Executive Summary

Regional and internal instability once again significantly impacted the overall operating environment, and UNICEF’s planned response, in Lebanon in 2012. The large, and continuously increasing, numbers of Syrian refugees and other displaced persons fleeing the conflict in neighbouring Syria necessitated an evolving emergency response. At the end of 2012 there were more than 175,000 Syrian refugees according to the United Nations High Commissioner for Refugees (UNHCR) and more than 17,000 displaced Palestine refugees according to the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) in Lebanon.

The lack of a formal recognition by the Government of the emergency humanitarian situation in relation to Syrian refugees until December 2012 significantly impacted fundraising and the overall delivery of the emergency response. Nevertheless, UNICEF rapidly scaled up its programmes to respond to the emergency needs of the displaced communities within a Country Programme (CP) that was almost exclusively focussed on ‘upstream’ policy work with Government and national partners. UNICEF’s emergency response now includes interventions in education, child protection, health/nutrition, and WASH (water, sanitation and hygiene) sectors. A key achievement in 2012 was the ‘Back to School’ initiative that reached more than 30,000 vulnerable Syrian refugees and Lebanese host-community children including through enrolment support and basic education materials to more than 150 public schools in emergency affected areas. By targeting both Syrian refugee and vulnerable Lebanese, UNICEF is reaching the most marginalized and disadvantaged women and children. The focus on strengthening the institutional capacities of local public service providers including government schools, Social Development Centres (SDCs) and Primary Healthcare Centres (PHCs) is also supporting the creation of a sustainable response with longer-term benefits to generally deprived Lebanese host communities.

Given the urgent need to mobilise resources for displaced Syrian refugees, UNICEF successfully expanded its strategic partnerships with key donors and humanitarian actors. The already excellent relationships with line ministries were strengthened and translated into a coordinated emergency response.

Despite the challenging environment, UNICEF successfully advocated for the endorsement of the National Youth Policy by the Government of Lebanon (GoL); the result of five years of technical and financial support from UNICEF and UN partners. The Multiple Indicator Cluster Survey (MICS) on Palestinian refugees in Lebanon was also successfully launched with the Palestinian Central Bureau of Statistics (PCBS), and the findings were widely disseminated. Another key achievement was the launch and dissemination of a UNICEF-supported child protection mapping study with the Ministry of Social Affairs (MOSA) and the Higher Council on Childhood (HCC), which includes a series of government endorsed recommendations that provide the framework for the removal of barriers and bottlenecks within all levels of the child protection system.

The ongoing instability, competing priorities and limited capacity within government institutions impacted the finalisation of other UNICEF supported initiatives, including the education focussed Situation Analysis with Ministry of Education and Higher Education (MEHE). While UNICEF provided initial technical and budgetary support to assist the Government with fulfilling its reporting obligations on the Convention on the Rights of the Child (CRC), this process has not been taken forward by national counterparts and the extended reporting deadlines was once again not met.

Country Situation as Affecting Children & Women

The most recent report of the Government of Lebanon (GoL) monitoring progress towards the Millennium Development Goals (MDGs) in 2010 indicated that at the macro-level Lebanon was on track to meet many of its key targets by 2015 as they relate to children and women including: eradicating hunger; reducing child mortality; achieving universal primary education; gender parity in education; and, achievements related to maternal health. While in absolute terms indicators may demonstrate improvement towards reaching many MDG targets, progress is not uniform and gaps continue to exist for particular segments of the population. Lebanon remains a country of pronounced inequities despite its upper-middle income status.
One manifestation of inequity in Lebanon is significant and increasing regional disparities in socio-economic conditions including poverty and unemployment that translate into differences in childhood development indicators across the health, education, protection and WASH sectors according to the most recent UNICEF supported MICS3 data for Lebanon in 2009. While no new poverty data is available, in 2004 when the last poverty assessments were conducted, the overall poverty rate (28.6 per cent) masked major regional disparities with North, South and Bekaa governorates; all recording higher levels of poverty than the national average (for example, in North Lebanon more than half of the population was characterized as poor).[1]

Structural and social norms, as well as political and legal systems that deprive children of the basic resources and opportunities to reach their full potential also contribute to inequities in Lebanon. Disadvantaged and marginalized children include refugee children (including Palestinian refugees) as well as children from groups suffering from exclusion due to ethnicity (including migrant workers and their children and the ‘Dom’ communities in Lebanon). A limited number of new data sources provide evidence of the impact of social exclusion on vulnerable children:

§ Socio-economic conditions: A 2010 survey by UNRWA with the American University of Beirut (AUB) suggests that there are twice as many poor Palestinian refugees than in the Lebanese population, and the occurrence of extreme poverty is four times higher.[2] Extreme poverty levels were also highlighted for the Dom Community in a 2011 study sponsored by UNICEF with over 75 per cent of respondents reporting a family income of less than US$ 333 (living in extreme poverty).[3]

§ Education: The overall net primary school attendance ratio in Lebanon is 98 per cent according to the MICS3 (2009) and 96 per cent amongst Palestinian refugees in a separate 2011 MICS survey for Palestinian camps and gatherings (MICS4). The net secondary school attendance ratio amongst Palestine refugee children (53 per cent), however, is significantly lower than the comparable Lebanese figure (81 per cent). The study on the Dom community found that 68 per cent of school-aged children had never been to school suggesting that this marginalized group faces significant obstacles (legal/economic barriers, discrimination and/or cultural practices) to accessing education.[4]

§ Child protection: In two reports supported by UNICEF in 2012, the data presented indicated that non-Lebanese children were particularly vulnerable in the context of youth in conflict with the law. Based on 2010 Ministry of Justice (MOJ) data, one government- endorsed study noted that 35 per cent of cases involving youth in conflict with the law (for which nationality was recorded) involved non-Lebanese children.[5] A second research study found that while the frequency of custodial sentences imposed on minors has remained relatively stable between 2006 and 2010, a frequent ‘non-custodial’ measure involved deportation, occurring in 10 per cent of all non-custodial measures reported in 2010.[6]

In 2012, large and increasing numbers of Syrian and other displaced persons fled the escalating Syrian conflict into neighbouring Lebanon (Lebanon is now the second highest refugee receiving now in the region behind Turkey).[7] At the end of 2012 there were more than 175,000 Syrian refugees according to UNHCR.[8] In addition to registered, and an unknown number of unregistered, Syrian refugees, there are more than 17,000 displaced Palestinian refugees from Syria who have also sought emergency assistance in Lebanon.[9] According to UNHCR the majority of displaced Syrians are in the North (43 per cent) and Bekaa (40 per cent); traditionally marginalized governorates of Lebanon already under strained socio-economic pressure.[10] Likewise, displaced Palestinian refugees from Syria are being absorbed into the already marginalized and disadvantaged existing Palestine refugee population in Lebanon. The impact of the Syrian crisis has been highlighted by the UN and international NGOs through a number of emergency assessments reporting the burden of high hosting ratios, increased household expenditures, and decreased incomes for Lebanese families hosting Syrian refugees.[11]

UNICEF, together with international and local partners, is responding to the needs of the displaced communities through a comprehensive and integrated emergency response across the education, child protection, health/nutrition and WASH sectors. Recent assessments conducted by UNICEF and partners indicate the significant and growing needs of the displaced Syrian communities. An emergency education assessment by UNICEF with Save the Children (July 2012) raised a number of barriers to Syrian refugee children’s access and retention within the public education system including around enrolment support,
integration within the curriculum, discrimination and transportation and tuition fees, in addition to concerns regarding the burden on the already overstretched public schools.[12] While to-date there has been no comprehensive inter-agency child protection assessment (planned for January 2013), individual agency assessments in different sectors have highlighted a number of serious child protection concerns among the Syrian refugee population including their struggle with fear and substantial stress as a result of the high levels of violence witnessed back home, as well as displacement from their homes and communities of origin.[13] This situation is exacerbated by the fact that access to education and psychosocial support is limited. Syrian refugee children in Lebanon are vulnerable to a wide range of protection risks including economic exploitation, early and forced marriage, and discrimination and bullying by host community members.[14] Follow-up emergency assessments are planned across all sectors in the first quarter of 2013.

