Executive Summary

In its third year, the Syrian conflict and regional instability re-defined UNICEF Lebanon’s Country programme in 2013. The number of Syrian refugees registered or awaiting registration with the UN Refugee Agency (UNHCR) rose from 175,000 in December 2012 to 858,641 by the end of December 2013, and an additional 170,000 Lebanese were pushed into poverty due to the Syrian conflict[1]. Despite significant challenges, UNICEF’s Lebanon Country Office (LCO) received 98 per cent (US$122.33 million) of its Regional Response Plan 5 (RRP5) appeal by year end, resulting in some notable achievements:

- With partners, UNICEF provided emergency Psychosocial Support (PSS) to 297,176 children (approximately 88,900 Lebanese), including 58,606 children in education programmes and 47,810 caregivers living in Informal Tented Settlements (ITS), collective shelters and host communities. PSS was an entry point to prevent child separation, identify children at risk and provide case management to all vulnerable children in Lebanon.
- UNICEF undertook nationwide immunization campaigns with the Ministry of Public Health (MoPH), targeting Syrian, Lebanese and Palestinian children. 742,542 children (531,796 Lebanese) were vaccinated against measles and 829,037 children (628,274 Lebanese) were vaccinated against polio, 580,770 of whom were reached in nationwide polio campaigns in November and December, achieving a 98.4 per cent coverage rate.
- In response to severe weather conditions faced by vulnerable children, UNICEF implemented a winterization programme, delivering 62,960 clothing vouchers and 104,426 clothing kits for 167,386 Syrian, Lebanese and Palestinian children. In addition, 9,460 tarpaulins, 516 fuel stoves and 33,174 blankets benefited over 83,000 children and families.

While UNICEF was successful at ensuring 81,420 Syrian children accessed learning (45,000 formal and 36,420 non-formal) in 2013 (61 per cent of the target), this represented only one quarter of the out-of-school Syrian children in Lebanon. By the end of 2013, there were approximately 350,000 school-aged Syrian children registered with UNHCR in Lebanon, and at least 35,000 non-registered, representing more than the number of Lebanese in public schools (275,000). To prevent a generation of children being deprived of education, UNICEF, together with the Ministry of Education and Higher Education (MEHE), partners and donors, supported the development of an Education Proposal (2014-2016), budgeted at US$532.6 million, to reach all children with education in Lebanon.

131,117 people (121,053 Syrian and 10,064 Lebanese) received Water Sanitation and Hygiene (WASH) services in 2013 through UNICEF support, reaching 47 per cent of the target. Only 51 per cent funded, WASH was the most underfunded sector for UNICEF. The scale and complexity of need within the ITS and collective shelters scattered countrywide made WASH interventions costly and challenging. To increase achievement, UNICEF stepped up its support for private sector WASH rehabilitation projects through engagement with water establishments and municipalities. This is expected to significantly broaden the reach to more vulnerable communities, including Lebanese, while strengthening public services.

UNICEF’s programming results were made possible through its strong partnerships with national and international actors. UNICEF advanced its strategic partnership with the Government of Lebanon, namely MEHE, MoPH, the Ministry of Social Affairs (MoSA) and the National Poverty Targeting Programme (NPTP) in the Prime Minister’s Office. Forty-six international and national NGOs were critical in implementing UNICEF programmes. UNICEF co-led interagency working groups for WASH, Child Protection (CP) and Education.


Country Situation as Affecting Children & Women

The year 2013 was characterized by a marked acceleration of people displaced from Syria into Lebanon. Lebanon shouldered the largest refugee burden by percentage of population of all Syria’s neighbours, with one in five of the population a refugee. At the end of the year, Lebanon hosted 858,641 registered Syrian
refugees or individuals awaiting registration[1]. However, the number of Syrians in Lebanon was greater: over 300,000 Syrians who were working in Lebanon prior to the crisis were unable to return to Syria; it was conservatively estimated that an additional ten per cent of refugees were unregistered[2]. The combination of 1.2 million Lebanese poor living in vulnerable host communities, Lebanese returnees and Palestinian refugees from Syria meant there were over two million vulnerable people in need of urgent assistance, approximately half of whom were children.

