebanon ranked first on Twitter and Instagram among all UNICEF Country Offices (COs) and had the fourth widest reach on Facebook in the Middle East and North Africa (MENA) region. UNICEF Lebanon’s Facebook page reached 23,678 people. The Twitter profile had 8,714 active followers and Instagram had 2,283. These platforms offered two-way interaction with the broader public.

Over the course of the year, 34 Goodwill Ambassador and donor/high-level missions were facilitated. These missions resulted in heightened awareness on issues among the public and decision-makers through broad media coverage (with 304 media mentions in Arabic and English media alone) as well as indirect funding contributions, notably through high-level and National Committee missions.

Various products were also developed to advocate for child rights issues. A total of 25 videos, 10 press releases, 8 human interest stories, and numerous professional photographs, leaflets, and posters were produced. For example, a video tool to prevent child marriage was developed with NGO partner ABAAD raising awareness among affected populations and the general public at the national, regional, and international levels. As part of Global Hand washing Day, UNICEF Lebanon and the Hygiene Promotion Technical Working Group promoted hand washing with soap to children and school students in vulnerable localities, informal settlements, and collective shelters. Seventeen NGO partners implemented activities through theatre plays, races, games, and dissemination of hygiene messages and soap to reach 120,000 individuals. A short hygiene message was sent via SMS to 1.2 million people in collaboration with UNHCR and UNRWA.

Advocacy work was supported through innovation, and the involvement of the private sector and implementing partners. More than US$3.6 million of pro-bono media space was leveraged on private TV, radio stations, and in the daily and weekly magazines, and billboards across the country. Local community engagement also included Syrian refugee hakawates (story-tellers) who raised awareness among refugee children and their families on polio immunisation.

**Identification Promotion of Innovation**

The impact of the Syria crisis on children and the subsequent growth in the programme has resulted in a dramatic scale up of the information needs in Lebanon. As a result, UNICEF Lebanon has invested, developed and rolled-out innovative tools to support the management of the response, monitor performance, and improve results for children.

The innovative online partnership-tracking tool, EquiTrack, which was developed in 2013, was expanded in 2014 to include a trip request and reporting feature, called EquiTrip. EquiTrack now includes a winterisation activity monitoring system, UniSupply, which is a real time assessment and distribution platform implemented using an Android application. It allows implementing partners to conduct household assessments tracked in EquiTrack regarding the winter clothing needs of families. Through this system, UNICEF Lebanon and partners are better able to
manage and track winter clothing kit distribution.

In 2014, tablets and related software were also introduced to the field monitoring systems to enable real-time data collection. UNICEF Lebanon used tablets (which rely on the Open Data Kit application) for data collection in the field through online questionnaires, and to monitor and evaluate the responses throughout the country. The tablets also were used by UNICEF staff and partners for mapping informal settlements and other gateways.

Scarce resources also prompted UNICEF Lebanon to develop low-cost programme innovations. In 2014, UNICEF Lebanon adapted a low-cost computer, known as the Raspberry Pi, for use in classrooms and informal settlements to support children in learning. In September, the Pi for Learning (Pi4L) pilot programme was launched by UNICEF Lebanon and the International Education Association (IEA). Pi4L provides refugee children access to learning opportunities in non-formal education programmes. In the pilot programme, children use the Raspberry Pi computer to learn numeracy skill and basic programming, and a teacher provides key messages on hygiene, safety and polio.

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

UNICEF Lebanon’s country programme, including investments related to the Level 3 emergency (L3) crisis response, had integration at its core. Efforts initiated in 2013 laid the groundwork for a major push in 2014 towards convergence of activities and partners supporting the greatest numbers of poor Lebanese and Syrian refugees through integrated programming.

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

There were two major multi-stakeholder policy initiatives spearheaded by UNICEF Lebanon with line ministries that coalesced investments towards a common goal. The first was the MOSA National Plan, which brought together 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 initiative, which had the primary objective of providing access to learning for more than 400,000 annually, as part of a package that included access to WASH, health and child protection services.

UNICEF Lebanon’s downstream programme was organized around supporting service provision in institutional ‘gateways’ including public schools and health facilities, SDCs and Palestinian camps, as well as civil society ‘gateways’ including community centres and informal refugee settlements.

In total, UNICEF Lebanon supported more than 2,000 individual gateways of this nature, ensuring provision of a cross-sectoral package of services – health, nutrition, WASH, education and child protection – to the most marginalized children and women.

This effort was supported by a comprehensive monitoring system that included mobile data collection and a cutting-edge online monitoring system of programmes that tracked progress at the most granular geographical level. This allowed tracking of the gateways providing services, and where gaps remained. This allowed substantial leverage, as the inter-agency response in Lebanon was aligned with this approach, multiplying resources into those most affected.
communities and gateways from many stakeholders, with far greater impact on children’s lives than possible through UNICEF Lebanon resources alone.

**Service Delivery**

Aligned with UNICEF’s equity agenda, in 2014 UNICEF Lebanon sought to support service delivery to all vulnerable children and their families. Through a number of gateways, UNICEF Lebanon reached refugees and vulnerable Lebanese. These gateways included public schools, informal settlements, PHCs, SDCs, community centres, Palestinian refugee camps, and UNHCR registration points.

In health, UNICEF Lebanon supported PHCs through medical supplies, equipment, cold chain systems, and human resource assistance. In 2014, 185 PHCs received support for the provision of 431,855 consultations. To further improve service delivery, UNICEF Lebanon completed a PHCs situation analysis with MOPH. The assessment flagged gaps and identified priorities in 139 PHCs. UNICEF Lebanon, with MOPH, and in partnership with other health sector actors, will move forward with the results to adjust response based on the PHS needs identified.

In education, UNICEF Lebanon continued to ensure enrolment in formal education through provision of learning and recreational equipment, enrolment support, remedial classes, accelerated learning programmes, psychosocial support, and repairs and rehabilitation of facilities. In addition to scaling up enrolment in formal schools, the non-formal education programme was strengthened to reach more children. Assistance was provided to 61,033 children to enrol in formal education in the 2013/2014 school year. Some 66,778 enrolled in non-formal learning opportunities in 2014 as a result of UNICEF Lebanon’s support.

Through its work with MOSA, UNICEF Lebanon supported SDCs to deliver child protection and GBV services through technical, financial and human resource assistance. UNICEF Lebanon also worked to increase access to safe spaces for women and girls. In 2014, 11 women’s and girl’s safe spaces were established with UNICEF Lebanon’s support. UNICEF Lebanon reached its target of establishing or supporting 19 safe spaces in the year, with access provided to 55,295 individuals.

In 2014, UNICEF scaled up activities to upgrade water infrastructure through quick impact projects. More than 1.5 million people, most of them Lebanese, benefited from improved access to safe water through the upgrading or extension of five water networks and the replacement or installation of 48 pumps, 74 chlorination systems and 30 generators in the most vulnerable municipalities.

**Human Rights-Based Approach to Cooperation**

In 2014, UNICEF Lebanon’s work was guided by vulnerability mapping which identified 225 localities in the country as the most vulnerable. As a result, interventions benefited all vulnerable cohorts, including poor Lebanese and Syrian and Palestine refugees.

However, the deteriorating socio-economic situation of many refugees and vulnerable Lebanese, coupled with limited livelihoods opportunities, contributed to families using coping mechanisms, such as child labour and child marriage, which in turn erode the realisation of key human rights. The Child Protection sector focused on strengthening the regulatory system governing child protection through development of guidance in line with international standards. National Standard Operating Procedures (SOPs) on child protection case management and relevant tools were developed in 2014. MOSA and UNICEF Lebanon, in collaboration with Saint
Joseph University, developed these SOPs to reinforce the implementation of the Law 422 of 6 June 2002, “Protection of Minors in Conflict with the Law,” which applies to all children in Lebanon.

Lebanon is a State Party to the 1989 Convention on the Rights of the Child, which requires the registration of the birth of every child. However, barriers to birth registration include a complex procedure with onerous requirements for documentation. Recent findings show that the majority of the thousands of children born to Syrian and Palestinian refugee parents in Lebanon have not had their births registered.

In 2014 UNICEF Lebanon and MOSA agreed, through the National Plan, to strengthen the capacity of SDCs and PHCs to provide a package of information and mentoring on birth registration. UNICEF Lebanon worked with UNHCR and the NGO Frontiers on a nation-wide campaign to raise awareness on birth registration. Capacity building workshops and meetings with a number of Ministry representatives were organized to discuss ways to improve access to birth registration and documentation, thereby preventing statelessness and protecting children.

**Gender Mainstreaming and Equality**

In 2014, UNICEF Lebanon implemented a GBV programme with a budget of US$8.5 million. The programme included dedicated GBV interventions, integration of GBV into child protection, and mainstreaming of GBV into other sectors.

GBV interventions included the establishment and support of safe spaces for women and girls, support groups for boys, case management, support to a midway house for GBV survivors, awareness raising, capacity building of actors on gender and GBV, and distribution of dignity kits for women and girls.

UNICEF Lebanon also worked to mainstream GBV into the WASH, Shelter, and Health sectors. Work was conducted to mainstream gender according to the Inter-Agency Guidelines for GBV Interventions in Humanitarian Settings. This included the development of integrated PCAs and joint tools (such as gender sensitive hygiene promotion tools), and the training of sector staff on the integration of gender into assessments. This resulted, for instance, in a gender-sensitive response during the emergency in Aarsal in early 2014, when screens and locks were distributed to help women and girls feel safer in the collective shelters. A training of trainers was conducted for more than 30 WASH actors on gender and gender mainstreaming into WASH. Some 158 frontline workers from Health, Shelter, and WASH were also trained on basic concepts of gender and GBV and mainstreaming gender/GBV into their respective sectors.

UNICEF Lebanon had an appointed gender focal point in Beirut and a focal point for GBV programmes within the Child Protection section. In 2014, the GBV focal point worked with the SGBV Taskforce co-chairs (UNHCR and UNFPA) to support sectors in integrating gender into their sectoral plans. As a result, plans were reviewed and coded according to the gender marker.

A total of 71 UNICEF Lebanon staff were trained on Protection from Sexual Exploitation and Abuse (PSEA). UNICEF Lebanon is a member of the PSEA network in Lebanon.

**Environmental Sustainability**

Prior to the Syrian crisis and the consequent influx of refugees, Lebanon faced a significant development deficit in providing access to water, solid waste and sanitation services. For
example, in 2012, the MEW estimated that only eight per cent of waste water was treated before being discharged into the environment, placing Lebanon far behind the average MENA average of 32 per cent (Lebanon National Water Sector Strategy 2012). The number of Syrian refugees places additional demand on limited resources and infrastructure. UNICEF Lebanon addressed this through emergency and stabilization interventions in 2014.

As part of the emergency response, UNICEF Lebanon provided 47,800 Syrian refugees living in informal settlements with temporary toilets and associated de-sludging services to reduce public health risks and contamination of the local groundwater and environment.

Solid waste generation also significantly increased in areas with high concentrations of Syrian refugees. UNICEF Lebanon and partners worked together to support refugees and host communities in solid waste management. As a result of UNICEF Lebanon’s partnerships with Concern, Oxfam, Premiere Urgence, Solidarités International and World Vision, almost 18,000 refugees were supported through the delivery of collection bins and provision of financial support to pay for collection services. In Akkar, NGO partner Concern also implemented a project to support six municipalities with bins and the cleaning of solid waste from a river, which benefited 37,500 Lebanese and 18,000 Syrian refugees. In the Bekaa (eastern Lebanon), UNICEF Lebanon initiated a pilot project in partnership with World Vision and municipalities to clean the banks of a main river polluted with solid waste from a neighbouring informal settlement.

UNICEF Lebanon extended and upgraded five sewage systems, four in partnership with UN-Habitat and one in partnership with Action Contre le Faim (ACF), to benefit 34,000 Lebanese and 20,000 Syrian refugees. Working with the private sector, UNICEF Lebanon commenced a project aimed at reducing the contamination of the spring of Yamounneh in the Bekaa valley (eastern Lebanon) through the replacement of part of the piped sewage system. This spring provides drinking water to 15 villages, with estimated beneficiaries of 50,000 Lebanese and 15,000 Syrian refugees.

**Effective Leadership**

Chaired by the Representative, the Country Management Team (CMT) met on a monthly basis throughout 2014. Membership was inclusive of all sections, including representation from zonal staff. The agenda of the CMT evolved throughout the year to ensure proper attention was given to indicator management, programmatic convergence monitoring, the decentralization of programme delivery, coverage of programme monitoring, discussion on partnerships, and resource mobilization.

An audit of UNICEF Lebanon was finalized in December, with an overall finding of satisfactory and a number of recommendations. The Audit Committee, initially formed to prepare for and work with the audit team, will monitor progress on agreed recommendations, with the first formal update due in March 2015.

A number of other governance mechanisms were continued throughout 2014. A Programme 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 zonal offices. The Harmonized Approach to Cash Transfers (HACT) Committee monitored progress and tracked the rate of spot checks, monitoring and standard audits. All of
those committees provided updates to the CMT. A weekly Senior Management Team (SMT) meeting also took place between the Representative, Deputy Representative and Chief of Operations. UNICEF Lebanon also continued to have an active Staff Association.

Five key risks were identified in the Enterprise Risk Management (ERM) exercise in mid-2014. These included implementing capacity of counterparts, limited new staff and partner experience in working with UNICEF, a caretaker government, and political instability coupled with a volatile security context. Mitigation of these risks included staff and counterpart training, exploration of new partnerships, recruitment of a Field Security Advisor and Local Security Advisor, and investment in security infrastructure. Such risks were integrated into a number of SOPs developed and rolled out over the year, including the Security, PCA, Travel and On-boarding SOPs.