**Country Programme Analytical Overview**

The ongoing regional and internal instability impacted the planned implementation of UNICEF’s programmes in Lebanon in 2012, but also presented an opportunity to refocus the equity agenda and achieve accelerated results for the most disadvantaged and marginalized children and their caregivers. Continuing political instability impacted UNICEF’s ability to engage constructively with the central Government in 2012 with a number of key UNICEF supported socio-economic and child protection policy reforms pending review and formal endorsement by the Executive and/or Legislature. This slow moving policy agenda has been highlighted by the UN more broadly in the context of the United Nations Development and Assistance Framework (UNDAF) Mid-Term Review (MTR) in 2012 in which UNICEF actively participated. Moreover, the current political instability should also be understood against the backdrop of the confessional system of politics, highlighted by the UN including the CRC Committee, as an underlying cause of Lebanon’s ongoing instability and continued inequities.

Across all sectors, weak governance and capacity within line ministries have been highlighted as key barrier to achieving and sustaining results at the policy level. While the recent MTR sectoral review process confirmed the continued willingness of the Government to engage in capacity building, and a continued need to provide technical support to planned socio-economic, education and child protection policy developments, the need to review and focus interventions in areas with the greatest impact on marginalized and disadvantaged children was also noted.

Importantly despite a number of new disaggregated data sources becoming available, including a new MICS for Lebanon (MICS3) and Palestinian camps and gatherings in Lebanon (MICS4), a continuing lack of disaggregated data, particularly in relation to marginalized and disadvantaged groups including non-Palestine refugees, migrant workers and ethnic minorities, made UNICEF’s work in Lebanon advocating on behalf of and addressing the needs of these vulnerable groups of children difficult. The role of UNICEF in terms of supporting the delivery of updated and disaggregated data through capacity building of the MOSA and other government partners therefore remains central within the evolving Lebanese context.

Given the constraints on achieving results at the central policy level and the significant regional disparities within Lebanon, UNICEF in 2012 continued to work at a decentralized level in both capacity building with local authorities (Child Friendly Initiative), and conflict prevention and peace building joint projects (within the MDG Achievement Fund - MDG-F). This need to engage at both the central and decentralized level has again been highlighted more broadly within the UN in Lebanon during the UNDAF Mid-Term Review.

**Humanitarian Assistance**

The ongoing emergency response in Lebanon includes education and child protection, health/nutrition and WASH sectors for both displaced Syrian and Palestinian refugee populations. As the majority of Syrians are being hosted in the traditionally marginalized and underserved North and Eastern areas of Lebanon, UNICEF’s emergency response focused on work with existing government systems to support public schools, SDCs, PHCs and other community service providers in better responding to the needs of children and their families. This integrated approach to emergency programming ensured critical improvements in government service provision for these traditionally underserved and marginalized areas of Lebanon while also supporting the
changing government priorities were provided to Senior Staff to enable opportunities for strategic advocacy with partners and ensure that key messages related to disadvantaged and marginalized children were part of the national policy dialogue. The Country Office launched a number of key publications/projects throughout the year including: the ‘Strengthening the Child Protection System in Lebanon’ report and associated advocacy video; MICS4 report on the situation of Palestinian children in Lebanon; the UN Interagency/Beirut Municipality ‘Safe and Friendly Cities for All’ project; and, the ‘Water, Sanitation and Hygiene (WASH) in School Guidelines’. The events were well attended by government, local stakeholders and the media allowing for key messages to be disseminated in relation to children’s and women’s rights and equity issues through arranged press conferences/briefings and follow up interviews in the local press. Other notable advocacy efforts in 2012 included the design and editing of youth friendly National Youth Policy booklet which was disseminated during the official launch of the National Youth Policy.

The continued and escalating Syrian refugee emergency in Lebanon required a wider and more pragmatic advocacy campaign to ensure that key messages regarding the needs and situation of Syrian refugees were conveyed to the widest possible audience. During the reporting period, the Communication Section organized a series of interviews, reports and field trips with international, regional and local media. This included interviews and field trips with the Associated Press, New York Times, Radio France Internationale, Russia Today, Agence France Press (AFP), Le Monde, TV5, Al Arabiya, Al Jazeera, Huffington Post France and Le Figaro. One notable achievement was the primetime international broadcast by CNN America/International on Syrian refugee children and UNICEF’s humanitarian response. UNICEF also focussed on regional media resulting into the broadcast of two documentaries on the plight of Syrian refugee children in Lebanon by CNBC and MBC; both airing on the occasion of the International Day of the Child. At the local level, interviews were given to local dailies including Al-Akbar, Assafir, Annahar newspapers, radio stations and the Web Media about the major education, health, nutrition, protection and water and sanitation challenges of Syrian refugees in Lebanon.

The Country Office supported the development of 12 human interest stories (two detailed children’s profiles), numerous field diaries, and the filming and editing of 10 video stories tackling the issues of education, health, protection, winterization and WASH for UNICEF’s global advocacy use, including for fundraising. Photojournalists were also supported (including eight photo-missions that were initiated by the Country Office) given the power of visual images of the desperate humanitarian situation of Syrian refugees in Lebanon.

### Capacity Development

**Mostly met benchmarks**

In 2012, the Country Office continued to focus on capacity development in its core policy work with government line ministries through management and technical support. Capacity development was integral across all three programme components and included supporting government counterparts to finalize/utilize the findings of the child protection mapping study with MOSA/HCC, supporting the adoption and accompanying legal review action of plan of the National Youth Policy with Ministry of Youth and Sports (MOYS) and the ongoing work of the MEHE on the development of an Education Situation Analysis expected to be finalized in mid-2013.

Capacity development was also focussed on knowledge management. This included sponsoring two high level...
senior officials responsible for social policy at the MOSA to attend the ‘International experts’ conference on measurement and policy approaches to enhance equity for the New Generations in MENA’. The conference provided participants with an overview on child poverty measurement techniques, UNICEF’s social protection framework, as well as country experiences in addressing and measuring child deprivation. Following the conference, discussions on the possibility of integrating a child poverty dimension in the social safety net targeting mechanism of the National Poverty Targeting Programme (NPTP) concluded with the need to first generate an analysis of child poverty and disparities in Lebanon using forthcoming survey results in early 2013 ensuring the development of an evidence-based strategy.

UNICEF also worked at the local level, including supporting the Beirut Municipal Council Members in identifying impoverished neighbourhoods as part of the Safe and Friendly Cities joint project, working with MEHE school staff on Disaster Risk Reduction (DRR) systems and supporting front line service providers dealing with the ongoing Syrian refugee emergency response. The Country Office is currently engaged with the GoL to develop the capacity of key ministries to deliver the Core Commitment for Children in Humanitarian Situations (CCCs) in education, child protection, WASH and health/nutrition sectors. This has included direct support to MEHE public schools and MoSA local SDCs in areas hosting large refugee populations to pilot projects around quality of education and support child protection case management include referral services for vulnerable Syrian and Lebanese host family children. UNICEF is also providing in-house technical support to the MEHE at the central level to enhance their overall management of emergency response and support the delivery of integrated emergency programmes in public schools that includes psychosocial, recreational and WASH activities.