With limited options for shelter and no formal camps in Lebanon (with the exception of one in Aarsal established in November 2013), a growing number of refugees resorted to living in Informal Tented Settlements, which presented high risks for children. By the end of 2013, there were over 446 ITS and collective shelters, hosting over 130,000 registered refugees and an unknown number of unregistered Syrians. Inhabitants of ITS lack access to social or protective services and suffer from poor hygienic conditions and exposure to extreme weather conditions.

The refugee influx strained already fragile services and exacerbated inter-community tensions. The cost of living rose, competition for jobs increased as wages dropped and schools and healthcare centres were placed under enormous pressure. Cadastres hosting the highest concentrations of Syrian refugees were also home to the majority of Lebanon’s poor. UNICEF estimated that 86 per cent of the registered refugees and more than 66 per cent of the vulnerable Lebanese were concentrated in 225 of 1,561 cadastres. The World Bank estimated an additional 170,000 Lebanese had been pushed into poverty since the start of the Syria crisis: within this context, it was perceived that Syrian refugees were benefiting disproportionately from international assistance while poor Lebanese were bearing the impact[3].

The emergency placed an enormous burden on the delivery of education. The public school system had the capacity to enrol a maximum of 300,000 students. In 2012-13, 275,000 Lebanese children were enrolled; however, there were some 350,000 school-aged Syrian children registered with UNHCR in Lebanon[4]. Therefore, only 45,000 of these refugee children were able to enrol in schools, and non-formal education for out-of-school children had to fill the gap for the remaining children. It was estimated that 20 per cent of Syrian refugee children dropped out of formal school in Lebanon—the biggest problem being among children over 12 years old[5]. By the end of 2014, it is estimated there will be 550,000 school-aged Syrian children, only 100,000 of whom can be absorbed into the formal system.

The majority of refugee children had experienced or witnessed brutality and exploitation. They had been exposed to risks, such as early marriage, physical and sexual violence, child labour and involvement in armed groups. By the end of September 2013, UNHCR had registered 2,440 unaccompanied or separated children in Lebanon[6]. In the first six months of 2013, 741 Syrian refugee children received hospital treatment for physical trauma and other injuries incurred in Syria or Lebanon, including burns, bullet wounds and broken bones[7]. UNICEF estimated that one in ten Syrian refugee children in the region was engaged in child labour, including the Worst Forms of Child Labour, to help families cope with the economic hardship caused by the crisis. New births had also gone unregistered, increasing the risk of statelessness, child trafficking, lack of documentation and exploitation. A UNHCR survey on birth registration in Lebanon revealed that 77 per cent of 781 refugee infants sampled did not have an official birth certificate[8].

In the water and sanitation sector, the refugee influx overwhelmed water, sewerage and electrical grids in poorer areas. Most ITS and collective shelters lacked safe water and sanitation services, increasing the risk of water-borne diseases, including in nearby host communities. Poor sanitary conditions were exacerbated in the winter months as overcrowding and dampness led to increased diarrheal diseases, acute respiratory infections and skin diseases. The lack of adequate WASH facilities in schools was also a barrier to enrolment for Syrian children.

The crisis in Syria also adversely affected access to health and nutrition in Lebanon in 2013. Syrian refugees arrived in Lebanon having gone months without access to healthcare. Children had missed their routine vaccinations, pregnant women had not received antenatal care and people suffered illness without access to medications. An outbreak of measles was declared in Lebanon, with over 1,000 cases confirmed between January and June 2013, mostly among Lebanese citizens. UNICEF and the MoPH ran a mass immunization campaign, targeting all children under the age of 18. In response to confirmed polio cases in Syria, a
nationwide campaign for polio immunization was launched in Lebanon, with rounds undertaken in November and December. In collaboration with MoPH and the World Health Organization (WHO), UNICEF vaccinated 580,770 children under five years (440,770 Lebanese).