Business continuity was assured through a plan identifying critical and essential staff and alternate work locations in Beirut and all zonal office areas of operation. Those staff were issued multiple communication devices able to remotely access key business documents and management systems.

The Rolling Work Plans (RWPs) of each programme section 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. Programme delivery without interruption was optimized through some 50 UNICEF Lebanon staff based in zonal offices, with direct authority over pre-positioned supplies in four locations, and empowered to take decisions with partners in crisis response.

**Financial Resources Management**

Management performance indicators, including the Manager’s Dashboard, were examined on a monthly basis during CMT meetings. Corrective actions were taken by staff responsible as required and were reviewed during the following CMT meeting. VISION updates (progress and constraints) were also utilized for budget and financial control. The CMT closely monitored contributions management, budget control and financial procedures, bank reconciliations, accounting and liquidation of cash assistance.

Of the resources allotted to UNICEF Lebanon in 2014, 100 per cent of Non-Grant (Regular Resources) and 99 per cent of Other Resources (Regular and Emergency) were utilized. The remaining funds under Other Resources as well as funds received in the last quarter of 2014 and multi-year funds were carried forward to 2015.

As of 31 December 2014, with regard to DCT status, UNICEF Lebanon had a total amount of US$27.7 million, with 0 per cent DCTs over nine months. The further breakdown for outstanding DCTs was as follows: 75 per cent (US$20.8 million) less than three months and 25 per cent (US$6.9 million) between three to six months.

UNICEF Lebanon conducted an intra-office peer review in June 2014 and an audit in July 2014. A verification mission was also carried out by the European Union (EU) in November and the overall rating was satisfactory. UNICEF Lebanon also engaged the services of three charted accountant firms to conduct assurance activities of the HACT. As of end December, 48 spot checks, 21 partner micro assessments, and 13 audits were conducted throughout the year.
In order to mitigate risk associated with engagement with NGOs, two training sessions on HACT and liquidation process were delivered to 20 new and potential partners.

**Fund-raising and Donor Relations**

In 2014, UNICEF Lebanon received a total of US$211.8 million, representing 74 per cent of the US$286 million appealed for under the Sixth Regional Response Plan (RRP6). This amount was received as Other Resources (OR) and Other Resources Emergency (ORE) and as of 31 December 99 per cent of these funds (excluding the funds received in last quarter of 2014 and multi-year funds) had been utilized.

Initiatives such as the No Lost Generation (launched in January 2014), the RACE plan and the MOSA National Plan also supported UNICEF Lebanon’s fundraising efforts.

UNICEF Lebanon prepared a total of 30 donor reports in 2014. Ninety per cent of reports were submitted on time, and three reports were submitted one day past their due date. The quality of donor reports was ensured through the use of the PPD PARMO General Guidance and Checklist for Country and Regional Offices and through reviews of reporting documents by the Chief of Social Policy, Planning, Monitoring and Evaluation (SPPME) and the Deputy Representative prior to submission.

The VISION Manager’s Dashboard provided three-month advance reminders of donor reporting requirements. Reporting requirements were also among the key management performance indicators monitored during monthly Country Management Team (CMT) meetings. Monitoring of funds utilization against planned results also occurred during CMT meetings and programme meetings through the review of the Manager’s Dashboard.

UNICEF Lebanon continued to scale up and refine its monitoring and evaluation capacity in 2014. The continued development and implementation of Humanitarian Performance Monitoring (HPM), through systems such as Activity Info (for indicator monitoring) and EquiTrack (for partnership monitoring), allowed UNICEF Lebanon to efficiently and effectively manage and channel these funds for greater results for marginalized children.

**Evaluation**

UNICEF Lebanon’s Integrated Monitoring Evaluation Plan (IMEP) was updated at the beginning of 2014 through a consultative process among staff and partners to prioritize key research products for the year. It was endorsed by management and progress was monitored at every CMT meeting. The IMEP for 2014-2015 included eight different Studies, Surveys and Evaluations (SSE), of which two were carried over from the previous year – the Education SitAn and the Youth Assessment. Both of those were completed, but the former has yet to be endorsed by MEHE.

Four surveys and two evaluations were planned to be conducted in 2014. Two Knowledge, Attitude and Practices (KAP) surveys were completed and one community assessment is still ongoing. A nutrition survey was also planned for Syrian refugees but was cancelled due to low malnutrition prevalence. Neither of the planned evaluations was completed. The evaluation on the non-formal education programme has been postponed to 2015 pending discussions with MEHE. The other evaluation on the PSS programme for children will be discussed with the Regional Office, as a similar evaluation is being carried out in Jordan.
In 2014, UNICEF Lebanon launched a headquarters-led evaluation of the response to the Syrian crisis, which includes Lebanon. The expected completion date is mid-2015.

Efficiency Gains and Cost Savings

In 2014 UNICEF Lebanon worked to attain efficiency gains and cost savings. For example, together with other UN agencies and under the United Nations Industrial Development (UNIDO) umbrella, UNICEF Lebanon participated in a workshop with potential Lebanese suppliers interested in accessing local tenders. Overall, UNICEF Lebanon processed approximately 65 per cent of its total procurement volume locally. Efficiency was also achieved through exchange of long term agreements (LTAs) with other UN agencies, especially with UNHCR, saving time and ensuring uniformity in costs across agencies.

A total of US$493,226 worth of programme and operation supplies and institutional services were procured through the Regional Office’s Consolidated Unit, allowing the Lebanon Supply unit to focus on improving local sourcing.

UNICEF Lebanon also invested in video conferencing equipment that led to a reduction in the number of face-to-face meetings and related expenses. Approximately 25 training events were also provided to some 100 staff via internet conferencing tools, resulting in a 3 per cent reduction of communication costs and 8 per cent reduction of logistics/transportation costs.

In December, UNICEF Lebanon piloted payment processing through the VISION Bank Communication Management (BMC) System and is committed to fully migrating to this process by the end of February 2015, including updating all vendor records to ensure BCM compliant bank details. It is expected that this migration will result in a 50 per cent cost savings per transaction, compared to the manual bank transfer procedure previously used.

UNICEF Lebanon also improved efficiency through the introduction of EquiTrip, shifting to a paperless, online travel approval and reporting process.

Supply Management

In 2014 the supply strategy focused on enhancing local procurement of goods and services and a risk-management approach. The procurement of goods, services and consumables reached US$32 million.

Local procurement was a key priority. Workshops and meetings were organized together with other UN agencies and within UNICEF Lebanon with potential suppliers and service providers. A local supplier database was developed. Approximately US$22 million of programme supplies, services and consumables were procured locally.

The procurement of WASH services was a key challenge. The Lebanese private sector was therefore solicited to support the four national Water Establishments, and US$6 million worth of services was contracted through firms for them.

A total of 56 spot checks of partners were conducted at their premises, ensuring they had appropriate logistical capacity to handle supplies and distribution. Warehouse management trainings were designed and provided by UNICEF Lebanon to partners. In its support to national institutions, and in addition to the vaccines and medical supplies provided directly to MOPH, UNICEF Lebanon provided new cold rooms and training on solar cold chain systems.
A total of US$19.5 million worth of programme supplies was delivered to partners, in addition to additional direct distribution to beneficiaries. The year-end stock of programme supplies was valued at US $3.7 million.

**Security for Staff and Premises**

During 2014, UNICEF Lebanon enhanced the safety and security of staff and premises. This included reinforcing four zonal offices in Qobayat, Zahle, Tripoli and Tyre. The latter three locations are now Minimum Operating Security Standard (MOSS) compliant, with card swipe entry systems and permanent security guard presence during opening hours. The Beirut Country Office (CO) and the Qobayat Zonal Office were already MOSS compliant coming into 2014.

With the exception of the Tyre Office, all zonal offices and the CO had an armoured vehicle, which could be utilized when required. It was not deemed necessary for UNICEF Lebanon to have its own armoured vehicle in Tyre due to the UNIFIL security plan, which already covered this type of need.

UNICEF Lebanon also had a policy to ensure that all staff members received a VHF radio, exceeding MOSS compliance on this indicator.

Fire alarm drills and BCP exercises were tested at least once in the CO and in all zonal offices. Warden trainings for staff were part of the safety protocol that will be carried on in 2015.

All new staff were given a security briefing upon arrival and were added to the UNDSS Daily Report mailing list for regular updates. The Local Security Advisor (LSA) position for Beirut was moved to Tripoli and a new LSA position was created for the Bekaa (eastern Lebanon). This gave the Field Security Advisor direct assistance in both the North (Tripoli and Qobayat) and the Bekaa. The LSAs ensured up-to-date reports on the security situation and road closures, and had direct contact with the local security agencies. This allowed staff to be updated immediately on any adverse security situations that arose that may have also had an impact on programme delivery.

**Human Resources**

Since the start of the Syria crisis in early 2011, UNICEF Lebanon has continuously scaled up its programme delivery. The number of staff rose from 18 in 2011 to 148 by the end of 2014. The country programme was extended by one year to the end of 2015. In that context, UNICEF Lebanon conducted a Programme and Budget Review (PBR) in the first quarter of 2014. Twenty-five fixed term positions were created, upgraded and/or regularized. In particular, the four zonal offices were significantly strengthened with fixed term posts for the Heads of Office.

By the end of 2014, 118 of the total 148 member workforce are staff. UNICEF Lebanon has maintained a relatively temporary and flexible structure, with 64 per cent of staff on temporary appointment, and an additional 30 colleagues on mission from Standby Partners or as consultants. The workforce can be considered gender-balanced, with 48 per cent of staff being female and 52 per cent male.

For two of the 54 established full time positions, no incumbent was identified by the end of 2014, constituting a vacancy rate of four per cent. In total, 31 positions were under recruitment by the end of 2014. However, 15 incumbents were scheduled to start in January 2015, leaving only 16
positions under active recruitment. Average recruitment time was 80 days, with 61 per cent completed within 80 days. Human Resources managed the on-boarding of 76 staff and 45 consultants, in addition to off-boarding of 25 staff and 50 consultants/Standby Partners.

Orientations and inductions were conducted by all Operations and relevant Programme sections on a regular basis for new staff. In line with the learning and training strategy, further learning activities focused on basic and mandatory training. Seventy-four training activities were offered to and pursued by staff, including trainings on Integrity Awareness, PSEA, PPP, EWEA, Competency Based Interviews, Performance Appraisal System (PAS), First Aid, HIV in the Workplace, Information Communication Technology (ICT), Vision and EquiTrack trainings.

The Learning and Training Committee (LTC) met in May and has been operating by mail poll for the majority of endorsements.

Ninety six per cent of the 2013 Performance Evaluation Reports (PERs) were completed by June 2014. Work planning for 2014 was done by 72 per cent of staff, and 67 per cent of staff had a mid-year review.

UNICEF Lebanon operated in an L3 emergency, with no Rest and Recuperation (R&R) and limited leave, and stress management was an acknowledged area for improvement. The regional Staff Counsellor conducted workshops on stress management in April. Based on the Counsellor's recommendations and at the initiative of the Peer Support Volunteers (PSVs), a designated Working Group will plan and monitor efficient stress management measures in 2015.

**Effective Use of Information and Communication Technology**

Cloud-based Microsoft Office tools were introduced to reinforce programmes. The use of Outlook allowed users continuous access to data, including contacts, emails and calendars, thus improving work efficiency. A corporate calendar and a room booking system in Outlook were also introduced in 2014.

New features in EquiTrack such as EquiTrip allowed automation of travel requests and reporting, and a winter kit supply dashboard was introduced. To facilitate information sharing, UNICEF Lebanon also redesigned its SharePoint Team Site, introducing features like an RSS news feed, a Yammer widget and a staff travel calendar to reflect trips approved in EquiTrip. Zonal offices also began introducing programmatic, security and operational updates on the Team Site as a way to improve communication between the CO and zonal office staff. UNICEF Lebanon began using Lync to coordinate meetings between zonal offices and the CO.

UNICEF Lebanon also expanded its digital social reach, establishing itself as the UN agency with the widest social reach on Facebook, Twitter and Instagram in Lebanon. UNICEF Lebanon also had a presence on Google+, YouTube, Tumblr, and Flickr.

UNICEF Lebanon adopted a capacity building scheme on ICT matters. Bi-weekly training sessions were undertaken to introduce new technologies and services to staff. A training was provided in December to leverage staff knowledge on OneDrive Cloud storage.

UNICEF Lebanon employed data collection using tablets and smart phones to enhance rapid data entry and analysis for quick action. This type of data collection, employed for field
monitoring and Third Party Monitoring relied on the Open Data Kit (ODK), an open source data collection tool.

UNICEF Lebanon identified technical infrastructure needs for the initiative to establish a Central Child Protection Information Management System. UNICEF Lebanon also provided computers for PHCs in 30 districts and 1,300 public schools.

Programme Components from RAM

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:
A key achievement this in 2014 has been the development and endorsement of the Reaching All Children with Education in Lebanon (RACE) 2014 – 2016 strategic plan. In 2014, UN agencies and development partners, with the support of the Global Partnership for Education (GPE) and led by the Government of Lebanon (GOL), specifically the Ministry of Education and Higher Education (MEHE), committed to doing more to meet the acute and immediate education needs of Syrian refugee and Lebanese vulnerable children. They agreed to develop an expanded and well-coordinated three-year plan for response, building on existing initiatives and providing a framework for bringing the immediate emergency and longer term development efforts together, while strengthening the Lebanese public sector to address the crisis and improve and sustain its provision of quality education for vulnerable children. The plan aims to cover an average of 413,000 Syrian refugees and vulnerable Lebanese school-aged children (3-18 years) per year.