UNICEF supported local partners in scaling up their emergency response. This included strengthening the capacity of local education NGOs in the area of planning, proposal editing, design of log frames and monitoring tools to better deliver and articulate results for children during a one-day training session organized by the Country Office.

The ongoing MTR process demonstrated the continued need within all government partners for management/technical support. There is, however, a need to refocus the time consuming capacity development with the Government to make it more equity and results orientated for the remaining two years of the country programme cycle.

Communication for Development

Fully met benchmarks

Communication for Development (C4D) played an important role in 2012 in both the regular and emergency programmes. Indeed data available from the MICS3 and the 2012 Emergency Rapid Assessment conducted by WHO in the Bekaa show that the Bekaa valley, Hermel and Northern Lebanon lag behind the national average with regards to a series of health indicators. According to a variety of national actors in the health sector, one of the main reasons for the below-average health indicators is the persistence of misconceptions about a series of health topics. The influx of Syrian refugees, particularly in these two areas, demanded an immediate response for health awareness and prevention activities.

One of the major C4D tools finalized in 2012 was the Facts for Life (FFL) manual that was utilized by the field workers to help them present a number of health topics in their communities taking into account local specificities. This manual took two full years of development and pilot-testing. The feedback of the community during the evaluation phase allowed for revision and adjustment reflecting major drawbacks. The Joint Facts for Life C4D Campaign was designed and implemented with the YMCA, United Nations Population Fund (UNFPA) and World Health Organization (WHO) with the objective of increasing the overall knowledge of the displaced Syrians and host communities about a series of life saving health topics. Forty-five health, social and NGO workers were equipped with skills to communicate life-saving messages in FFL, and the FFL manual was the basis for the training. The awareness-raising campaign reached a total of 4,500 caregivers in the targeted communities in the Bekaa, North and Nabatiyeh areas in South Lebanon. Through this campaign, duty bearers and claim holders were educated and motivated to take actions about key health care practices.
The training also helped community members acquire essential knowledge, skills and self-confidence needed to make informed decisions on issues that affect their lives and their children’s well-being.

Evaluations conducted revealed that awareness sessions elicited a change in knowledge about all the topics of 23 per cent. The level of knowledge after the campaign (as a per cent of correct post-test answers) was very high with knowledge about all the topics at 94 per cent. On the basis of these findings, one can conclude that the awareness sessions were successful in bringing about a high level of knowledge for participants. Other C4D materials on hygiene and sanitation and scabies were produced and utilized in the context of the present emergency for Syrian refugees. Preparation for a social mobilization strategy for the Enhanced Immunization Activities from 21 January to 04 February 2013 is underway.

**Service Delivery**

*Fully met benchmarks*

In 2012 UNICEF continued its service delivery for the regular Palestinian programme through support to UNRWA, and expanded dramatically its service provision across education, child protection, health/nutrition and WASH sectors to respond to the growing needs of displaced Syrian and Palestinian refugees from Syria.

UNICEF continued its prioritized support to UNRWA’s ‘Learning Support Programme’ and placed 227 Learning Support Teachers in Grade 3 and 4 classes across all UNRWA schools in Lebanon. These teachers allowed for more individualized support to students in these critical years and were part of a wider initiative with UNICEF Palestinian partners benefiting approximately 3,000 students. The combined interventions resulted in significant improvement in student achievement in three core areas. For the third consecutive year, UNICEF provided Back-to-School kits for Palestinian school children reaching more than 33,000 students in 69 UNRWA schools by equipping children with basic school items often unable to be provided by their caregivers, and providing an incentive to return to school. UNICEF supported all requirements of vaccines and cold chain supplies for all Palestinian children under 5 years. UNICEF’s ongoing support to UNRWA immunization campaigns resulted in the traditionally marginalized Palestinian refugee children receiving higher coverage of early childhood vaccinations than Lebanese children according to the recent MISC surveys.

Following the influx of Syrian and displaced Palestinian refugees into Lebanon, UNICEF scaled up its emergency response based on a number of rapid needs assessments in the education, child protection, health, and nutrition sectors. UNICEF’s scale up plans were also based on Regional Response Plans and coordinated through sectors working groups. UNICEF’s emergency interventions focused on improving the institutional capacities of local service providers to provide support to Syrian refugee and marginalized host family children. UNICEF is currently supporting 151 MEHE public schools with basic education supplies and has begun technical and financial support to 25 SDCs and 35 PHCs in alignment with the Government’s response plan to offer a variety of services to Lebanese and Syrians beneficiaries, including: comprehensive health services; child protection and assistance to vulnerable groups; psychosocial support; shelter management; and, water and waste water management.

At the end of 2012, UNICEF’s emergency response through local and international partners included direct support to more than 8,942 vulnerable Syrian and Lebanese host community children in the context of its Back-to-School campaign, and reached an additional 30,155 children through basic education materials provided to public schools in targeted areas. Approximately 14,370 displaced Syrian refugees have been assessed in terms their water needs, including 8,183 beneficiaries who were provided with household hygiene promotion. UNICEF also supported UNRWA’s emergency response to displaced Palestinian refugees including the provision of essential drugs to cover 9,000 people for one month and financial support for additional remedial education classes for displaced children.

In addition to rolling needs assessments across all sectors to better understand the evolving context, a Humanitarian Performance Monitoring (HPM) system to regularly monitor emergency interventions to review the quality, timeliness and effective reach of services is being established.
Strategic Partnerships

Fully met benchmarks

In 2012, given the urgent need to leverage and mobilise resources for displaced Syrian refugees and vulnerable Lebanese host community children, substantial efforts were exerted to expand strategic partnerships with key donors and humanitarian actors. The already excellent relationships with the Government, including the Prime Minister’s Office and line ministries were strengthened during the year and translated into improved coordination in the emergency response in the area of education and child protection.

UNICEF strengthened existing partnerships with UNHCR and UNRWA to respond to the emerging needs of a large Syrian and displaced Palestine refugee populations to ensure that CCCs commitments are met. This included working closely with UNHCR to develop integrated response frameworks in the education, child protection, WASH and health and nutrition sectors in the context of the Regional Response Plan (RRP) planning and emergency sector working groups. With regard to UNRWA, 2012 witnessed the expansion of existing cooperation agreements to the emergency response including financial support and procurement services and emergency supplies to the vulnerable displaced Palestine refugees from Syria in addition to the ongoing partnerships in health, education, child protection and knowledge generation as part of the ongoing Palestinian programme (2011 – 2013). UNICEF also expanded its partnerships with WFP and UNFPA in the context of joint assessments and as co-lead of the Sexual and Gender-Based Violence (SGBV) Taskforce.

UNICEF sought strategic partnerships with key international donors including the European Union (EU) resulting in long-term funding partnerships for an integrated emergency response in the education and child protection sectors. The EU remains a key donor in the region and UNICEF is also partnering with the EU in terms of wider reforms under the Government’s Education Sector Development Plan (ESDP) (2010-2015). This includes UNICEF’s complementary work on early childhood development and a civic education curriculum within the education sector.

UNICEF radically expanded the number of international and national NGO partners through 42 Programme Cooperation Agreements (PCA) in 2012. This included the investment with local partners with the potential to scale up at the national level and support to international NGOs including Save the Children and Accion Contra La Faim (ACF) to support and compliment local service providers.