Malnutrition was uncommon in Lebanon and Syria prior to the crisis, and the health system was not equipped to monitor or treat malnutrition cases. In 2013, UNICEF supported the screening of 9,459 children for malnutrition. Of these children, 215 were referred for treatment. At end of 2013, UNICEF coordinated an ‘Interagency Nutrition Assessment on Syrian Refugees in Lebanon’ with preliminary findings indicating a deterioration of the nutrition situation for children aged 6-59 months in 2013, compared to 2012.

[1] UNHCR, 30 December.
[4] UNICEF estimated 42 per cent of registered Syrian refugees are 3-18 years old.
[6] Ibid.
[7] Ibid.
[8] Ibid.

Country Programme Analytical Overview

UNICEF conducted the Mid-Term Review (MTR) in 2012. Since then, the humanitarian needs in Lebanon have grown significantly, from responding to 175,000 registered Syrian refugees in December 2012 to 858,641 refugees, as well as 1.2 million poor Lebanese, by the end of December 2013. The overall strategic focus of the country programme transitioned from a strong emphasis on social policy and upstream work to the delivery of social services (Education, WASH, Child Protection and Health and Nutrition), government and partner capacity building and strengthening community resilience in the context of the Syrian crisis and its impact on Lebanon.

Following the MTR recommendations, Programme Component Results (PCRs) and Intermediate Results (IRs) were adapted in mid-2013 to more appropriately correspond to the changing environment and the revised programme direction and to be more aligned to the Regional Response Plan for Syria (RRP5), as well as to anticipate the RRP6 and stabilization programming. A few further adjustments were made at the end of the year to ensure the relevance and alignment of results to the strategic and fundraising documents that guide UNICEF’s planning, including the RRP6; No-Lost Generation Strategy; the Education Proposal; and the World Bank/Government of Lebanon-led Stabilization Roadmap.

The barriers and bottlenecks to implementing the country programme were related to the continued regional and internal instability in Lebanon, which was underscored by the resignation of the Government in March, with no timeline for the formation of a new Government. The importance of UNICEF’s equity agenda was particularly reinforced by the rising tensions in Lebanon provoked by over-stretched public services and infrastructure.

Program planning was hindered by a lack of comparable recent data on affected populations in Lebanon. Along with the gap in vulnerability data was the recognition that not all vulnerable families would be reached – the numbers were so large and target locations so dispersed for the scarce resources. UNICEF, with the Information Management Unit of the Prime Minister’s Office, developed a map of the 225 most vulnerable cadastres, which are home to 86 per cent of the registered refugee population and more than 66 per cent of the vulnerable Lebanese. This was used for targeting assistance to the most vulnerable, regardless of nationality, and for monitoring the convergence of essential programming for children and women.

Lebanon’s internal security issues, related to the Syrian conflict, were exemplified by explosions killing many
civilians in Beirut and Tripoli. Security risks posed barriers to the effective delivery of programmes, by limiting the movement of staff. LCO increased its presence in field offices, reducing the need for staff to travel from Beirut and allowing for the building of local networks and improving local level monitoring.

LCO substantially increased the number of implementing partners that delivered its interventions in 2013. However, the capacity of some implementing partners to deliver was constrained, especially those spread across wide geographic locations and those implementing for more than one UN agency or donor. The number of implementing partners also increased the burden on UNICEF for monitoring. Thus, a third party monitoring agency was engaged to ensure all partners were being appropriately monitored.

**Humanitarian Assistance**

The Syrian crisis increased the humanitarian needs of Syrian refugees and also of poor Lebanese communities across the country. The scale and protracted nature of the Syrian crisis led UNICEF to integrate humanitarian assistance into the country programme to focus on meeting the immediate needs of the most vulnerable, while building capacity and systems, including ‘building back better’ and increasing resilience amongst all vulnerable communities to withstand shocks.