Based on the goals of the RACE plan, UNICEF developed an education strategy to support both formal education and additional activities essential to meeting the growing educational needs in the country. By delivering interventions through public schools, community centres, Palestinian camps and informal settlements, UNICEF and implementing partners were able to reach 61,033 children (32,774 girls and 28,259 boys) through support for enrolment into formal education (for the 2013-2014 school year). An additional 66,778 children (33,451 girls and 33,327 boys) were reached through non-formal learning opportunities (results reported by partners via Activity Info and verified through Field and Third Party Monitoring). The original targets were 50,000 children and 155,000 children, respectively. More than 116,500 children also received school supplies. As part of a European Union-funded initiative, UNICEF distributed school supplies to 985 public primary schools across Lebanon. The supplies alleviated the financial burden on parents to provide these learning and teaching materials and contributed to access for and retention of students. A total of 4,026 School in the Box, 354 Early Childhood Development (ECD) and 12 recreation kits were released over a period of 10 days in coordination with NGO partner Caritas (for a total value of more than US$1.2 million in supplies). The supplies included stationary for students and teachers as well as notebooks.

In 2014, UNICEF also sought to scale up its response for adolescents. More than 32,000 Lebanese, Syrian and Palestine refugee adolescents benefitted from sports for development and life skills programmes as a result of UNICEF’s partnership with Hoops Sports Club and other NGO partners (approximately 93 per cent of the original target for the year). They
participated in activities centred on self-development and team building activities, sports, and health, hygiene, GBV and polio awareness. Caregivers also were provided with awareness sessions on dealing with adolescents. More than 2,200 Syrian and Lebanese adolescents (ages 10-18, with major focus on those ages 14-18) benefitted from the life skills training, enabling them to be peer educators through the variety of emergency programmes delivered by partner NGOs.

A key challenge faced in 2014 was the fact that the scale of the needs of Syrian refugees consistently outstripped available resources and capacities.

Finally, the quality of educational services remains a significant challenge with inadequate teaching and teachers struggling to cope with the special education needs of those severely affected by the crisis. UNICEF has worked to strengthen teacher capacities through training sessions focused on pedagogical methods, classroom management, and psychosocial support. In 2014, more than 1,280 education personnel were trained by UNICEF and implementing partners.

OUTPUT 9 Knowledge on poverty and disparities

Analytical Statement of Progress:
To improve knowledge on growing disparities as a result of the Syria crisis, UNICEF developed a mapping methodology with the Information Management Unit of the Prime Minister’s Office in 2013. This methodology uses the latest Lebanese poverty data and UNHCR refugee registration data to map the highest concentrations of Lebanese poor and registered Syrian refugees down to the lowest geographic shape file available – locality or cadastre level. In 2014, this analysis was updated to reflect the changing situation. It was found that the most vulnerable 225 localities (out of a total of 1,561 in the country) contained 86 per cent of the registered refugee population and 67 per cent of vulnerable Lebanese. During 2014, the progress on coverage and convergence of UNICEF programmes was assessed on a monthly basis in each of these localities. By November 2014, more than 50 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).

Recognising the increasing strain of the crisis on local communities and the country as a whole, at the beginning of 2014, the UN system and the Lebanese Humanitarian International NGO Forum embarked on conducting a Multi-Sector Needs Assessment (MSNA) to identify priority needs in each sector. UNICEF participated within its relevant sectors (Education, Child Protection, Health and Water, Sanitation and Hygiene) and provided technical inputs on the methodological and quality aspects of the assessment. The outcome of the assessment identified information gaps across sectors which hinder the acute identification of priorities within and across sectors. The recommendations from the MSNA led to the establishment of the inter-agency Assessment Working Group to better coordinate assessments undertaken in Lebanon. UNICEF actively contributed to the Working Group throughout the year.

Recognizing the information gaps identified through the MSNA, in 2014 OCHA commissioned an assessment with REACH to identify the vulnerabilities of communities in each of the priority cadastres. UNICEF further expanded on this assessment by seeking to look at vulnerabilities per cohort (Lebanese, Palestinian and Syrian) and per locality. Information from this assessment is expected to further refine the operational equity lens of UNICEF programmes to reach the most vulnerable children in 2015.
OUTCOME 2 Vulnerable Children and women (Syrian refugees & Lebanese) are protected from violence, exploitation, abuse and neglect with strengthened child protection services, systems and policies.

Analytical Statement of Progress:
In 2014, the Ministry of Social Affairs (MOSA) reaffirmed its commitment to building a sustainable child protection system in Lebanon and signed with UNICEF the 'National Plan to Safeguard Children and Women in Lebanon’.

The plan aims to provide high quality protection services to the most vulnerable young girls, boys, women and their caregivers. It focuses on strengthening the existing capacities of MOSA, both at the central and regional levels, as well as the capacities of associated civil society and community-based structures. The plan’s initial duration of implementation is 18 months and it covers 57 localities where MOSA’s Social Development Centres (SDCs) are located.

This plans looks at addressing the child protection and gender based violence (GBV) concerns and gaps identified and exacerbated by the Syrian crisis, addressing structural issues and bottlenecks to ensure that children and women at risk – regardless of their nationality and status— receive the care and assistance needed.

UNICEF has considered the emergency response to the Syrian crisis as an opportunity to ‘build back better’ the national system and address inequities using funds and other resources made available through the funding appeals. Strategic partnerships were built with UN agencies (ILO, UNHCR, UNFPA, WHO, UNRWA) and civil society to widen the understanding of protection issues increasing with the influx of refugees from Syria. These partnerships also supported national initiatives such as the development and implementation of a case management system including emergency mechanisms in line with international standards and the national legal framework (Law 422) endorsed by MOSA.

UNICEF also advocated for specialized programming and raised awareness on child protection and GBV issues, including implementation of UN Guidelines for the Alternative Care of Children.

These initiatives contributed toward the strengthening of the national child protection framework, for use in and beyond the emergency response. The national process for the development of the fourth and fifth periodic Convention on the Rights of the Child (CRC) report for Lebanon was kicked off in 2014 and will be completed in 2015.

In 2014, the UNICEF Child Protection programme grew rapidly to meet the child protection needs in Lebanon emerging from the Syria crisis. The programme worked with implementing partners to meet its Sixth Regional Response Plan (RRP6) targets, reaching beneficiaries through the following key activities (as reported by partners in Activity Info):

- 346,810 children (176,207 boys and 170,603 girls) received psychosocial support (PSS), exceeding the target of 300,000. Of these children, more than 20,300 were Lebanese.
- 131,986 caregivers (46,911 male and 85,075 female) received PSS (66 per cent of the target of 200,000). Of these, 7,921 were Lebanese.
- 880 community members/service providers (238 male and 642 female) were trained on child protection and referral pathways, exceeding the target of 600.
- 55,295 individuals accessed safe spaces (more than 45,000 female), exceeding the target of 32,000.
- 24,005 women and girls received dignity kits (53 per cent of the target of 45,000).
• 1,240 frontline workers were trained on GBV prevention and response, exceeding the target of 250.
• 142,733 community members (34,425 male and 108,308 female) were sensitized on GBV, exceeding the target of 90,000.
• 2,318 children (1,268 boys and 1,050 girls) were individually assisted with specialised services.

A number of constraints posed challenges for reaching even more beneficiaries with assistance in 2014. These included:

• Increasing needs of the most vulnerable girls, boys and women as the crisis was prolonged;
• Insecurity, instability, and consequent restrictions on movement and access experienced by GBV and child protection actors -- Curfews, checkpoints, and restrictions on movement of women and children further complicated service provision;
• The lack of information and access to reliable quality services close to communities for beneficiaries;
• The capacity of and coordination between national actors, national service providers and Ministries/local government; and
• The lack of longer-term funding to strengthen the Lebanese national child protection system and improve the protection of women.

The National Plan has been designed to address some of these critical challenges. Through its implementation in 2015, a decentralised child protection system should be strengthened.

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 and operational costs have supported the effective delivery of the Country Programme of Cooperation. This has included staffing to ensure the timely delivery of planned activities. Operational costs included costs associated with holding technical workshops, launching events and producing reports (translation, printing, design, etc.). In 2014, UNICEF Lebanon reduced its reliance on surge and Standby Partners and consolidated its presence in the field with four national Child Protection Officers.

OUTPUT 3 National child protection systems, including justice for children, benefit from a strengthened regulatory framework aligned with international standards.

Analytical Statement of Progress:
UNICEF has supported the GOL since 2011 in strengthening the national child protection system. The engagement of the GOL, UNICEF, and partners around child protection reform led to the development of Standard Operating Procedures (SOPs), tools for case management and a training curriculum, resulting in a common understanding and consensus around national procedures in 2014. This will enable the GOL to better shape the child protection response and prevent the development of parallel systems. The MOSA National Plan to Safeguard Women and Children in Lebanon, endorsed by the GOL in 2014, reflects the systemic approach to the emergency response. The Plan also serves a reference for funding mobilization.
The core message of UNICEF’s 2014 strategy and partnership was that the GOL should be supported to fulfil its role as a regulator of the social welfare sector, including the Child Protection and GBV sectors, as opposed to being as a service provider. Consequently, non-government organizations have taken responsibility for the provision of welfare services, including child protection and GBV, under the oversight of the GOL.

Supported by UNICEF, MOSA and the Ministry of Justice (MOJ) and the Ministry of Interior and Municipalities (MOIM), in collaboration with Saint Joseph University and key child protection stakeholders, engaged in a process to develop and test these SOPs and tools to reinforce the implementation of child protection Law 422/2002, which applies to all children in Lebanon.

The remaining key challenges in 2014 included the need for MOSA and MOJ to endorse the newly-developed SOPs and their implementation so as to concretely operationalize a case management system in Lebanon. UNICEF is currently advocating for official endorsement of the SOPs and tools by relevant Ministries and will support child protection mandated actors to use these SOPs and tools (including through a mentoring programme).

The lack of a centralized information management system has led to weak reporting procedures and gaps in understanding of the scope of child protection violations in Lebanon. MOSA, MOJ, MOIM, and UNICEF initiated a project in 2014 to develop a National Child Protection Information Management System (CPIMS). UNICEF provided technical and advisory support. Technical specifications for the Lebanon CPIMS were finalized and a road map for its development was cleared with the main stakeholders, and is awaiting official endorsement by key Ministries.

OUTPUT 4 Vulnerabilities of children, women and care givers are reduced and their resilience strengthened.

Analytical Statement of Progress:

UNICEF took a multi-layered approach in organising the delivery of protection and PSS to affected girls and boys and women. UNICEF and partners implemented a layered system of complimentary support that met the needs of different groups of girls and boys and women, including children with disabilities. This layered system was particularly relevant in Lebanon, as one of the main challenges experienced in accessing and delivering services was that the target groups were highly dispersed and difficult to detect. Strengthening a community-based approach was the most effective way to sustainably achieve the maximum possible coverage.

Priority was given to children at high risk of abuse and violence who required immediate assistance, including children victims of violence, children suffering from psychological distress, children engaged in the worst forms of child labour, street children, children formerly associated with armed groups, and children without documentation (including birth registration).

Through a combination of centre-based services and outreach across other sectors, more than 346,000 girls, boys and adolescents were reached through psychosocial support. This assistance was delivered through different entry points, namely, informal settlements, collective shelters, community centres, SDCs, UNRWA-supported health clinics in Palestinian camps and gatherings, PHCs, individual households, and schools in UNICEF-identified 225 priority localities. More than 131,000 caregivers received PSS through parenting programmes.

Provision of PSS across other sectors was a vehicle to disseminate critical messaging on mine
risk and explosive remnants of war though the education sector. Throughout 2014, frontline service providers from Education, Health, and WASH continued to be sensitized on GBV mainstreaming, detection and referral to appropriate services.

Women and girls safe spaces were established to provide women and girls at risk or survivors of GBV with psychosocial support, learning and peer support activities as well as livelihoods opportunities. To overcome the challenges associated with restricted movement and remote locations of beneficiaries, mobile outreach was conducted with women and girls to provide them with information on available services, key protection messages and basic emotional support. More than 24,000 dignity kits were distributed to women and girls through focus group discussions and information sessions.

Results were made possible through UNICEF’s work with implementing 24 NGO partners.

OUTPUT 5 Child Protection and GBV is mainstreamed into other sectors and their capacity on CP and GBV is strengthened.

Analytical Statement of Progress:

UNICEF Lebanon’s Child Protection programme worked in close cooperation with the Education sector at two different levels. The first was the referral level. Children accessing activities through child-friendly spaces (CFS) were referred to the Education sector for their enrolment into formal or non-formal learning opportunities. The second level – integration – included teacher training on caring, managing and supporting distressed children in schools. This was particularly important considering the large numbers of Syrian refugee children who have fled and witnessed violence as a result of the conflict.

In other sectors, for the provision of shelter, food, water and sanitation services, the importance of social considerations – safe, dignified and culturally appropriate assistance – was paramount. Key messages and basic trainings on PSS for frontline workers were harmonized and provided in coordination with the PSS Taskforce and Mental Health and PSS Taskforce.

In an effort to mainstream GBV into other sectors, trainings for frontline staff from other sectors (such as WASH, Health, and Shelter) on the basic concepts of GBV and referrals were conducted in the field by NGO partner IRC. The staff of 15 medical facilities were trained on GBV concepts and clinical management of sexual violence by NGO partner ABAAD.