Finally, given the central role of the Government in the emergency response, UNICEF prioritised its partnerships with the MOSA and MEHE to support them in leading and managing the emergency response. This includes the planned secondment of UNICEF staff within government emergency response structures in 2013. The strength of the relationship with the Government was seen in their funding appeal in December 2012 to address the urgent needs of the Syrians refugees, which identified UNICEF as a key partner in the response.

Knowledge Management

Mostly met benchmarks

Lebanon, despite its status as an upper middle-income country, has limited capacity in the production of key knowledge products on the situation of children and women. Knowledge generation and management are therefore central to UNICEF’s ongoing work with government partners. 2012 marked the publication of a number of substantial research products aimed at generating knowledge on the most deprived and marginalized population groups in Lebanon including the MICS4 report on Palestinians in Camps and Gatherings in Lebanon (December 2012). MICS4 is a unique application of MICS in camp settings in partnership with the Palestinian Central Bureau of Statistics (PCBS). The report filled an important gap in knowledge on the Palestinian refugees in Lebanon since the last MICS round in 2006, including monitoring progress for this marginalized and disadvantaged group and will help UNICEF and partners to plan future programmes. UNICEF published and launched the ‘Strengthening the Child Protection System in Lebanon’ report (December 2012); a comprehensive analysis of the country’s child protection services. The findings
have been utilized by the Government and set the scene for Lebanon’s Monitoring Results for Equity Systems (MoRES) work on protection. The Evaluation of the ‘Child Friendly Community’ pilot initiative was distributed to all stakeholders, including the translated executive summary to local beneficiaries. The findings shaped the following phase. The Central Administration for Statistics (CAS) published three statistical briefs based on MICS3 (2009) findings.

The ongoing Syrian refugee crisis prioritized the need for strong information management capacities. During the last quarter of 2012, an Information Management specialist was recruited (later replaced by 2 others) which helped to organize the production of knowledge products (3W/4W matrices, updated refugee statistics, COD’s) relevant to the dynamic needs of the displaced Syrian population. These tools were disseminated through periodic e-mails, an internal information dissemination bulletin and weekly emergency meetings. Likewise, the sector working groups and UNHCR Regional Response portal were utilized for wider sharing of knowledge products at the sector level. With the onset of the Syrian crisis UNICEF supported the production of number of initial assessments in the WASH, nutrition, education and protection sectors that were instrumental for the planning the response phase. These were also disseminated on the UNHCR portal.

A Humanitarian Performance Monitoring (HPM) system is being established with relevant forms and databases for partners to report on, in addition to a dynamic dashboard that presents the progress against set targets on key indicators. The dashboard is placed on the network drive for all to access and monitor their progress. Field monitors also supply regular information from the field on partner progress in quantitative and narrative format, and the reports are summarized bi-weekly and shared with relevant sector staff.

Internally, UNICEF revamped its internal network drive with a more specific and streamlined categorization customized to the needs of staff, allowing easy access for all staff. Currently, all programme sections are required to post their relevant documents on the shared drive.

**Human Rights Based Approach to Cooperation**

*Partially met benchmarks*

In 2012, and in the context of the on-going emergency, the Country Office was able to operationalize human rights principles and standards during the development and implementation of its emergency response. All emergency interventions target both Syrian refugee and vulnerable host Lebanese children to ensure their rights to education, protection and a safe environment. Throughout the emergency response UNICEF supported the Government as duty-bearers to fulfill their obligations in relation to all women and children. This included providing technical support and additional human and financial resources to local MEHE public schools and MOSA SDCs to cope with the additional burden on their already overstretched resources. In the child protection sector, a specific focus was given to training and provision of additional social workers case management and delivery of basic psychosocial support to vulnerable children and their caregivers.

The participatory development process of the National Youth Policy, which was officially endorsed in December 2012 by the Government, included young people in all stages. The Country Office is now supporting a legal review action plan to ensure that the youth policy recommendations are in line with international human rights standards. In 2012, as part of the ongoing MTR process, a desk review and analytical report was drafted and analysed Lebanon’s progress against key recommendations of the latest concluding observations of both the CRC and Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). The results of the analysis are now supporting the Country Office to develop prioritised focus areas for the remaining two years of the country programme. UNICEF is also specifically supporting the Government in the development of its combined fourth and fifth reports to the CRC due at the end of the 2012. Unfortunately, as a result of management changes in the Government partner tasked with drafting the reports, the Higher Council for Childhood (HCC), there has been little progress made in the drafting of the reports despite UNICEF initial support to the project.
Gender Equality

Mostly met benchmarks

In 2012, UNICEF Lebanon Country Office mounted several programmes to respond to needs of Syrian girls and boys seeking refuge in Lebanon. Child Friendly Spaces (CFSs) were implemented in areas with a high numbers of refugees: more girls were able to attend than boys. The Back-to-School campaign revealed that similar numbers of girls and boys were accessing the resources.

Concern about the violence and exploitation of Syrian girls and boys prompted the Child Protection in Emergencies Working Group led by UNICEF to design an interagency needs assessment (key informant interviews and focus group discussions) disaggregated by gender and generation. The assessment is planned for January 2013. The findings will inform programming responses, including prevention and remedial strategies to address the incidence of coerced early marriages and child labour.

UNICEF collaborated with UNFPA and UNHCR to initiate and consolidate the coordination of the Sexual and Gender Based Violence (SGBV) Taskforce in order to identify SGBV experienced by women, girls, boys and men (including the introduction of the Gender-Based Violence Information Management Systems - GBVIMS) and coordinate responses according to international and national frameworks. Emergency Standard Operating Procedures (SOPs) were drafted; trainings were delivered; a strategic action plan developed; and, a plan to engage other sectors commenced.

UNICEF also dedicated several initiatives and actions at the country level to bring attention to girls and women’s rights issues within the national development framework. This included a UNICEF published article in a Lebanese newspaper on the occasion of the International Day of the Girl Child about the need to combat early childhood marriage in Lebanon.

The finalization of the 'National Ten-Year Strategy for Women’s Affairs in Lebanon (2011-2021)' by the National Commission for Lebanese Women in cooperation with line ministries, organizations and institutions involved in women empowerment and rights advocacy proved a major achievement of the sector at the national level which will inform UNICEF and other agencies’ future programmes. This strategy was supported by UNFPA as lead agency in the UNDAF gender-working group, and was officially launched in May 2012. The strategy aims to provide a national framework to further promote the state of law and equal treatment of women, including increasing women’s participation in political and economic life as well as eliminating all forms of discrimination against women. The challenge remains to advocate and mobilize resources for the operationalization of the strategy through the development and funding of the action plan.

As part of the MTR process, discussions are taking place to review the possibilities in the coming two years of Lebanon Country Office better mainstreaming gender across different programme components including the emergency response.