The Government’s concern in allowing the establishment of formal camps in Lebanon, combined with the saturation of the housing market, increased the trend for Syrian refugees to settle in ITS, collective shelters and unfinished buildings. Recognizing the particular vulnerability of refugees in these types of accommodation, LCO focused on delivering an integrated response in ITS and host communities through Health, WASH, non-formal Education and Child Protection interventions.

UNICEF continued to work within existing government systems to support public schools, Social Development Centres (SDCs), Primary Health Care (PHC) centres and other community service providers to better respond to the needs of all children and their families. This integrated approach to emergency programming ensures that improvements in public service provision have a lasting impact in these traditionally underserved and marginalized areas of Lebanon.

**Effective Advocacy**

*Fully met benchmarks*

**Capacity Development**

* Mostly met benchmarks*

**Communication for Development**

*Mostly met benchmarks*

LCO’s Communication for Development (C4D) interventions in 2013 focused on two major disease outbreaks: measles in February and polio in October. Both outbreaks required immediate mobilization of C4D partners in the Ministry of Public Health (MoPH) to ensure children in Lebanon were immunized and parents informed.

When reported measles cases doubled within a week, MoPH requested LCO’s support to implement a nationwide vaccination campaign. UNICEF rapidly developed Information Education Communication (IEC) materials, which were used by UNICEF’s partners, including the following:

- 5,000 brochures for health workers;
- 10,000 posters; and
- TV spot and radio spots broadcast on seven local TV stations.

UNICEF also supported MoPH in implementing a national polio vaccination campaign after cases were
confirmed in Syria. UNICEF developed materials to inform parents and caregivers of the campaign and of the importance of vaccinating children against polio, including the following:
- 1,150,000 brochures for parents;
- 6,000 brochures for health workers;
- 10,000 posters; and
- TV spot and radio spot produced and broadcast nationally.

In addition, UNICEF prepared IEC materials on scabies and lice, including 1.4 million leaflets and posters targeting young children, as well as adults. These were used in an ongoing national campaign in schools and through UNICEF-supported mobile medical units in ITS and collective shelters.

UNICEF also provided support for the following sessions and campaigns:
- Continued support for the 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;
- Support for the Child Protection programme to produce a 10-minute video on Gender Based Violence (GBV) to be used during discussion sessions within Syrian refugee communities;
- Support for a birth registration campaign, ‘Give Your Child a Name,’ in partnership with UNHCR.

Significant progress was made toward finalizing a country-wide cross-sectoral Knowledge, Attitude and Practice (KAP) survey to be implemented early next year.

Service Delivery
Mostly met benchmarks

UNICEF is committed to responding to the needs of all affected children, their families and communities. UNICEF’s approach is to support both refugees from Syria – including Palestinian and Lebanese – as well as the most marginalized Lebanese host communities. From the onset of the crisis, UNICEF has provided assistance to all vulnerable populations, in alignment with UNICEF’s global equity agenda and in support of government-led service delivery.

UNICEF used seven gateways to reach Syrian refugees and vulnerable Lebanese in the 225 most vulnerable localities in the country: public schools; Informal Tented Settlements; MoSA’s Social Development Centres; community centres; primary healthcare centres; Palestinian refugee camps; and UNHCR registration points. UNICEF works with Government counterparts to fill capacity gaps and ensure service delivery is sustainable. UNICEF also aims to ensure convergence of service delivery for children (education, WASH, child protection, health and nutrition) through these gateways to the extent possible, especially within ITS, which contain some of the most vulnerable refugees.

Through the following three public service gateways, UNICEF, with Government and NGO partners, provides services to the most disadvantaged refugees and Lebanese communities:

Public schools: The Ministry of Education and Higher Education has identified 266 public schools in Lebanon with the highest concentration of Syrian refugee students. UNICEF is providing assistance in these schools by providing learning and recreational equipment, enrolment support, remedial classes, accelerated learning programmes to facilitate integration into the Lebanese curriculum, psychosocial support and minor repairs and rehabilitation of facilities to ensure the schools are able to cope with increased student numbers and to alleviate the impact on host communities.