The main constraint encountered in 2014 was related to monitoring the proper integration of child protection/GBV into the other sectors’ programmes. Although an increase in the number of referrals of cases was noted, mainstreaming of other sectors still needs to be strengthened with clear indicators, reflected in the activities, outputs, and outcomes being required.

OUTPUT 6 Child Protection & GBV violations are mitigated and addressed.

Analytical Statement of Progress:

High risk child protection cases (such as unaccompanied children, children formerly associated with armed groups, and children involved in the worst forms of child labour) were provided with case management, according to the national SOPs finalized in 2014. In 2014, more than 2,300 boys and girls were individually assisted with specialised services as a result of UNICEF’s support to nine implementing partners.
Women, girls, and boys at high risk or survivors of GBV were provided with case management through the existing safe spaces. Individual support such as psychological, legal, emergency shelter and/or medical assistance (including clinical management of rape) was provided to survivors. In 2014, 11 women’s and girl’s safe spaces were established as a result of UNICEF support. UNICEF reached its RRP6 target of establishing or supporting 19 safe spaces in 2014. A total of 55,295 individuals accessed safe spaces.

One midway house was supported to provide emergency shelter to women and girls at risk or GBV survivors in life threatening situations, in order to fill the gap with the existing shelter services.

Key behaviour change messages also were provided to communities as part of the International Day of the Girl Child in 2014. The UNICEF and NGO partner INTERSOS project of peer-to-peer educators organized awareness sessions and activities for youth on early marriage, gender equality and sexual harassment in Tyre, Nabatiyeh, Bent Jbail, Marjayoun and Hasbaya. Between March and June, 20 volunteer youth peer educators were identified and trained to support community mobilizers in conducting awareness sessions for their peers. From July to December, these 20 volunteer youth peer educators conducted 30 awareness sessions reaching 1,500 youth.

Various products also were developed to advocate for child rights issues. For example, a video tool to prevent child marriage was developed by UNICEF and NGO partner ABAAD to raise awareness among affected populations and the general public.

A key challenge in 2014 was related to under-reporting by survivors as Gender Based Violence (GBV) in Lebanon remained a very sensitive issue. There was also a lack of information about available services. UNICEF and SGBV sector partners worked to disseminate information and conducted awareness raising campaigns, but the dispersed population posed additional challenges.

OUTCOME 3 Ensure that the right to quality education for all children (girls and boys) is fulfilled in a protective learning environment.

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.

The project support and operational costs have supported the effective delivery of UNICEF’s country programme. This has included staffing to ensure the timely delivery of planned activities. In 2014, operational costs also supported emergency interventions in response to the Syrian refugee crisis in Lebanon.

OUTPUT 3 National education systems, policies and monitoring strengthened.

Analytical Statement of Progress:
In June 2014, MEHE launched an education initiative, ‘Reaching All Children with Education’ (RACE), developed in close collaboration with UNICEF and UNHCR, and through which the Ministry committed to provide the framework for a coordinated, government-led, education response for the displaced children of Syria that does not compromise the longer-term development objectives for the Lebanese education system. UNICEF’s education strategy in 2014 was predicated on RACE and included support to formal education and additional
education activities essential to meeting the growing educational needs in the country.

Through UNICEF advocacy and technical support, a larger number of refugee children as well as vulnerable Lebanese children will access formal education in the 2014/15 school year.

In close partnership with the Centre for Educational Research and Development (CERD), UNICEF provided support to the development of the Accelerated Learning Programme (ALP) curriculum, which was finalised in December 2014. The goal for this short-term programme is to help children under the age of nine achieve their age-appropriate education level. This CERD ALP was recognised by an MEHE agreement clarifying integration and accreditation of all students. The CERD ALP curriculum will be piloted in March 2015, initially targeting 10,000 out-of-school children.

UNICEF co-led the Education Sector with UNHCR, and co-chaired with MEHE the Education Working Group (EWG). UNICEF continued to strengthen MEHE and partner capacities through the secondment of a Senior Education Advisor, a Senior Legal Advisor and a School Architect to MEHE, and by providing training for 93 UNICEF, NGO and Government staff on education in emergencies.

UNICEF, in close collaboration with MEHE, conducted an assessment in 193 schools to identify critical gaps in health, safety and WASH facilities in schools. This assessment informed school rehabilitation works in 71 schools in 2014. An estimated 17,750 school children benefitted from a safer and healthier school environment. In 2014, UNICEF also procured IT equipment for 1,274 primary schools, as well as for MEHE’s Central and Regional Level Directorates.

OUTPUT 4 Equitable access to educational opportunities.

Analytical Statement of Progress:
In 2014, UNICEF sought to provide equitable access to educational opportunities by providing support for 50,000 children to enrol in formal education and 155,000 children to enrol in non-formal learning programmes.

For the school year 2013/2014, UNICEF funded the costs associated with enrolling 61,033 students into formal education at public schools, both in the first and second shifts of students in the school day. This financial support contributed towards running costs (not including transportation costs) for children in the first shift. For the second shift, financial support contributed towards running costs and teacher salaries. The second shift of students was required to address the constraint related to space issues: the scale of the needs of Syrian refugees has outstripped available capacities. The influx of refugees has occurred in schools that already cater to vulnerable Lebanese populations and which were least prepared to manage the crisis.

Despite the expansion of the public sector absorption capacity, there were still children unable to access formal schools because they had already lost one or more years of education. To ensure that their right to basic education was fulfilled, UNICEF, through its NGO partners, provided access for 66,778 children to non-formal education programmes. To complement non-formal learning programmes, recreational activities for 20,501 vulnerable Syrian and Lebanese children were implemented by UNICEF-supported NGO partners.

A total of 116,526 children in formal and non-formal learning received school supplies including a school bag, stationery and learning materials.
OUTPUT 5 Quality of teaching and learning enhanced.

Analytical Statement of Progress:
In 2014, the lack of adequately trained teachers remained a constraint, especially in light of the need to address refugee children’s trauma and lost years of schooling. UNICEF, in collaboration with NGO partners, responded by providing training to 1,281 formal and non-formal education personnel to strengthen their capacities to provide quality education, benefitting an estimated 25,620 children.

Strengthening the integration of education, child protection and adolescent programming ensured that UNICEF harnessed the capacities of the overall assistance effort to take education efforts to scale. For example, 32,706 Lebanese and Syrian adolescents ages 10-18 were reached through a life skills package that included the development of key skills in the following areas:

- Personal development through sports for development, art, and body image, self-esteem, decision making, and facing fears (to improve personal skills to overcome trauma and tragic events) discussions;
- Social development through social life skills (non-discrimination, tolerance, non-violence and respecting differences), human and children’s rights and gender sensitivity building;
- Health development through training on first aid, hygiene, water and, waste management, substance abuse, sexually-transmitted diseases, HIV/AIDS, family planning and sexual and reproductive health and gender-based violence topics.

More than 2,200 adolescents were trained to be peer educators, and 40 per cent were placed as facilitators in activities with younger children. The non-formal education component for adolescents included ALP, basic literacy and numeracy, skills training/employability and financial education.

UNICEF and sister agencies also carried out a quantitative and qualitative youth assessment which covered a sample of 985 Syrian youth ages 14 to 24. The “Situation Analysis of Youth in Lebanon Affected by the Syrian Crisis” was published by UNFPA, UNICEF, UNESCO, Save the Children and UNHCR. The assessment sought to gain a holistic understanding of the vulnerabilities of Syrian refugee youth in Lebanon in relation to the social, psychological, livelihood, economic, educational and health conditions, with a focus on reproductive health. Based on the assessment results, in September 2014 UNICEF and UNFPA jointly carried out a mapping of humanitarian youth actors and materials available and development of a comprehensive adolescent and youth life skills based package and training of youth and service providers.

OUTCOME 4 Refugee and other affected children and adolescents benefit from essential health, nutrition, WASH and other support, as per the CCCs.

Analytical Statement of Progress:
In 2014, 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 (PRS), and Lebanese returnees.

In response to the water, sanitation and hygiene (WASH) needs of vulnerable populations, the WASH strategy for 2014 prioritized the following:
• meeting critical and life-saving needs with short-term emergency interventions;
• improving sustainability and cost-effectiveness through the adoption of longer-term solutions which added value to and extended service provision, and;
• ensuring the ability to respond to significant changes in needs such as those arising from a mass influx of refugees or disease outbreak through continued preparedness activities.

Activities targeted locations with high numbers of refugees, vulnerable hosting populations and non-existent or insufficient water and wastewater services. Interventions focused on informal settlements (starting with the largest and most poorly serviced locations), formal settlements, collective shelters, and small and individual shelters. Activities were designed based on existing gaps, expected caseloads, actor capacity, lessons learned and anticipated needs. Vulnerable groups, households and individuals (i.e. newly arrived refugees, female/child headed households, elderly or disabled persons and minors) were assisted first.

Short-term activities such as water trucking were minimized in light of their expense and limited added-value to existing systems. Wherever possible, partners focused on communal projects that had high impact and strengthened local capacities identified in partnership with water establishments and municipalities. The development and management of water and sanitation facilities ensured that water bodies were not (more) contaminated and key environmental health concerns were addressed.

As a result of dedicated efforts with implementing NGO partners and through direct private sector engagement, UNICEF Lebanon was able to achieve the following results (reported on via Activity Info):

- 1,510,594 people were provided with access to water supply through communal and household channels.
- 101,858 people were provided with access to communal wastewater services.
- 94,039 beneficiaries were able to dispose of waste safely as a result of efforts to improve communal and household solid waste disposal.
- 395,563 individuals were reached with hygiene promotion messages.
- 50,576 people attained improved access to sanitation.
- 132,740 people were provided with hygiene items such as soap supporting safe hygiene practices, reducing health risks.

In Health and Nutrition, UNICEF Lebanon sought to:

- Improve access, coverage, and quality of primary health care services: Partners targeted the most vulnerable with a minimum package of services. An expanded network of primary healthcare centres, including SDCs, were the first entry point for preventive, curative care, health promotion activities, and referral for secondary care. Additional mobile medical units were established to reach vulnerable persons in remote locations.
- Support the national health system to respond to the increasing number of persons in need of health care and support preparedness to respond to public health challenges: Partners worked with the Ministry of Public Health (MOPH) and MOSA to improve access to and utilization of PHCs and SDCs by increasing availability of physicians, ensuring availability of essential drugs and supplies, including reproductive health supplies, providing centres with essential equipment, and capacity building on various issues.
• Ensure access to an expanded programme of immunisation through immunisation campaigns including measles, rubella and oral polio vaccination for children, tetanus toxoid vaccination for women of child bearing age.

By supporting MOPH and working with implementing NGO partners, UNICEF Lebanon attained the following results (reported on by MOPH and through Activity Info):

• 79,082 children under 5 years of age received routine vaccination;
• 1,165,871 children 6 months to 18 years were vaccinated for measles;
• 431,855 primary health care consultations were facilitated through support to PHCs which included medical supplies, equipment, cold chain systems, and human resource assistance;
• 673,899 children under 5 years age received oral polio vaccine;
• 92,300 children under 5 were screened for malnutrition and 1,464 malnourished children were treated through PHCs and 124 children with complications related to malnutrition through hospitals;
• 22,077 pregnant/lactating women received micro-nutrients supplements; and
• 48,845 children under 5 received multi-micronutrient supplementation.

UNICEF Lebanon’s winter response in 2014 was expanded as a result of increasing needs. The response focused on those most vulnerable to climate exposure through the provision of winter items including children’s clothes, blankets, mattresses, stoves and fuel for classrooms. As the interagency response to Lebanon’s winters increased, UNICEF worked in collaboration with other actors to address the needs of those most vulnerable.

As a result of the growth of UNHCR’s non-food item (NFI) distributions, UNICEF chose to focus on assistance gaps, specifically the provision of children’s clothing, fuel for classroom heating, and site improvement of key informal settlements vulnerable to flooding.

Items of children’s clothing were delivered via a dual modality system – physical in-kind clothing kits and paper vouchers redeemable at local vendors. A total of 60,650 clothing kits were distributed to children 14 and under living in all informal settlements country-wide. A total of 45,000 vouchers were provided to those living in collective shelters and centres in more urban areas with better access to shops.

Classroom heating was also provided. Overall 222 schools were reached with up to 2,000 litres each (for 55,500 children). An additional five schools operated by UNRWA (for 1,500 children) running double-shifts throughout winter were provided an average of 2,000 litres of fuel each for classroom heating.

In total, 246,138 children benefitted directly from UNICEF Lebanon’s winter projects in 2014. Results were reported on by partners and verified through Field and Third Party Monitoring.

OUTPUT 1 Vulnerable girls, boys, and women, including Syrian, Lebanese, and PRS access expanded program for immunization and to quality PHC services.

Analytical Statement of Progress:
The polio outbreak in Syria and Iraq and the high number of Syrian refugees have put Lebanon at risk of a polio outbreak. In response, MOPH and UNICEF, in partnership with WHO and the NGO Beyond, conducted four national polio immunisation days (one also included measles-
rubella vaccination and Vitamin A supplementation) and three mop up campaigns in 210 localities identified as the most vulnerable and at risk. A total of 1,165,871 children under 18 were reached with measles-rubella vaccination, 1,056,830 children 6 months-18 years received Vitamin A, and 673,899 children under 5 were immunised against polio, keeping Lebanon polio-free.