Environmental Sustainability

Initiating action to meet benchmarks
| **Narrative Analysis by Programme Component Results and Intermediate Results** |
| **Lebanon – 2490** |
| **PC 101 - Social policy** |
| **PCR** 2490/A0/06/101 PCR 1: Updated and disaggregated data and in-depth analysis of the situation of children and adolescents is available to guide decision-making and national policy formulation in the areas of health care, education and HIV/AIDS. PCR 2: High-quality analysis of social policies, national legislation and budgetary allocations for the achievement of women’s and children’s rights is produced and used for high-level advocacy for social policy and resource allocation improvements. |
| **IR** 2490/A0/06/101/006 Appropriate technical expertise and administrative support are provided to the programme of cooperation, to ensure UNICEF’s value added in terms of policy formulation. |
| **IR** 2490/A0/06/101/007 Improved child and women centred outcomes through better decentralized planning in three municipalities in Akkar and Urban poverty pockets. |
| **IR** 2490/A0/06/101/008 By end 2012 Generation and dissemination of High Quality Data on women and children are generated and disseminated and are increasingly in use by UNICEF Lebanon CO, UNCT partners and Government counterparts. |
| **IR** 2490/A0/06/101/009 Equity-centred SitAn on Education participatory Situational Analysis (SitAn) of children in Lebanon with a specific focus on education is completed. |
| **IR** 2490/A0/06/101/010 Access to quality education for pre-schoolers and primary school students is ensured through piloting 4 educational programs (Learning Support, Child-at risk Detection, Parent Participation, and the Community Engagement programs) in the most marginalized selected areas in Akkar and Baalbek Hermel. |
| **IR** 2490/A0/06/101/011 By mid-term review in 2012, National Stakeholders’ Knowledge on HIV effects on children, adolescents and youth is enhanced to influence child-centred National Strategic Planning and Programming. |
| **IR** 2490/A0/06/101/012 Disaster risk reduction system is developed at MEHE and capacity building of MEHE entities & staff (including 40 schools &surrounding communities) is strengthened. |
| **IR** 2490/A0/06/101/013 Education and emergency response |
| **IR** 2490/A0/06/101/014 WASH facilities are improved for the Syrian displaced in targeted areas TO BE DISCONTINUED |
| **IR** 2490/A0/06/101/015 Health and Nutrition response for the Syrian crisis TO BE DISCONTINUED |

| **PC 102 - Child protection** |
| **PCR** 2490/A0/06/102 Alternatives for judicial and administrative improvements in the area of child protection and juvenile justice are analysed and discussed, with the view of enhancing a protective environment for all children living in Lebanon. |
| **IR** 2490/A0/06/102/002 Appropriate technical expertise and administrative support are provided to the programme of cooperation, to ensure UNICEF's value added in terms of policy formulation. |
| **IR** 2490/A0/06/102/006 By end of 2013 Relevant Child Protection legislative and policy frameworks for children in Lebanon are reviewed. |
| **IR** 2490/A0/06/102/007 By end of 2013 Child Protection services are reviewed for alignment with Standards and Guidelines. |
| **IR** 2490/A0/06/102/008 By end of 2013, Preparedness and response capacities and coordination mechanisms for children in situation of emergencies strengthened. |

| **PC 103 - Life skills for adolescence** |
| **PCR** 2490/A0/06/103 National policies and systems for creating more space for adolescent participation and development of their life skills are discussed with the view of enhancing the national role and capacity of
adolescents (Lebanese and Palestinians alike) in preventing conflict and violence, and promoting a culture of tolerance and peace.

IR 2490/A0/06/103/004 Project Support / Operational Cost

IR 2490/A0/06/103/005 By mid-term review in 2013, sector-specific policies explicitly address the priorities of the most marginalized adolescents and youth to ensure access to safe environments and participation.

IR 2490/A0/06/103/006 By end 2012, Peace building principles with a focus on the most deprived children and youth are piloted in areas experiencing or at risk of conflict and progressively integrated as a key component of the education policy framework.

**PC 601 - Young child survival, development, growth (health, nutrition, WASH)**

PCR 2490/PC/06/601 1- Infant and child mortalities are reduced. 2- Growth and nutritional status of children are improved.

IR 2490/PC/06/601/001 1- Immunization coverage for U5 children is maintained at least at 95 per cent. 2- 95 per cent of children aged 1-13 and lactating mothers receiving high dose of Vitamin A twice a year.

IR 2490/PC/06/601/002 Data and analysis of the nutritional status of U5 children is updated and relevant policies advocated for and informed by new data and analysis.

**PC 602 - Education, ECD, learning for development**

PCR 2490/PC/06/602 Students at UNRWA schools successfully complete primary schooling and alternative learning is offered to out of school children.

IR 2490/PC/06/602/001 1- Remedial education to children at-risk of failing and Prevention Methods are implemented within UNRWA schools system.


IR 2490/PC/06/602/003 Institutional capacities of NGOs are strengthened to provide alternative learning programmes to out-of-school children (non-ID, school drop-outs, working children).

**PC 603 - Child protection**

PCR 2490/PC/06/603 1- Safe and protective networks for children in conflict with the law and children victims of violence, abuse, neglect and exploitation are strengthened. 2- Opportunities for adolescents and young people, girls and boys, to participate in and contribute to the lives of their communities expanded, thus decreasing the level of social tension and conflict.

IR 2490/PC/06/603/001 Institutional capacities of stakeholders are enhanced to prevent and respond to child protection concerns/issues.

IR 2490/PC/06/603/002 1- Improved access to justice system for Palestinian children in conflict with the law. 2- Improved access to alternative measures to detention for Palestinian children in conflict with the law.

IR 2490/PC/06/603/003 1- Adolescents are leading initiatives for action-oriented research and designing projects on issues affecting their lives. 2- Common action platforms are established to promote recreational, cultural and sports activities for youth development.

IR 2490/PC/06/603/005 Revolving loan schemes that provide micro-economic opportunities to young Palestinian men and women are expanded.

**PC 604 - Policy, advocacy, planning, knowledge management, partnerships, monitoring and evaluation**

PCR 2490/A0/06/801 Cross Sectoral PCR

IR 2490/A0/06/801/001 By end of 2012, national knowledge on the most marginalized children is improved and appropriate space is given in the national debate, and enhanced coverage in the national and local media
is ensured.

**IR 2490/A0/06/801/002** By end of 2012, capacity of social and health workers is fostering participation and engagement of the disadvantaged communities’ implementation of the Facts for Life training programme is enhanced.

**IR 2490/A0/06/801/003** Crosssectoral emergency preparedness and response for the Syrian refugees in Lebanon.

**IR 2490/A0/06/801/004** Cross-sectoral operation cost of the emergency response to the Syrian emergency.

**PCR 2490/PC/06/604** 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.

**IR 2490/PC/06/604/001** 1- MICS4 provides quality data for updated analysis of the situation of Palestinian children and women. 2- Data on Palestinian children and women is increasingly consolidated and made available through a joint UN Knowledge Management mechanism.
Effective Governance Structure

The office held an all-staff Retreat in January to jointly review the Annual Work Plans, define office programme/operations priorities including emergency preparedness plans, and strengthen overall coordination. A number of programme recommendations were proposed during the retreat including: strengthening cooperation with line ministries at the central and decentralized level; increasing integration between programmes; and, ensuring a greater focus on equity. In Annual Work Plans with the MEHE and MOSA a specific Intermediate Result (IR) on emergency preparedness and response was included, permitting the Country Office to initiate a response from the onset of the Syrian refugee emergency.

The revision of the annual management plan (AMP) was an opportunity to review management priorities, while taking into account the ongoing changes in the country’s environment due to the conflict in neighbouring Syria and its impact on Lebanon, particularly in relation to the expected increase in refugee flows.

Since April 2012, the office progressively shifted to an emergency response. As a result many planned activities in the 2012 work plans were postponed. The ongoing emergency in relation to Syrian refugees required significant adjustments to the existing office structure and plans. Existing regular staff has had to support the emergency response through development of response plans and coordination with the relevant national partners, UN agencies and international procurement. Operations staff provided support to the increasing numbers of emergency staff (including those on short-term and mid-term assignment) with housing, information technology and communications support.