Following the April polio vaccination round, a comprehensive and multi-channel communication strategy was carried out that addressed the identified challenges by tailoring messages, building high visibility, bolstering socio-political commitment, engaging the health private sector, and targeting high risk areas with social mobilisation interventions. As a result, an awareness rate of 86 per cent was recorded in the most vulnerable areas, with a significant decrease in the main reasons identified for non-vaccination.

More focus was also given to strengthening routine immunisation. More than 79,000 children under 5 were immunized, nearly reaching the target of 80,000, thanks to UNICEF’s efforts, which included provision of required vaccines, cold chain systems, two refrigerated vans, installation of two cold rooms, 250 solar fridges in the main network of PHCs and hospitals and related training on use, and sensitisation of communities on routine vaccination.

With the aim of increasing equitable access and quality of primary healthcare provision, a joint assessment was conducted by MOPH and UNICEF to learn more about the PHC network capacity. A total of 134 PHCs located within the 225 most vulnerable localities were evaluated. Ultimately 185 PHCs were supported with acute medications, vaccines, and medical supplies.

Twenty four mobile medical units were established and fully supported by UNICEF, supporting more than 1,400 informal settlements through provision of free immunisations (campaign and routine), examinations, acute medications, and referral to secondary healthcare services.

As part of efforts to limit sexually transmitted infections (STIs), the National AIDS Program (NAP) conducted staff trainings at PHCs to raise awareness on communicable diseases, STIs, and on Voluntary Counselling and Testing (VCT) for HIV. As part of this effort, NAP, in collaboration with UNICEF, conducted nine VCT trainings with 25 to 30 participants per workshop.

**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 a significant development deficit in providing access to water, sanitation and solid waste services. The continuity of water supply was already low and quality not guaranteed. Only 8 per cent of the supplied water was treated before being discharged to the environment, placing Lebanon far behind the average of 32 per cent in the MENA region (Lebanon National Water Sector Strategy 2012). 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.

In 2014, UNICEF scaled up stabilization/resilience activities aimed at upgrading water infrastructures, mainly through direct engagement of the private sector but also in partnership with UN-Habitat and CISP. More than one million people (800,000 Lebanese and 200,000 Syrian refugees) in the most vulnerable municipalities now have improved access to safe and
sustainable water through the upgrading/extension of five water networks and the replacement/new installation of 48 pumps, 93 chlorination systems and 30 generators.

As part of stabilization efforts, UNICEF extended and upgraded four sewage systems in partnership with UN-Habitat, one in partnership with ACF and one directly with the private sector to benefit 84,000 Lebanese and 35,000 Syrian refugees.

As part of its emergency response, UNICEF reached more than 40,000 Syrian refugees living in informal settlements with a complete WASH package (latrine, temporary access to safe water and hygiene promotion). Solid waste generation also significantly increased in areas with high concentration of Syrian refugees. As part of the WASH package provided in informal settlements, 17,965 refugees were supported in solid waste management through the delivery of bins and financial support to pay for collection services, in partnership with Concern, Oxfam, Premiere Urgence, Solidarités International and World Vision. UNICEF also initiated two pilot projects involving cleaning of rivers with municipalities, local communities, Syrian refugees from nearby informal settlements and NGO partners. This was a good opportunity to directly engage with municipalities in servicing informal settlements.

UNICEF organized Hand washing Day with 17 NGO partners to reach more than 100,000 people with various creative hygiene promotion activities (including songs, videos, dances, theatre play, distribution of soap with demonstration, etc.) and more than 1.2 million individuals through SMS.

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

Analytical Statement of Progress:
The Lebanese winter was harsh, with many children in informal settlements situated on marginal land prone to flooding. The cold made attending to personal hygiene unpleasant and without a means for drying it, many refugees were unable to wash clothing and bedding. Many refugees in Lebanon were ill-prepared to cope with Lebanon’s harsh winters. To help combat the harsh weather conditions, in early 2014, UNICEF distributed 60,650 winter clothes kits to children 14 years and under living in informal settlements across the country. Each kit included a jacket, pants, waterproof boots, socks, gloves, scarf, wool hat and warm underclothes. UNICEF also provided clothing vouchers to another 45,000 children living in vulnerable communities and urban collective centres and shelters. Each child was provided with a US$40 voucher to exchange for winter clothes at nearby shops.

To ensure that children had a safe and warm environment to learn in, and to decrease the risk of children dropping out of classes during the winter months, UNICEF provided a fuel contribution for heating classrooms. Across the country, 222 schools with an average of 250 children per school (total of 55,500 children) received an average of 2,000 litres of fuel each to provide heating for classrooms. This was enough fuel for the schools to heat ten classrooms each for three months, providing a safe and warm environment that was conducive to children’s learning, reducing the risk of children not attending school due to the cold. UNICEF also provided 80,000 litres of fuel to five UNRWA schools (around 1,500 children) in the Bekaa Valley, most of which worked overtime to provide services to Palestine refugee children from Syria in addition to their usual students.

In late 2014, UNICEF launched the 2014/15 winter campaign, By the end December UNICEF had delivered 63,488 winter clothes kits to children under 15 years living in informal settlements,
prioritizing those at high altitude, along with 20,000 clothes vouchers valued at US$30/voucher to Palestine refugee children in Lebanon.

In total, 246,138 children benefitted directly from the UNICEF’s winter projects in 2014 (as reported on by partners and verified through Field and Third Party Monitoring).

**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:**
Throughout 2014 UNICEF swiftly adapted to the increasingly demanding interagency and intersectoral coordination architecture both at the national level in Beirut and at the zonal/field level in Zahle, Qobayat, Tripoli and Tyre. At the national and zonal levels UNICEF maintained a strategic presence at interagency and intersectoral levels.

At the national level, UNICEF co-led the Education (with UNHCR), Child Protection (with UNHCR and MOSA), SGBV (with UNHCR and UNFPA), WASH (with UNHCR), and Information Management (with UNHCR) sectors.

In the nascent Nutrition sector, led by MOPH, UNICEF played a significant support role in partnership with WHO. In all other sectors and sub-sectors, relevant or having impact to the work of UNICEF such as Health, Basic Needs, Cash Transfers, Social Cohesion, Livelihoods and Food Security, UNICEF ensured technical presence.

At the zonal/field level, UNICEF co-led in the Education, Child Protection in Emergencies (CPiE) and SGBV sectors in Zahle, Tripoli and Qobayat. In all the other sectors/zonal offices UNICEF maintained technical presence.

UNICEF’s sectoral co-leadership has ensured that UNICEF’s technical knowledge, programme strategies, views and development of tools and analyses substantially guided and supported the sectors in the shaping and development and implementation of the 2014 Lebanon’s Regional Response Plan 6 (RRP6) and the 2015 Lebanon Crisis Response Plan (LCRP).

Committed to its inter-agency partners, UNICEF worked on behalf of the WASH, Education and Child Protection sectors, dedicated Sectors and Information Management coordinators to achieve the following results:

- Developed sectors’ strategic planning through creation and updating of sector documents to guide and improve the work of working groups;
- Facilitated sector planning and fundraising process, such as RRP6 and LCRP, through provision of information and guidance for planning;
- Developed policy/assessments/technical guidance for sectors to improve quality across all working groups and have standardized approaches and tools for use by coordinators and members;
- Supported field-level coordination through provision of guidance, training, and support to field coordinators;
- Provided standardized guidance and tools including to field coordinators and field working groups; and
- Worked to improve communication and sharing of information between national and field working groups and between co-lead organizations.
Coordinated with other relevant sectors to improve cross-sector coordination and mainstreaming of issues to strengthen coordination, programming, and advocacy on overlapping areas of concern.

**OUTPUT 5** Vulnerable girls, boys, and women, including Syrian, Lebanese, and PRS access nutrition services.

**Analytical Statement of Progress:**
In 2014 UNICEF strengthened the institutional capacity of MOPH by supporting the establishment of the Nutrition Department, in addition to supporting MOPH to acquire key office equipment and to recruit nutrition staff for the department.

UNICEF also reinforced government capacity to coordinate the nutrition emergency response by supporting the establishment of the Nutrition Working Group under the leadership of MOPH and its mandate to coordinate various nutrition actors through technical support.

UNICEF continued to provide capacity development support to doctors, nurses and paediatricians. Thirty UNICEF partner and MOPH staff were trained on nutrition in emergencies and infant and young child feeding in emergencies (IYCF-E) through a collaboration with the American University of Beirut (AUB).

A total of 532 health care workers were trained in nutrition screening, identification and referral, which equipped them with the skills needed to monitor malnutrition within communities.

To verify the nutrition situation among the most vulnerable population, mass nutrition screening for all children under 5 was conducted in the most vulnerable areas of the country such as Bekaa Valley (eastern Lebanon). Although findings revealed low prevalence of acute malnutrition, UNICEF continued to support the management of acute malnutrition country-wide and 1,464 children under 5 with severe and moderate acute malnutrition received treatment alongside the 89,048 caregivers whose awareness was raised on IYFC-E. To ensure quality care of the malnourished, staff from 55 PHCs were trained in malnutrition case management and 32 of the PHCs were fully equipped for outpatient nutrition care. In addition, UNICEF provided eight government hospitals with special nutrition kits needed for inpatient case management of acute malnutrition. To ensure effective management of acute malnutrition UNICEF continued to provide nutrition supplies including anthropometric equipment, micronutrients and therapeutic supplies to various PHC facilities.

A total of 1,056,830 children (Lebanese and Syrian and Palestine refugee boys and girls) ages 6 months to 18 years received Vitamin A supplementation, and 22,077 pregnant and lactating women, and 48,845 children under 5 received multi-micronutrient supplementation.

Information, education and communication (IEC) materials were produced to support health promotion among the displaced and host communities countrywide and the distribution of one million copies IEC materials began in 2014 with the aim of increasing awareness as regards to the prevention and management of malnutrition.

The monitoring of the breast milk substitute code is still a challenge because the IYFC policy is yet to be enforced.
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:
The project support and operational costs have supported the effective delivery of the Country Programme of Cooperation. This has included staffing to ensure the timely delivery of planned activities. In 2014, operational costs also supported the emergency interventions in response to the Syrian refugee crisis in Lebanon.

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:
The project support and operational costs have supported the effective delivery of the Country Programme of Cooperation. This has included staffing to ensure the timely delivery of planned activities. In 2014, operational costs also supported the emergency interventions in response to the Syrian refugee crisis in Lebanon.

OUTCOME 5 Improved evidence-based advocacy and communication at national and community level on children in Lebanon

Analytical Statement of Progress:
In 2014, key evidence-based advocacy and communication initiatives centred on UNICEF’s vulnerability mapping, critical assessments and national plan launches, and local government engagement.

In 2013, UNICEF Lebanon led a mapping exercise, in collaboration with the Information Management Unit of the Prime Minister’s Office, to rank the most vulnerable localities, using refugee population and local poverty data. Over the last two years, UNICEF Lebanon concentrated efforts in these localities where the majority of Syrian refugees, poor Lebanese and Palestinian refugees were located.

Vulnerability mapping was employed to plan and advocate for specific interventions in 2014, such as polio immunisation. In collaboration with the WHO and MOPH, UNICEF identified areas at high risk for polio because of low immunization coverage and high concentrations of vulnerable Lebanese and Syrian refugees. The mapping was conducted using data from WHO’s post-campaign monitoring exercise and UNICEF’s vulnerably map. As a result, 118 cadastres were identified as high risk for polio outbreaks. Coverage was ultimately extended to 210 cadastres following consultations with physicians.

The National Plan to Safeguard Women and Children in Lebanon, a document signed between MOSA and UNICEF, defines MOSA’s child protection and GBV response over an 18-month period. The Plan aims to ensure access to prevention and response services for vulnerable children and women as well as build the institutional capacities of MOSA and its partners to regulate the decentralised child protection system.

To launch the MOSA National Plan, a signing ceremony was held for the memorandum of understanding between MOSA and UNICEF, garnering extensive media attention, including on social media. The ceremony was attended by the Head of the Delegation of the European Union...
(EU) to Lebanon, as well as representatives of the Embassies of the United Kingdom, Japan, the United States, and Italy.

In 2014, UN agencies and development partners, led by the MEHE, also develop a coordinated three-year programme for education response, building on existing initiatives and providing a framework for bringing the immediate emergency and longer term development efforts together. The programme, "Reaching All Children with Education in Lebanon (RACE) 2014 – 2016", aims to cover an average of 413,000 Syrian refugees and vulnerable Lebanese school-aged children (3-18 years) per year. Key components of the plan include: ensuring equitable access to educational opportunities, improving the quality of teaching and learning, and strengthening national education systems, policies and monitoring.

Advocacy for the RACE proposal included a number of high level events. In April, at the World Bank Spring Meeting, focus on the No Lost Generation Initiative also provided a spotlight for the RACE proposal. The UN General Assembly side meeting in September as well as the Brussels and Berlin High Level Meetings in the fall also advocated for the RACE plan and sought to mobilise resources for the education response. Following the Berlin meeting, two high level visits to Lebanon by delegations from Germany took place, with special attention being placed on education. The UN Deputy Secretary General also visited Lebanon, increasing advocacy efforts on education and RACE.

In July, the UNFPA, UNICEF, UNESCO, Save the Children and UNHCR “Situation Analysis of Youth in Lebanon Affected by the Syrian Crisis” report was launched. This assessment was the product of a seven-month collaboration which included the cooperation of many stakeholders, including Syrian refugees and Lebanese host communities, especially youth (aged 15-24 years). The assessment sought to:

- gain a holistic understanding of the vulnerabilities of Syrian refugee youth in Lebanon in relation to the social, psychological, livelihood, economic, educational and health conditions with a focus on reproductive health;
- analyse the relationships between Syrian refugee youth and Lebanese host communities; and
- provide key recommendations to guide concerned agencies and parties in their planning aimed at improving the situation of affected youth.

The launch event organized by UNFPA was attended by a number of donors, government officials, UN agencies and NGOs. It shed light on the issues faced by youth and on the major gap in tackling and addressing the issues faced by this vulnerable cohort.

In an effort to protect refugee children living in informal settlements from the extreme winter cold in especially high altitude locations, UNICEF advocated with mayors of municipalities to allow UNICEF and its partners to provide Syrian children with winter clothes. As a result of these advocacy efforts with the Ministry of Interior and Municipality and municipalities, UNICEF has been granted access to all Syrian children targeted for the winter programme of 2014/2015.

UNICEF also worked to reduce tensions between Lebanese host communities and Syrian refugees in 2014. For example, in Akkar (northern Lebanon), UNHCR and UNICEF advocated for the Mayor's support to protect refugees in informal settlements from vandalism and targeted attacks. As a result, a close working relationship has evolved and joint work, which has benefited both host and refugee communities, has been undertaken on polio immunization, flood mitigation and response, and solid waste disposal. Tensions in the municipality between
Lebanese and Syrians have decreased and the Mayor has become a strong advocate on behalf of Syrian children and their families, contacting UNICEF when refugees were in need of assistance.

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

**Analytical Statement of Progress:**
UNICEF Lebanon continued to scale up its monitoring and evaluation capacity in 2014 to effectively develop and implement a performance monitoring system able to cater to the growing crisis.

The overall guiding framework for UNICEF Lebanon’s monitoring systems is the Humanitarian Response and Resilience Plan - a one-stop shop for UNICEF’s results frameworks related to the response, RRP outputs, indicators, activities, budget, supplies, and funding pipeline. It has also been used to plan for contingency needs.

At the start of 2014, at the inter-agency level, ActivityInfo was adopted as the single monitoring and reporting platform for the entire inter-agency response plan, encompassing nine sectors and more than 100 implementing partners and 900 users. UNICEF contributed substantially to the development and roll-out of this system, including design, development of guidelines, manuals and trainings. Monthly reporting covered more than 300 indicators with geographic tagging that facilitated analysis and mapping. To ensure quality of reporting, UNICEF Information Management Officers conducted monthly verification of the data and produced reports against targets which fed into situation reports (SitReps).

UNICEF Lebanon also further refined and adapted its online partnership management platform – EquiTrack – to meet the ever growing challenges of monitoring, tracking and management of programme implementation. New portals on field trip planning and reporting were added, as well as a separate portal for managing third party site visits. EquiTrack has been acknowledged as a regional best practice and has been spearheaded by the Regional Director for introduction to the other UNICEF COs responding to the Syrian crisis.

Throughout the year, UNICEF supported various line ministries and inter-agency planning and monitoring working groups. UNICEF supported identification of high risk areas for the polio campaigns, and supported MEHE with the compilation and analysis of enrolment data. At the inter-agency level, UNICEF made substantial contributions in the Information Management Working Group, the Data Task Force, the Assessment Working Group and the Core Planning Task Force, which guided the drafting of the 2015 response plan with the Government of Lebanon.

To further strength field level monitoring and evaluation capacity, UNICEF recruited dedicated Information Management Officers for all of its zone offices in Lebanon. By end 2014, three of the four zone offices were staffed.

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

**Analytical Statement of Progress:**
To continue raising the global, regional and national awareness of the impact of the Syrian crisis on the most vulnerable children in Lebanon, including the most vulnerable Lebanese children,
UNICEF Lebanon was positioned as a prominent voice in the public debate through traditional and new media. UNICEF Lebanon supported visits by the media, high-level advocacy field missions, and National Committee visits in support of their campaigns for the Syria crisis. UNICEF Lebanon also conducted media interviews and briefings, organized launch events, and produced a variety of communication and information materials.

UNICEF Lebanon launched its largest mass communication campaign to raise awareness on the importance of the Oral Polio Vaccine (OPV) during Lebanon’s two national polio immunisation campaigns.

In 2014 the following was achieved:

• 40 media missions were supported;
• 34 National Committee/Goodwill Ambassador/ Donor missions were supported;
• 25 videos were produced and published, plus 21 videos were produced to be published as part of an exhibition in 2015;
• 35 photo missions were commissioned or conducted by Communications staff;
• 6 press events were held and supported; and
• 8 human interest stories were published.

The above resulted in more than 305 local, regional and global media mentions of UNICEF Lebanon and the issues the most vulnerable children were facing.

UNICEF Lebanon further expanded its digital social reach in 2014, establishing itself as the UN agency in Lebanon with the widest social reach on Facebook, Twitter and Instagram. UNICEF Lebanon’s Twitter and Instagram feeds ranked first in the number of followers in the MENA region (excluding the Regional Office) and UNICEF Lebanon had the fourth widest reach in MENA on Facebook.

UNICEF Lebanon’s Facebook followers grew to 23,678 in 2014. UNICEF Lebanon’s Twitter feed grew by 28 per cent, to 8,714 followers. UNICEF Lebanon’s Instagram feed grew by 38 per cent, with 2,283 followers.

As the Syria crisis entered its fourth year, maintaining media interest become increasingly challenging. The deterioration of the security situation within certain geographical areas in Lebanon limited direct access to many locations hosting the most vulnerable Lebanese and Syrian refugees. Freelance journalists and content producers were hired to gather communication materials in those areas. Accompanying journalists and media remained difficult as security measures were reinforced.

**OUTPUT 3** Increased capacity of government workers on C4D knowledge and behaviour changes.

**Analytical Statement of Progress:**
UNICEF Lebanon’s focus for Communication for Development (C4D) in 2014 was to support the efforts of the MOPH efforts to ensure the highest possible vaccination coverage for children under five. A mass communication campaign was launched in coordination with MOPH and WHO aiming to raise awareness on the importance of Oral Polio Vaccine (OPV) and to encourage vaccination of 650,000 children under five across Lebanon.

Partners were also provided with training materials to conduct awareness sessions and
advocacy efforts with medical practitioners in response to Lebanon’s specific challenge with private sector health providers.

On a national level, appearances were scheduled with media outlets for paediatricians to explain the campaign and encourage parents to participate by vaccinating their children. More than 20 interviews were conducted prior to the official launch, spreading the news and educating communities.

In order to reach a larger audience, UNICEF Lebanon scheduled an exclusive 15 minute segment on LBCI’s prime show Hki Jeles to cover the polio campaign. The segment featured spokespeople from UNICEF and MOPH to communicate key messages. More than 657,500 people watched the episode.

The national campaign also included the production of two public service announcements (one with UNICEF Regional Goodwill Ambassador Nancy Ajram), two radio spots, an outdoor billboard campaign, and on-pack information stickers in partnership with national baked-goods producers and water suppliers.

Pro-bono placements (with a total campaign value of US$ 3.6 million) of the various information assets were secured for the duration of the vaccination weeks in October and November. The following results were reported:
- TV spots aired 793 times
- 49 ad inserts in local print media
- 132 radio spots aired
- 247 outdoor billboard spaces secured
- 7.9 million SMS messages sent in four waves.

UNICEF Lebanon also continued to support programmes on the design and production of Information Education Communication (IEC) materials. Support for Ministries and NGOs to run outreach awareness sessions based on ‘Facts for Life’, a C4D tool developed for use by social, health and community workers, continued. Support was also provided for the Child Protection programme to produce an animated short video on child marriage. Materials were also produced for Global Hand washing Day.

A country-wide cross-sectoral Knowledge, Attitudes and Practices (KAP) survey focusing on Syrian refugee communities was finalized and was used as a basis for the C4D interventions.

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:
Appropriate technical guidance was provided to the implementation and management of the Regional Response Plan in 2014 in budgeting, innovations, information management, planning, knowledge management and social protection. Dedicated Information Management Officers were added to zonal offices to further extend the technical guidance 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 communications programme implementation.
Analytical Statement of Progress:
Costs for this section include communication support and operational costs which included hiring services to provide visibility for high-level, media and National Committee visits. A communication consultancy for field missions, support and logistics, a consultancy for communication materials and campaigns, and an international consultancy supported media management, coordination, events organization, and support for other communication events and activities.

OUTCOME 8 Special Purpose

OUTPUT 1 Premises and Security

Analytical Statement of Progress:
Much progress was made during 2014 to ensure that the four zonal offices were fully compliant with the Minimum Operating Security Standard (MOSS). The progress on their MOSS compliance was monitored and reported on at the Central Management Team (CMT) and Emergency Management Team (EMT) meetings.

Considering the increase in staffing during 2014, the inventory of office supplies and equipment was reviewed and supplies were purchased in accordance with the needs, including vehicles and security equipment. Four armoured B6 level vehicles, 16 MOSS-compliant soft skin vehicles equipped with flak jackets and helmets ensure safety of UNICEF staff while on mission in Lebanon. All staff were also provided with radio equipment. Security staff were recruited and positioned in the zonal offices to ensure security briefings and advice were provided in a timely fashion.

Key dedicated Operations staff conducted frequent visits to the zonal offices, providing onsite support and ensuring that work processes for handling replenishment of supplies and cash/payments were established and implemented.

UNICEF Lebanon finalised and successfully tested its BCP, ensuring new places of relocation were fully equipped and operational and staff trained as required.

OUTCOME 9 Effective & efficient programme management and operations support

Analytical Statement of Progress:
In 2014, a focus was placed on strengthening the presence and functionality of the four zonal offices in Qobayat, Tripoli, Tyre, and Zahle. The number of staff in these offices increased from 21 in 2013 (out of a total of 103 for UNICEF Lebanon) to 48 in 2014 (out of a total of 148 for UNICEF Lebanon). As a result, in Tripoli and Tyre, new, bigger office locations were identified, and additional space was leased in Beirut and Zahle to accommodate the number of staff.

UNICEF Lebanon reviewed the structure of the zonal offices to ensure that they were consistent with the accountabilities and responsibilities bestowed on them. This necessitated the creation of the Chief of Field Office and Chief of Field Operations positions.

UNICEF Lebanon also invested in additional information communication technology (ICT) and transport equipment. The post of Administrative Officer responsible for zonal offices was created to ensure that adequate support was provided and that programme activities were not impeded.
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 2014, growing from US$122 million in contributions at the end of December 2013 to contributions in excess of US$211 million in 2014.

The staff base grew by more than 40 per cent from the previous year and the four field offices were expanded in Zahle, Qobayat, Tripoli and Tyre. The expansion in staff and field offices was complemented by appropriate operations and programme management structures to effectively implement planned activities.

In 2014, UNICEF Lebanon regularly monitored management indicators through the weekly EMT, monthly CMT, Programme Meetings, as well as other statutory meetings and committees.

UNICEF staff attended numerous sector-based and general interagency coordination meetings, Humanitarian Country Team (HCT), UN Country Team (UNCT) and Senior Management Team (SMT), and semi-regular Operations Management Team (OMT) meetings with sister UN agencies in Lebanon. Two Regional Management Team (RMT) meetings were also convened at the regional level, and there were at least ten Syria-crisis multi-country meetings hosted within the sub-region attended by UNICEF Lebanon staff.

OUTPUT 2 Effective and efficient management and stewardship of Financial Resources.

Analytical Statement of Progress:
UNICEF Lebanon conducted an intra-office peer review in June 2014 and an audit in July 2014. A verification mission was also carried out by the EU in November, and the overall rating was satisfactory. UNICEF Lebanon also engaged the services of three charted accountant firms to conduct assurance activities of the Harmonized Approach to Cash Transfers (HACT). As of the end of December, 48 spot checks were conducted.

UNICEF Lebanon also strengthened its internal control system by reviewing the Table of Authority and reassigning roles accordingly. Training on Internal control was provided to all staff. UNICEF Lebanon also reviewed some of its critical work processes to ensure that inherent risks were addressed and that the SOPs remain relevant to the changing environment, including those related to Programme Cooperation Agreements (PCAs), travel, and consultants and individual contractors.

In December, UNICEF Lebanon piloted payment processing through the VISION Bank Communication Management (BMC) System and is committed to fully migrating to this process by the end of February 2015, including updating all vendor records to ensure BCM compliant bank details. This migration is expected to result in a 50 per cent cost savings per transaction over the manual bank transfer procedure previously used.

UNICEF Lebanon instituted several monitoring mechanisms that culminated with progressive performance indicators monitored by the CMT. These included progress on the HACT assurance activities and Direct Cash Transfers (DCT) status.

OUTPUT 3 Effective and efficient governance and systems.
Analytical Statement of Progress:

The number of employees rose from 103 in 2013 to 148 in 2014 (of which 118 were staff). UNICEF Lebanon conducted a Programme and Budget Review (PBR) in the first quarter of the year for the Country Programme, which was extended until the end of 2015. Twenty-five fixed term positions were created, upgraded and/or regularized. The four zonal offices were significantly strengthened with fixed term heads of office, and were staffed in all programme areas.

UNICEF Lebanon maintained a relatively temporary and flexible structure, with 64 per cent of staff on temporary appointments and an additional 30 colleagues on mission from other UNICEF offices, from Standby Partners, or as consultants. Gender balance was 48 per cent of staff female and 52 per cent male.