Governance bodies were in place to ensure efficient management and monitoring. Performance management indicators were regularly reviewed and required action taken. Weekly Senior Management Team and at least monthly Country Management Team (CMT) meetings were utilized to discuss operations issues including in relation to the emergency response and the meeting minutes shared widely including with the Regional Office.

Regular Emergency Coordination meetings were held three times per week to brief staff on developments, discuss planned responses, and general emergency coordination issues. Weekly and bi-weekly conference calls were held with the Regional Office and/or Copenhagen to discuss both operational support issues and to provide more in-depth briefings to Situation Reports that were circulated by the Lebanon Country Office, and included in emergency response reporting coordinated by the Regional Office. Joint Consultative Committee (JCC) meetings were held (two with the old Staff Association and one with the newly elected Staff Association in July 2012), as well as well six ad hoc all-staff meetings.

In 2012, as for all Country Offices, the office was engaged in the migration from ProMs to VISION operating platform requiring considerable human resources. The designated VISION Coordinator was in charge of the follow up on issues seeking technical advice from Headquarters as required.

The 2009 audit recommendations were regularly discussed and followed up throughout the year including during the CMT, Contract Review Committee and Programme Component Agreement (PCA) meetings. Relevant internal controls were established by the Country Office through VISION transactions, including circulation of staff members’ roles and responsibilities with regard to VISION.

Strategic Risk Management

In 2012, the Office has been using a structured and continuous process to assess and take appropriate measures to mitigate/prevent risks before they arise. With the ongoing emergency related to the Syrian refugee crisis, the Office has entered in a number of agreements with local and international partners to implement emergency interventions in areas that fall under the CCCs. PCAs were prepared as per the PCAs guidelines. Risks were mapped and accountabilities for monitoring and response were well established and reviewed during CMTs and programme meetings. Simplified Financial Management Assessments were completed for all PCAs under US$100,000. When the amount of the PCAs was over US$100,000 (as per the
PCAs guidelines) complete financial assessments were conducted by hired audit companies, unless the NGO partner submitted a copy of recent audit report from a reputable auditing firm. In some cases, the office checked references with other UNICEF country offices in the region on their assessment of the NGO partner before submitting the request to the PCA committee which also discusses programme planned delivery results, budget and financial assessment, monitoring frameworks and modalities of payment. In view of the increasing number of the PCAs, two auditing firms were hired to speed up the financial assessments; one was used in the past by the UN Country Team in Lebanon and the new company has a Long-Term Agreement (LTA) with the Regional Office.

In 2012, the Lebanon office completed nine NGO partners’ assessments. In order to mitigate risks associated with engagement with new NGOs partners, two training sessions on Harmonized Approach to Cash Transfer (HACT) and liquidation process were delivered to 15 potential NGOs partners. Cooperation with other UN agencies resulted in new LTA contracts for travel and clearance services.

**Evaluation**

The Country Office’s Integrated Monitoring Evaluation Plan (IMEP) was updated at the beginning of 2012 through a consultative process among staff and partners to prioritize key research products for the year. It was endorsed by management and reviewed at mid-year, and discussed at every Country Management Team (CMT) meeting for progress and identification of bottlenecks. The IMEP for the rolling years 2012-2013 had seven different Studies, Surveys and Evaluations (SSE) planned of which six were carried over from the previous year and three completed in 2012, in addition to the ongoing MTR. At the mid-year review three additional SSSEs were added. In all two evaluations were foreseen, one completed in 2012 and the other planned for the coming year.

The mid-term evaluation of the CFC pilot initiative was concluded in mid-2012 and the report was disseminated to relevant stakeholders including the Executive Summary that was translated and shared with the municipalities. A management response was developed based on the recommendations that guided the implementation of the latter phase of the initiative.

The in-country evaluation capacity is limited. Government plans are rarely subjected to rigorous evaluations, and line ministries do not have any institutional framework or capacity to plan and carry out evaluations, thus country-led monitoring and evaluation systems are weak to non-existent and most of the evaluations are advocated, facilitated and carried out by international agencies through international consultants. In 2012 the Country Office also engaged in advocating for evaluation capacity development in-country. Initial meetings were conducted with the secretary of the EvalMena to establish a Lebanese network of professionals, though plans were postponed due to the deteriorating Syrian crisis.

The Syrian crisis led the Country Office to operationalize a simplified IMEP. This covered all the necessary assessments and monitoring and evaluation activities required to help guide the emergency response and to start to build a monitoring and reporting mechanism. This has become a dynamic document, which is updated with every revision of the response plan. A number of assessments were conducted in 2012 in education, WASH, nutrition and child protection sections, and a similar number of assessments and an evaluation are planned for the first quarter of 2013.

**Effective Use of Information and Communication Technology**

Business continuity, corporate projects and support to the Syrian refugee emergency response were key priorities during the year in terms of Information and Communication Technology (ICT). The office maintained alternative data communications services via I-direct Satellite and the failover, in the case of main internet backbone failure, was regularly tested with no interruption of services. This was due to the Mission Control device and corporate support instrumental in maintaining ICT connectivity. The migration of all servers to a virtual environment contributed to business continuity protocols as it allowed all servers to be backed-up onto external hard disks that can be restored if necessary. The Lebanon Country Office was also
part of a closed pilot for VEEAM (Virtual backup tool) deployment.

ICT staff was fully engaged in supporting surge and seconded staff for the Syrian emergency response. Systematic and unique configuration was used for laptops to facilitate integration into the office network, as well as individual induction orientation to allow new staff to easily access available ICT resources. To support additional staff, the office prioritized the recruitment of an ICT Assistant in 2013 given the rapid increase in new staff.

The Country Office completed corporate ICT projects in a timely manner. This was reflected in the smooth migration to a virtual server environment and applying corporate patches and security systems. The introduction of Cisco Any connect Mobile Client and Lotus Inter-Notes facilitated tremendously remote access to e-mail, the VISION dashboard and Shred data resources within the Office.

In terms of ICT supplies, the office obtained high calibre equipment to allow staff to accomplish work in a convenient Information Technology (IT) environment. A multipurpose copier, high-end colour scanner, printer and photocopier were added to available printing and scanning devices to ensure that the expanded office had access to adequate facilities. The latest standard laptops were purchased with the support of the Copenhagen Office. At times, to fill the gaps, the Country Office rented a number of laptops to meet the needs of emergency staff until longer term options could be secured.

In July 2012, the Office hired an expert with UNICEF procurement experience for one month to assist the office with bidding for supplies related to the emergency response. The Country Office issued five LTAs and also used existing LTAs from other in-country UN agencies and available LTAs from the Regional Office to facilitate the bidding process. Emergency in-country procurement included Non-Food Items (NFIs) such as baby/adult hygiene and School-in-a-Box kits and later scaling up in terms of winterization and vaccines supplies.

**Fund-raising and Donor Relations**

In 2012, all donors reports, expect one were sent on time. The VISION manager’s dashboard was widely utilized to provide a three month-reminder of reporting requirements. This was also one of the key management performance indicators that were monitored during in the monthly Country Management Team meetings (CMT). No extension of Project Budget Allotment (PBAs) was requested and the Country Office strived to efficiently utilize and monitor the donors’ contributions.

Significant progress was made in the quality of the reporting to ensure reports reflect results achieved with donor contributions. As an upper middle income country, Lebanon is traditionally not an attractive country to donors and therefore, despite important fund raising efforts made by the office, the most significant Other Resource (OR) received in 2012 was from global thematic funding for Focus Area 2 (Education). As of end of 2012, the OR ceiling was reached and exceeded by about 36 per cent. This was mainly due to the fact that the Country Office received at the end of 2012 almost US$ 4,220,000 from the EU (3,916,000) and Switzerland (303,000), and both contributions were allocated under Other Resources Emergency (ORE) coding.