For two of the 54 established full time positions, no incumbent was identified by year end, constituting a vacancy rate of 4 per cent. In total, 31 positions were under recruitment by year end. However 15 incumbents were scheduled to start in January, leaving only 16 positions under active recruitment. Average recruitment time was 80 days, with 61 per cent completed within 80 days.

Frequent staff orientations and inductions were conducted. In line with the learning and training strategy, learning activities focused on basic and mandatory training. Seventy-four training activities were offered to staff, including trainings on Integrity Awareness, Protection from Sexual Exploitation and Abuse (PSEA), Programme, Policy and Procedures (PPP), Early Warning Early Action (EWEA), Competency Based Interviews, the Performance Appraisal System (PAS), First Aid, HIV in the Workplace, ICT, VISION and EquiTrack.

Ninety six per cent of the 2013 Performance Evaluation Reports (PERs) were completed by June 2014. Work planning for 2014 was done by 72 per cent of staff, and 67 per cent of staff had a mid-year review.

UNICEF Lebanon operated in an L3 emergency, with no Rest and Recuperation (R&R) and limited leave, and stress management of staff was an acknowledged area for improvement. The regional Staff Counsellor conducted workshops on stress management in April. Based on recommendations and at the initiative of the Peer Support Volunteers (PSVs), a designated Working Group will plan and monitor efficient stress management measures in 2015.

OUTPUT 4 Effective and efficient management and stewardship of Financial Resources. 2- Effective and efficient management of human capacity.

Analytical Statement of Progress:

In 2014, the implementation of the RRP6 was supported by the project support and operational costs under each Programme Component Result (PCR).

UNICEF Lebanon strengthened its internal control system by reviewing the Table of Authority and reassigning roles accordingly. Training on internal control was provided to all staff. UNICEF Lebanon also reviewed some of the critical work processes to ensure that inherent risks were addressed and that the SOPs remained relevant to the changing environment.

UNICEF Lebanon also reviewed the structure of the field offices to ensure that they were consistent with the accountabilities and responsibilities bestowed on them. This necessitated the creation Chief of Field Office and Chief of Field Operations positions. New office spaces
were identified for Tripoli and Tyre and additional spaces were leased in Beirut and Zahle to provide for the increased numbers of staff.

**OUTPUT** 5 Effective and efficient management and stewardship of Financial Resources. 2- Effective and efficient management of human capacity.

**Analytical Statement of Progress:**
Efficiency gains and cost savings were achieved in different ways in 2014. For example, UNICEF, together with other UN agencies and under the UNIDO umbrella, participated in a workshop with potential Lebanese suppliers interested in accessing local tenders. Overall, in 2014, UNICEF Lebanon processed approximately 65 per cent of its total procurement volume locally. Efficiency was also achieved through exchange of long term agreement (LTAs) with other UN agencies, especially with UNHCR, saving time and ensuring uniformity in costs across the agencies.

A total of US$493,226 worth of programme and operation supplies and institutional services were procured through the Regional Office’s Consolidated Unit, allowing the Lebanon Supply unit to focus on improving local sourcing.

UNICEF Lebanon also invested in the latest, state-of-the-art video conference equipment that led to a reduction of the number of face-to-face meetings held. Approximately 25 trainings were provided to some 100 staff on the use of Internet-based messaging services that resulted in a reduction of communication costs.

In December, UNICEF Lebanon piloted payment processing through the VISION Bank Communication Management (BMC) System and is committed to fully migrating to this process by the end of February 2015, including updating all vendor records to ensure BCM compliant bank details. This migration is expected to result in a 50 per cent cost savings per transaction over the manual bank transfer procedure previously used.

UNICEF Lebanon also improved efficiency through the introduction of the EquiTrip paperless, online travel approval and reporting process.

**OUTCOME 9** Cross-sectoral activities to support the emergency programme delivery for the Syrian refugees in Lebanon.

**Analytical Statement of Progress:**
UNICEF Lebanon’s programmes, including those investments related specifically to the ongoing Level 3 crisis response, had integration at their core. The groundwork was laid in 2013 through a major push towards convergence of activities and partners in the localities supporting the greatest numbers of poor Lebanese and Syrian refugees. In 2014, this effort followed a natural progression towards truly integrated programming.

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

UNICEF spearheaded two major multi-stakeholder policy initiatives with line ministries that coalesced investments towards a common goal. The first was the MOSA National Plan, which brought (and will continue to bring) together resources and partners in direct support to the
Ministry’s SDC network that provides a range of social public services to the poorest children and families. The second was the RACE initiative, which has the primary objective of providing access to learning for more than 400,000 students per year, as part of a package that includes access to WASH, health and child protection services.

UNICEF’s downstream programme supported service provision in institutional ‘gateways,’ including public schools and health facilities, SDCs and Palestinian camps; as well as in civil society ‘gateways,’ including community centres and informal refugee settlements.

In total, UNICEF supported more than 2,000 individual ‘gateways’ of this nature, ensuring provision of a cross-sectoral package of services – health, nutrition, WASH, education and child protection – to the most marginalized children and women.

This effort was supported by a sophisticated monitoring system that includes digital, mobile data collection and cutting-edge mapping of needs and service provision, including at child level. This allowed tracking of which ‘gateways’ were provided which services, and where gaps remained.

**OUTPUT 3** Cross-sectoral to support the emergency programme delivery for the Syrian refugees in Lebanon

**Analytical Statement of Progress:**
To support the implementation of the RRP, UNICEF relied on its four zonal offices, which were fully compliant with MOSS in 2014. Recruitment of staff was as per the recruitment plan, and was almost entirely completed.

The Beirut office and the field offices were equipped with four armoured B6 level vehicles and 16 MOSS-compliant soft skin vehicles 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. Security staff were recruited and positioned in the zonal offices ensuring briefings and advice were provided in a timely fashion.

Recruitment of staff was properly planned and undertaken as per the established Level 3 emergency recruitment policy. The recruitment plan implementation was developed and reported on at the CMT and EMT meetings.

Approximately US$26 million worth of programme supplies was procured in 2014 and the inventory of those supplies was outsourced to the private sector, ensuring high storage standards.

Key Operations staff were assigned for regular visits to field offices, providing technical support in information technology (IT) and administrative and financial issues, and ensuring that work processes for handling replenishment of supplies and cash/payments were established and implemented.

UNICEF Lebanon finalised and successfully tested its BCP, ensuring new places of relocation were fully equipped and operational and staff were trained as required.

**OUTPUT 4** Cross Sector Support to Field Operations
Analytical Statement of Progress:
The Cross Sectoral Output was utilized for the effective support of UNICEF Lebanon’s emergency programmes. This included staff salaries, general operating costs, travel, etc., for Operations and Logistics, Communications and Social Policy, Planning, Monitoring and Evaluation.

OUTCOME 10 Infant and child mortalities are reduced.

Analytical Statement of Progress:

In 2014, UNICEF Lebanon continued to achieve good results in its health interventions for Palestine refugees in Lebanon. UNRWA is the main health care provider for Palestine refugees in Lebanon, but severe budget constraints made it impossible for UNRWA to meet all of the refugees’ needs. UNICEF supported UNRWA in providing primary and secondary health services to more than 325,000 Palestine refugees (280,000 from Lebanon-PRL and 45,000 from Syria-PRS) through 27 UNRWA health centres. Specifically, UNICEF continued to support the Expanded Program on Immunisation (EPI) requirements (vaccines, syringes, needles, cold chain supplies, needle destroyers, refrigerators, oral rehydration salts) and Vitamin A.

In 2014, 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 U5 mortality rate was reduced to 17 per 1,000 live births (against the target of 25 per 1,000).
- The Immunization rate reached 99 per cent, exceeding the target of 95 per cent coverage.
- The proportion of children (1-13 years) and lactating mothers who received a high dose of Vitamin A supplement twice a year reached 99 per cent, exceeding the target of 95 per cent (UNRWA 2014).

UNICEF provided EPI vaccination requirements to all 27 UNRWA health clinics, benefitting a total of 29,000 U5 children. UNICEF also provided Vitamin A doses to 6,000 lactating mothers.

In accordance with MOPH emergency vaccination campaigns launched throughout 2014, UNICEF Lebanon achieved the following results (with UNRWA as the implementing partner):

- 61,392 Palestine children received polio vaccinations over two rounds carried out 17-23 March and 23-29 April 2014 (9,770 PRS);
- 74,505 Palestine children received polio vaccinations over two rounds carried out 15-21 October and 15-21 November 2014 (10,762 PRS);
- 23,028 PRS and PRL received measles vaccinations as part of the emergency measles vaccination campaign in Shatila, Sabra, Burj Barajneh camps and adjacent areas from 17-23 March 2014 (1,583 PRS);
- 63,862 PRS and PRL received measles and rubella vaccinations from 23-29 April 2014 (8,994 PRS); and
- 70,246 PRS and PRL benefitted from the Vitamin A campaign from 23-29 April 2014 (10,815 PRS).
OUTPUT 1 Immunization coverage for U5 children is maintained at least at 95% and proportion of children aged 1-13 and lactating mothers receiving high dose of Vitamin A increased to 95%.

Analytical Statement of Progress:
UNICEF continued its support to UNRWA, as the main provider of primary healthcare services to Palestinians, both PRL and PRS, to maintain the high immunisation coverage among Palestinian children. The infant mortality rate in the Palestinian camps and gatherings in 2014 was 15 per 1,000 live births (as per the UNRWA Health Annual Report 2014). The U5 mortality rate was 17 deaths per 1,000 live births. The proportion of children (1-13 years) and lactating mothers who received a high dose of Vitamin A supplement twice a year was more than 99 per cent and the immunisation rate was 99 per cent.

UNRWA offers primary healthcare (PHCs), in both preventative and curative health, at 27 health centres located in the 12 camps across Lebanon. UNICEF provided medical supplies for the health centres and vaccinations to all aforementioned clinics.

UNICEF provided an in-kind donation of medical supplies which included basic essential medicines, medical supplies for PHCs, and other medical/surgical equipment. This donation was used to refurbish the depleted centres’ stock.

UNICEF also provided vaccines and medical supplies to UNRWA to implement the polio campaign in March/April and October/November 2014. The polio campaign was carried out in health clinics, kindergartens in the camps, and door to door in accordance with the national polio campaign launched by MOPH. The March/April campaign reached 61,392 Palestine refugee children (9,770 PRS), and the October/November campaign reached 74,505 (36,511 male/37,994 female) Palestine refugee children (10,762 PRS).

UNICEF supported UNRWA in the implementation of the emergency measles vaccination campaign providing for the vaccination, equipment and staffing requirements. Between 17 and 23 March 2014 an emergency measles vaccination campaign was carried out in the Shatila, Sabra and Burj Barjneh camps at UNRWA health clinics, kindergartens and schools. A total of 23,028 Palestine refugees (21,445 PRL and 1,583 PRS) benefitted from this round of vaccination.

UNICEF and UNRWA also cooperated on the implementation of the nationwide polio, vitamin A and measles and rubella campaigns. Between 23 to 29 April 2014 a measles/rubella immunisation and vitamin A supplementation campaign was carried out in all camps through health clinics, schools, and door to door. A total of 63,862 Palestine refugee children received measles and rubella vaccinations (8,994 PRS) while 70,246 benefitted from the Vitamin A campaign (10,815 PRS).

OUTCOME 11 Students at UNRWA schools successfully complete primary schooling and alternative learning is offered to out of school children.

Analytical Statement of Progress:
Lebanon had the highest school grade repetition rates among all the countries in which UNRWA had interventions. School dropout rates became an increasing concern. Palestine refugee children tended to drop out after basic education. Family and economic factors contributing to school drop outs were prominent in Lebanon. The massive influx of refugees from Syria, both Palestine and Syrian, further strained the already over-stretched UNRWA and public sector
educational infrastructures. Education is one of the main ways to ensure a sense of normalcy and structure in the lives of PRS children, but space constraints and the need for curriculum adaptations complicated an already difficult process to ensure children’s school enrolment. Integration into the Lebanese curriculum was difficult for most PRS children, as mathematics and scientific courses that were taught in Arabic in Syria were taught in English or French in all UNRWA and public schools in Lebanon. Only 65 per cent of PRS children in Lebanon enrolled in school in 2014. Education remained the key intervention of the UNICEF Palestinian programme in Lebanon. In cooperation with UNRWA and Palestinian NGOs, UNICEF supported two main educational interventions covering all the camps and gatherings: Remedial Education and Early Childhood Development (ECD) services.

Remedial Education (results reported in Activity Info and partner reports) responded to the need to support UNRWA and partners’ learning programmes to help PRL children with low academic achievement to catch up and for the integration of PRS children in UNRWA schools. Remedial education classes were opened at UNRWA schools and partner NGOs’ centres benefiting 4,200 children from grades two through six. For the fourth consecutive year, stationery, school bags and uniforms were also provided to 32,706 children attending UNRWA schools to boost equitable access to education. In-service professional qualification courses (Teaching Diploma and School Based Teacher Development Programme) were provided to 300 newly appointed UNRWA teachers employed for the education of PRS children and to 60 remedial education teachers providing remedial education through Palestinian NGOs.

In Lebanon, almost 62 per cent of Palestinian girls and boys ages 3-5 years living in refugee camps and gatherings attend pre-school (with the ratio approximately equal for both boys and girls). UNRWA did not provide ECD education. UNICEF addressed the lack of investment in early education by supporting early development services through the provision of pre-school classes at the centres of Palestinian partner NGOs, attended by 782 PRL and PRS children aged 3-6 years. ECD kits were provided to Palestinian partner NGOs and 20 kindergarten teachers were trained on quality pre-schooling.

OUTPUT 1 Institutional capacities of partners and learning support to children at-risk of dropping out are strengthened including PRS.

Analytical Statement of Progress:
For the fourth consecutive year, UNICEF continued its support to UNRWA’s Learning Support Programme. The aim of this intervention was to enable academically weak students in grades 2, 3, 4, 5 and 6 to catch up with their class by providing them additional academic support. Throughout the 2013-2014 scholastic year, a total of 4,200 students in grades 2, 3, 4, 5 and 6 were identified as being in need of learning support. UNICEF supported UNRWA and NGOs to hire 230 learning support teachers and eight learning support coordinators to provide remedial education to these children. By the end of 2013-14 scholastic year, more than 93 per cent of children enrolled in the learning support programme passed the post-diagnostic test carried out by UNRWA.

UNICEF also supported UNRWA to develop the learning support module in UNRWA’s School Management System (SMS), a web-based interactive platform that enhances UNRWA capacity to store and manage information about its schools, staff and students. UNICEF also helped UNRWA provide computers and internet access to 21 learning support classes. As a result of developing the learning support module, UNRWA became capable of exchanging and analysing data about children with low achievement easily and consistently. The system was also used as an early warning system helping UNRWA identify children who needed special attention or were
at risk of faltering and leaving school.

UNICEF supported UNRWA to provide “Back-to-School” kits to all PRS and PRL students in grades 1-12, for a total of 9,860 students for the scholastic year 2013-14. UNICEF also supported UNRWA in the provision of in-service professional qualification courses to 300 newly appointed UNRWA teachers employed for the education of PRS children. UNICEF support also achieved the following:

• A total of 69 Palestine children living in remote areas in the Bekaa (east Lebanon) were identified as at-risk of dropping out of school were provided with transportation to and from UNRWA schools.
• Some 6,300 PRS and PRL students and their parents participated in outreach activities (18 Iftars) in July 2014, which provided a recreational outlet during the month of Ramadan.
• A total of 104 PRL, PRS and Syrian refugee children and adolescents attended literacy classes.

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

Analytical Statement of Progress:
In 2014, pre-school education was neither compulsory nor free in Lebanon. This service was run by the few NGOs who own some facilities, kindergartens (KGs) and/or nurseries. Almost 62 per cent of Palestine refugee girls and boys ages 3-5 years living in refugee camps and gatherings attended pre-school (with the ratio of boys to girls approximately equal). The socioeconomic situation was one of the main factors that hindered children from attending pre-school services. In addition, most of the KGs lacked 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 Early Childhood Development (ECD) through the provision of pre-school services to improve children’s school readiness and to meet the growing requirements of working mothers, there was still a lack of investment in this sector.

UNICEF Lebanon supported Palestinian NGOs to provide ECD services that included the provision of pre-school classes at the centres of Palestinian partner NGOs, provision of ECD kits to Palestinian partner NGOs and training of KG teachers on providing quality pre-schooling.

In 2014, 782 PRL and PRS children ages 3-5 years attended KG classes and received PSS along with educational services. Four hundred parents attended awareness sessions on the importance of pre-school education and childhood development. In order to mitigate the economic burdens faced by refugee children attending the KGs, UNICEF distributed school bags, stationery and uniforms to more than 750 children. UNICEF also distributed 81 ECD kits to NGOs. More than 30 teachers were hired and all 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 NGO partners as well as trainings for these teachers.

A total of 125 children (65 boys and 60 girls) joined CIRCLE’s Young Learners, a holistic educational programme designed to prepare 4-5 year old children for school and enhance their psychosocial wellbeing. The programme was run by Unite Lebanon Youth Project and took place over a period of eight weeks between September and November 2014, in addition to a three-day makeup session. CIRCLE’s Young Learners’ programme provided a head-start in education for KG aged children. The results were demonstrated through the high attendance
level (89 per cent) and the children’s involvement and achievement of educational projects and portfolios during the programme. UNICEF provided financial support for teachers.

OUTCOME 12 Safe and protective networks for children and recreational, cultural and sports activities for youth are strengthened.

Analytical Statement of Progress:

Child protection concerns were extremely high within the Palestine refugee context. Some 83 per cent of Palestine refugee children in Lebanon were subjected to violent discipline at home. Seven per cent of Palestine children ages 5-14 engaged in child labour and 6 per cent of girls ages 15-19 were married (UNRWA 2014). Refugee children with a disability were disadvantaged as the camps’ infrastructure was a barrier to their mobility and thus their inclusion. They faced social discrimination and very limited access to services, such as KGs, schools and public buildings.

PRS faced additional protection concerns due to their legal status. They were denied visa extensions beyond one year, thus limiting their freedom of movement and ability to complete civil registration procedures, such as birth registration.

UNICEF continued to work with UNRWA and NGO partners to ensure that Palestine refugee children had access to basic PSS and child protection services in Lebanon, and that protection cases were pursued, dealt with internally and referred to other organizations and partners as necessary. To respond to the high vulnerability of Palestine children, UNICEF Lebanon supported the establishment of a child protection detection and referral system (including GBV). UNICEF supported UNRWA in defining a PSS strategy and mapping of PSS services as well as the provision of PSS services (level 1 and 2) by UNRWA and NGO partners. Trainings of partners’ staff on child protection and on child protection/GBV issues, coordination, referral and follow up of cases also took place. PRS children’s resilience was further strengthened through the provision of winter clothing, fuel to UNRWA schools in the Bekaa (east Lebanon) and assisted devices for children with disabilities. Youth opportunities for economic and social development were enhanced through the provision of life-skills trainings, PSS support and revolving micro-credit loans by partners.

UNICEF support achieved the following results in 2014 (as reported in Activity Info and in partner reports):

- 293 UNRWA and NGO staff, including social workers, health tutors, teachers and counsellors, were trained in psychological first aid, child protection and PSS;
- 74 PRS and PRL children with disabilities received assistive devices;
- 20,000 children received cash assistance for winter clothing through UNRWA ATM system (US$30 per child);
- 4,000 children received winter clothing kits delivered to UNRWA schools in Nahr el Bared Camp;
- The UNRWA PSS strategy and referral path was drafted;
- The juvenile justice study on Palestinian children and adolescents in conflict with the law was completed; 57,246 PRS and PRL children and youth and 3,075 caregivers participated in open days, community events and recreational activities (level 1 and 2 PSS activities to improve the psychological health of refugees);
- 421 children received individual PSS;
- 15 CFS were established in addition to nine women’s safe spaces (WSS);
• 1,763 women participated to awareness sessions on GBV;
• 1,008 youth attended life skills training;
• 489 women victims of GBV received individual support;
• 165 youth and women were supported with micro-credit loans through NGOs; and
• 15 NGO staff participated in trainings on GBV case management and 51 staff were trained on GBV prevention.

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 57,246 PRS/PRL children to manage stress through games, shows and plays. Open days, community events and trips were organized, involving parents and teachers. Teachers observed marked improvement in students’ achievements and behaviour.

Some 1,766 caregivers also received various forms of PSS. Two hundred sessions were conducted, including life skills-building and recreational activities; awareness raising on positive discipline; managing conflict among children; managing children’s psychosocial distress, educational problems and school underachievement; communicating with adolescents; sexual and reproductive health; and legal protection. Individual counselling, support groups and outreach home visits were also conducted to improve parents’ wellbeing.

The following results were also achieved:

• Inclusive sports activities benefiting 5,536 UNRWA students (PRS and PRL) were conducted in HOOPS clubs.
• UNICEF supported UNRWA to launch the sixth annual Palestiniadi activities, engaging 300 PRL/PRS children and 50 animators/teachers.
• A total of 212 adolescents joined sports camp retreats for young football players, including awareness sessions on health, hygiene, and conflict resolution.
• UNICEF sponsored UNRWA Play and Learn activities benefiting 3,570 PRL, 2,738 PRS, and 104 children with disabilities. UNICEF provided 200 recreational kits and supported UNRWA to provide 74 children with disabilities with assistive devices.
• Some 20,000 children received cash assistance for winter clothing through the UNRWA ATM system; 4,000 children received winter clothing kits including blankets delivered at schools in Nahr el Bared Camp and 80,000 litres of heating fuel was distributed to five UNRWA schools in the Bekaa area.
• Thirty 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 IT skills.

UNICEF also supported UNRWA to develop a PSS strategy and referral system to ensure coordination and integration of PSS across all UNRWA programmes. The strategy will be finalized in 2015. A PSS Coordinator was recruited at UNRWA to supervise implementation and monitoring of all PSS activities (salary paid by UNICEF).

A total of 293 UNRWA and NGO staff, including social workers, health tutors, teachers and counsellors, were trained in psychological first aid, child protection and PSS. Fifteen child
friendly spaces were established at UNRWA clinics, Women’s Programme Centres and nine women’s safe spaces. UNICEF provided financial support for both.

OUTPUT 2: Common action platforms and policies are established to promote recreational, cultural and sports activities for youth development thus decreasing the level of social tension and conflict

UNICEF collaborated with the Palestinian Human Development Center to conduct a Juvenile Justice study ‘Palestinian Children in Conflict with the Law in Lebanon’. The study, conducted in 2013, aimed at providing an overview of the situation of Palestinian children and adolescents in conflict with the law and identifying the main gaps and violations in the implementation of the law specific to this group. UNICEF supported the Human Development Center to arrange three training workshops on the study and children in conflict with the law in the Palestinian camps and gatherings. 82 persons representing 14 NGOs and Palestinian institutions working with children attended the training. The study was disseminated in January 2014.

OUTPUT 3 Youth opportunities for economic, social independence and self-development are expanded.

Analytical Statement of Progress:
In 2014, the Youth Academy, Janana Spring Festival and Janana Summer Encounter engaged marginalized Lebanese and Palestinian refugee children, youth and adolescents in Lebanon in activities that promoted their learning and creative expression. 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, cross-cultural interaction was enhanced and co-existence fostered. 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 36 youth who participated in the programme in 2014, 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 6,300 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 2014 had a total of 55 participants and focused on training of trainers.

More than 5,000 adolescents accessed youth clubs supported by UNICEF, providing an alternative safe venue where adolescent girls and boys participated in sports activities and interacted socially with each other.
In addition, 1,331 adolescents attended life skills trainings conducted by NGOs with a focus on conflict resolution and youth participation. UNICEF provided financial support to conduct these trainings.

UNICEF 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 General Union for Palestinian Women.

**OUTPUT 4** Revolving loan schemes that provide micro-economic opportunities to young Palestinian men and women are expanded.

**Analytical Statement of Progress:**

In 2014, 165 youth and women benefited from revolving micro-loans distributed and monitored by Palestinian NGO partners. Funding from UNICEF for this revolving loan was distributed over ten years ago (with each loan ranging from US$ 500 – US $ 3,000). The 165 youth and women started small businesses in Lebanon in 2014 as a result of this loan scheme.

**OUTCOME 13** Knowledge on the situation of Palestinian children and women consolidated, systematized and available to advocate for the improvement of the Human Rights of women and children

**Analytical Statement of Progress:**

UNICEF contracted the Palestinian Central Bureau of Statistics (PCBS) to conduct an assessment of the economic conditions of Palestinian female-headed households in the Palestinian camps and gatherings in Lebanon. The aim of the assessment was to map the resources and programmes that benefit female-headed households so as to recommend a mechanism for investment and design programmes to respond to the needs of this vulnerable population. The assessment began in December 2014 and will be published in March 2015.

UNICEF Lebanon also developed human interest stories, videos and photographic materials with the aim of sensitizing the public opinion at large to the issues faced by Palestine refugees. The materials were widely distributed and were posted on UNICEF’s global website.

**OUTCOME 14** Effective and efficient programme management and operations support to programme delivery.

**Analytical Statement of Progress:**

Programme management was provided by a Senior Programme assistant (GS7) dedicated only to the Palestinian Programme. The increase in the portfolio for the Palestine refugees required a review of the structure and staffing needs of UNICEF Palestinian Programme in Lebanon in 2014. Thus in October 2014, the Palestinian Programme in Lebanon became a separate section, with the addition of three staff members to manage the programme more effectively, including through more frequent field monitoring visits to camps. At the end of 2014, the office had a Programme Specialist (P3), one Programme Coordinator (GS7), one Senior Programme Assistant (GS7), and one Programme Assistant (GS4). This allowed greater capacity to strengthen overall programme monitoring and standards for assuring programme quality.
### Other Publication

<table>
<thead>
<tr>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Polio Posters</td>
</tr>
<tr>
<td>Polio Brochures</td>
</tr>
<tr>
<td>Animation on Polio Vaccination</td>
</tr>
<tr>
<td>Polio PSA</td>
</tr>
<tr>
<td>Global Hand washing Day Posters, leaflets and banners</td>
</tr>
<tr>
<td>Joint Nutrition Assessment of Syrian Refugees in Lebanon</td>
</tr>
<tr>
<td>Counselling flipchart: Nutrition for child and mother (2 formats)</td>
</tr>
<tr>
<td>Lahza 2 Postcards (sets of photographs taken by child refugees in Lebanon)</td>
</tr>
<tr>
<td>Lahza 2 photography book</td>
</tr>
<tr>
<td>Marriage is Not a Game</td>
</tr>
</tbody>
</table>

### Lessons Learned

<table>
<thead>
<tr>
<th>Document Type/Category</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovation</td>
<td>Raspberry Pi and the Pi for Learning Programme</td>
</tr>
<tr>
<td>Innovation</td>
<td>EquiTrack and Partnership Monitoring</td>
</tr>
</tbody>
</table>