Following the emergency, the Country Office was successful in raising a substantial amount of emergency funds as part of the successive RRPs that UNICEF and other humanitarian agencies launched to meet the needs of the Syrians refugees in Lebanon. As of December 2012, the Country Office received US$ 18,963,405 (including EU and Switzerland) against about US$ 25,200,000; representing almost 42 per cent funding gaps.

Fund utilization was monitored during the CMTs and programme meetings utilizing the Manager’s Dashboard. Programme officers also monitored their respective programmes to ensure the efficient utilization of funds. In the context of the emergency field monitors were deployed on the ground to ensure proper monitoring of the effective implementation of the emergency interventions.
Management of Financial and Other Assets

Management performances indicators, including the Manager’s dashboard were examined on monthly basis during Country Management Team (CMT) meetings and corrective actions taken by responsible staff as required and reviewed during the next CMT. VISION updates (progress and constraints) were also utilized for budget and financial control during the CMT meetings. Financial reports were duly submitted such as bank reconciliation, cash replenishment, cash flow forecast and bank optimization.

The Country Office followed a strict control mechanism on UNICEF assets and resources. Office property was maintained (especially for property on loan) and staff members were responsible for maintaining items issued to them in good condition, including reimbursement in the event of breakage/loss. Office property as usual was properly delivered and monitored for all incoming and outgoing staff members/visitors. There was a good office culture around maintaining office equipment and more generally around energy usage. However, with the ongoing emergency and increased human resources demands on the office, staff was reminded on a regular basis to be more attentive to the utilization of office equipment and materials to reduce operational costs. In view of the increasing numbers of Syrian refugees and the scaling up of the response, the Country Office opened two additional field offices including an independent office in Quobayat (Northern Lebanon) and shared premises with UNDP in the Chtoura (Bekaa). In December 2012 the Country Office rented a new office for the Bekaa area in Zahle.

100 per cent of Regular Resources (RR) and 66 per cent of Other Resources (OR) were spent within their PBA timeframe, mainly due to the postponement of some of the planned activities. At the beginning of the emergency, the only funds received by the Country Office were from EPF which were utilized to begin addressing the most urgent needs of refugee children. However, with an active advocacy and fund raising strategy from the Office Management, and critical support from the Regional Office, additional emergency funds were leveraged for the emergency response. At the end of December, the implementation level was 54 per cent for these OR Emergency (ORE) funds.

As for the status of Direct Cash Transfers (DCT), the Country Office has as of 31 December 2012 a total amount of US$ 4,364,018, i.e. 76.66 per cent out of US$ 5,692,507 outstanding. Importantly, when further analysed this figure is US$ 3,778,264 (86 per cent less than 3 months), US$ 525,464 (12.04 per cent between 3-6 months) and US$ 60,291 (1.38 per cent more than 9 months).

Supply Management

UNICEF Lebanon’s supply activity since the beginning of 2012 has been fully engaged in the current emergency response in Lebanon. Supply plans were developed with each respective programme, providing supply requirements against defined targets and activities. In 2012, 52 per cent of the rolling supply plan covered WASH, health/nutrition, education, NFIs and operations supplies, out of the US$5 million planned. Since the beginning of 2012, in response to the emergency, the Country Office has distributed a total of US$ 1.2 million worth of supplies to implementing partners across Lebanon.

UNICEF articulated its supply response around three axes. The first one was related the Back to School initiative, which targeted 37,000 Syrian and Lebanese children attending Lebanese public schools. To facilitate this Back to School operation, UNICEF distributed School-in-a-Box, recreation and early child development kits.

The second axis was related to winterization support for vulnerable households and communities. An estimated 35,000 Syrian children aged between 0 and 14 years were exposed to the cold weather in the northern and western parts of Lebanon. A strategy and plan was developed to facilitate the procurement and distribution of around US$ 1.5 million worth of supplies, such as winter clothes kits, blankets and tarpaulins and complementary hygiene and baby kits and medicines through implementing partners and government health facilities. For the winterization operation, the UNICEF Country Office also supported utilization of a voucher system aimed to reach around 12,000 children. Through the vouchers, children and their families had the opportunity to buy the required clothes.
The third axis was related to the on-going support to all remaining emergency programmes, including health, WASH and child protection.

The Country Offices set up warehouses in the field to facilitate the pre-positioning of emergency supplies. In addition, UNICEF and UNHCR worked jointly on a bidding exercise to contract a commercial warehouse in Beirut to facilitate the transit of supplies and building of a contingency stock.

Under the Palestinian Programme, UNICEF released around US$ 190,000 worth of supplies to several Palestinian camps through the local Popular Committees and/or UNRWA and around US$ 150,000 worth of vaccines were purchased and delivered to UNRWA.

**Procurement services**

In 2012, around US$ 785,000 worth of medical supplies were ordered by the Lebanese Ministry of Health through UNICEF Procurement Services.

**Human Resources**

The ongoing emergency response required a significant scaling up of Human Resources (HR) during 2012. The first EPF proposal in March 2012 included a HR component of five additional staff. Two subsequent EPF’s were submitted and approved during 2012 for additional staff including: short-term experts (such as in international procurement); additional local staff; and, the utilization of a number of stand-by partners to fill immediate emergency response gaps in line with new modalities for emergency recruitment identified by Headquarters and the Regional Office under Emergency Response Plan (ERP) 2 and 3.

Staff development and training was also a key area of concern in 2012 and staff training needs were identified through the Personnel Appraisal System (PAS) at the beginning of 2012 for individual staff members. Staff training in 2012 included the following: the Operations Officer successfully completed the Management Development Plan course; one Programme Assistant attended the Institutional Contract Training in Copenhagen; and, advanced training on supply in VISION for Operations Managers was conducted by the Regional Office. Another staff member was deployed to Yemen for three months on a short-term mission.

In response to the Global Staff Survey Findings of 2011, an Office Improvement Plan was put in place to tackle the main concerns of staff including in the areas of work/life balance, role of the staff association, knowledge sharing, staff security, office efficiency and management interaction in close coordination between management and the staff association. As a follow up, a team building retreat took place on 6-7 November 2012 with the objective of discussing key issues arising from the Global Staff Survey and creating a working environment that staff both enjoy and contributes to UNICEF’s mandate related to improving the lives of children and women.

The retreat was facilitated by a retired UNICEF staff member who has been working on issues related to team building with many offices. The team building retreat allowed staff to discuss what is blocking or preventing the team from achieving the best possible results for children and women within a motivating environment of excellence. The staff members highlighted three main areas where improvements can be made - leadership, management structure and respect and positivity among the staff. A plan of action is currently being drafted under the leadership of the Staff Association in coordination with management.

Despite the challenges created by the emergency, including the expanding number of staff from 19 to more than 60 staff/consultants/stand-by partners, and increased workload, efforts were made to create and sustain an enabling and supportive environment. While there is no peer support volunteer in the office, counselling is available through a partner UN agency in Lebanon as necessary.
Efficiency Gains and Cost Savings

Many of the planned efficiency gains and costs savings in 2012 could not be implemented due to the ongoing emergency scale up including: renting the fifth floor (of the two floor UNICEF Country Office) to another UN agency and planned savings with regard to communications costs as additional communication support was required for emergency staff. The Country Office was also required to rent two soft vehicles and make them Minimum Operating Security Standard (MOSS) compliant to meet the need of emergency field presence with significant increases on fuel costs. Cost savings were made by maximizing the use of office space and avoiding new rent despite the significant increase in additional staff (from 19 to approximately 62 staff/consultants/stand-by partners by end 2012). The office was able to cope and incorporate all of the HR needs in the office by providing wiring, internet connection, communication, work stations and IT equipment for each new staff member. The Country Office is also pursuing the opportunity of returning to the ESCWA building though this has currently been put on hold due to security constraints.

Changes in AMP & CPMP

While the MTR High-level meeting will take place in early 2013, the overall MTR exercise was completed, and necessary programme adjustments were discussed and agreed with partners. The adjustments mainly reflect the need to primarily focus on the emergency preparedness and response to the Syrian crisis. In that context, the Country Programme Management Plan (CPMP) to be prepared in early 2013 will reflect these changes; including opportunities and risks or threats that could facilitate or hinder achievement of planned results for the remaining two years of the Country Programme. The CPMP will propose management and budget related implications to support achievement of the planned results. The CPMP will describe the planned management arrangements and distribution of responsibilities under varying scenarios of emergency and crisis. The CPMP will also include a fundraising and resource mobilisation strategy, as well as Management Results that will be used by the Country Office Management Team and Country Office more generally to monitor performance.

The AMP for 2013 will be reviewed to reflect the CPMP and define programme, including emergency and operations, priorities for the year, as well as office management tools that will support achievement of these priorities.
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**Contact Person**

Hranyr Wannis

**Language**

English

**Emergency Related**

Yes

**Abstract**

The purpose is to share the experience of Lebanon Country Office in establishing a frequent child-level partner reporting mechanism for potential utilization in other emergency settings.

**Innovation or Lesson Learned**

This approach might not be feasible or necessary in all contexts depending on the capacity of different partners with regard to CCC indicator reporting and internal UNICEF capacity. Though most often with emergencies local capacities are limited so for UNICEF to pursue such reporting requirement might be justified to ensure that partners have the basic monitoring capabilities which also provides for aggregate reporting.

**Potential Application**

The potential application could be in sudden onset emergencies where monitoring capacities are low or non-existent. The approach allows local partners to establish a basic monitoring mechanism which fulfills higher level CCC reporting for UNICEF.

**Issue**

The dramatic increase in the number of refugees from the Syrian Arab Republic (Syria) across the region in 2012 continues to require a large-scale response.

With the increase of the severity of the crisis in Lebanon, a more robust monitoring system was required to be put in place that would tackle ambiguities generated by the interpretation of partners of relevant CCC indicators for reporting. The Lebanon Country Office therefore developed child level reporting across all sectors to ensure high quality monitoring data.

**Strategy and Implementation**

Given the limited capacity amongst local partners and in order to lessen the burden on partners in terms of analysis and collation of data, child level reporting was adopted.

A brief consultation with partners indicated that nearly all record data on child or household level. For example, children who attend CFS/PSS are registered and forms are utilized to check for attendance, children who are identified for school enrolment are logged in for tuition payments and households are assessed individually for WASH assistance.

Through addendum to PCA’s instead of asking partners to report on aggregated cumulative number of beneficiaries, different forms were designed, specific to each sector priority indicator/activity – though all shared the child or a household level row with relevant characteristics as columns.

**Progress and Results**

The first PCA which included such a modified addendum was in the Education sector. The Education Emergency Programme is centered around the “Back to School” initiative that focuses on identifying vulnerable Syrian refugee children and enrolling them in Lebanese public schools through paying parent’s committee fees and distribution of books, bags, stationery and uniforms (Back to School kit). The form utilized by partners also included identification variables to determine what individual children were distributed.

WASH partners followed similar process of inputting for each CCC indicator household level data, with a breakdown of the number of people in the household by age and gender. The forms are required to be
updated bi-weekly, adding new beneficiaries to the same form and allowing for cumulative numbers of beneficiaries to be captured.

Child protection sector had to overcome possible double reporting due to the recurrent nature of its activities. A form was devised based on attendance tracking where children would still be inputted in addition to the day which they attended what activity. This form was presented and discussed within the Child Protection Working Group and based on the inputs of all relevant partners the form was revised to include the scope of the different activities under CFS/PSS.

**Next Steps**

The forms are generally imbedded to calculate the necessary aggregates for UNICEF’s reporting. The next step is to establish a working dashboard that would present these figures against their targets for each sector, which would be placed on the shared drive for easy access and monitoring progress.
Acronyms

Action Against Hunger (ACF)
American University of Beirut (AUB)
American University of Beirut Medical Center (AUBMC)
Central Administration for Statistics (CAS)
Central Management Committee (CMT)
Center for Lebanese Studies (CLS)
Center for Education Research Development (CERD)
Child Friendly Spaces (CFS)
Communication for Development (C4D)
Consultant and Research Institute (CRI)
Convention on the Elimination of Forms of Discrimination Against Women (CEDAW)
Convention on the Rights of the Child (CRC)
Country Programme Management Plan (CPMP)
Core Commitment to Children in Emergencies (CCCs)
Direct Cash Transfers (DCT)
Disaster Risk Reduction (DRR)
Education Sector Development Plan (ESDP)
Emergency Programme Funds (EPF)
Emergency Response Plans (ERP)
European Union (EU)
Facts for Life (FFL)
Gender Based Violence Information Management Systems (GBVIMS)
Geographical Information Systems (GIS)
Government of Lebanon (GoL)
Harmonized Approach to Cash Transfers (HACT)
Humanitarian Performance Monitoring (HPM)
Higher Council for Childhood (HCC)
Integrated Education Approach (IEA)
International Committee for the Development of Peoples (CISP)
Information Communication Technology (ICT)
International Rescue Committee (IRC)
Intermediate Result (IR)
Information Technology (IT)
Long-term Agreement (LTA)
Mid-Term Review (MTR)
Millennium Development Goals (MDG)
Minimum Operating Security Standard (MOSS)
Ministry of Education and Higher Education (MEHE)
Ministry of Justice (MOJ)
Ministry of Public Health (MOPH)
Ministry of Social Affairs (MOSA)
Ministry of Youth and Sports (MOYS)
Monitoring Results for Equity Systems (MoRES)
Multiple Indicator Cluster Survey (MICS)
National Poverty Targeting Programme (NPTP)
Non-Food Items (NFIs)
Non-Government Organisations (NGOs)
Other Resources (OR)
Other Resources Emergency (ORE)
Palestinian Central Bureau of Statistics (PCBS)
Performance Appraisal System (PAS)
Project Budge Allotment (PBA)
Primary Healthcare Centres (PHCs)
Premiere Urgence – Aide Medicale Internationale (PU-AMI)
Programme Component Agreement (PCA)
Programme Component Result (PCR)
Project Budget Allotment (PBA)
Regional Response Plan (RRP)
Regular Resources (RR)
Sexual and Gender-Based Violence (SGBV)
Sexual and Reproductive Health (SRH)
Social Development Centres (SDCs)
Standard Operating Procedures (SoPs)
Surveys, Studies and Evaluations (SSEs)
Under-five (U5)
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United Nations Development Assistance Framework (UNDAF)
United Nations Development Programme (UNDP)
United Nations Population Fund (UNFPA)
United Nations Reliefs and Works Agency for Palestine Refugees in Near East (UNRWA)
University Saint-Joseph (USJ)
Water Sanitation and Hygiene (WASH)
World Health Organisation (WHO)