Social Development Centres: UNICEF coordinated with MoSA to enhance and extend services through 27 of their existing network of SDCs, including psychosocial support services and referral and treatment for survivors of sexual and gender-based violence, as well as non-formal education and hygiene promotion.

Primary healthcare centres: UNICEF is supporting MoPH by providing medical equipment, essential medicines and cold chain equipment. Following on from nationwide vaccination campaigns against measles and polio
with the MoPH, UNICEF is focusing on routine immunization of children, as well as monitoring, surveillance and referral of children and pregnant and lactating women for treatment of malnutrition.

**Strategic Partnerships**

*Fully met benchmarks*

UNICEF’s programming results were made possible through its strong partnerships with national and international actors. UNICEF advanced its strategic partnership with the Government of Lebanon, namely MEHE, MoPH, MoSA and NPTP in the Prime Minister’s Office. UNICEF’s partnership with the Government, the World Bank and UN agencies supported the Economic and Social Impact Assessment (ESIA) to establish a Roadmap for Stabilization in Lebanon. Forty-six international and national NGOs were critical in implementing UNICEF programmes through a total of 72 Program Component Agreements (PCAs). UNICEF developed a database with all data related to NGO partnerships, expected results, geographic locations and donors. This will be matched with another online database called Activity Info, which was developed by UNICEF in partnership with the Inter-Agency Working Group and which will be rolled out system-wide in January 2014.

UNICEF actively participated in the relevant coordination meetings and mechanisms for the UN system and the emergency response in Lebanon.

UNICEF co-led the following interagency working groups in Lebanon:

- Child Protection in Emergency Working Group (CPIEWG) with the Ministry of Social Affairs (MoSA) and UNHCR;
- Sexual and Gender-Based Violence (SGBV) Taskforce with UNHCR and the United Nations Population Fund (UNFPA); and
- Education Working Group with UNHCR and MEHE.

**Knowledge Management**

*Mostly met benchmarks*

In addition to the studies and assessments that were conducted in 2013, which included the Education Situation Analysis (SitAn), a Joint Education Needs Assessment and the Economic and Social Impact Assessment with the World Bank, among others, LCO developed and adopted a range of innovative tools for gathering and analysing information and for monitoring and reporting on programme implementation:

- ‘Equitrack’, an online partner tracking and monitoring tool, enables all partnership-related information to be in one repository, to map partnerships and to aggregate planned results, progress and budgets;
- Data Collection, using Open Data Kit (ODK), on tablets and smart phones enhances rapid data entry and analysis for quick action;
- ‘Activity Info’ enables partners to report into an online database with their high frequency indicators monthly rather than through manual reporting. It provides instant mapping of results and can be connected with ‘Equitrack’;
- Third Party Monitoring (TPM) uses a checklist to verify partners’ programme implementation, using tablets for data collection and reporting;
- Vulnerability mapping has mapped the 225 most vulnerable cadastres in the country to enable UNICEF, partners and the broader humanitarian and development community in Lebanon to prioritize assistance for the most vulnerable populations (including Lebanese, Syrian and Palestinian refugees)
- LCO began using the UNICEF Teamsite and adopted ‘Trello’, a free web-based project management application, to improve the management of team projects from concept to completion. These both enhanced knowledge management within the UNICEF Office and between teams (internal and external), cutting down on unnecessary e-mail traffic.

**Human Rights Based Approach to Cooperation**
Partially met benchmarks

LCO’s planning and implementation takes a human rights-based approach. Programme, Policy and Procedure (PPP) training in June 2013 ensured that new staff were trained on a Human Rights-based Approach to Programming (HRBAP) and this will be repeated in 2014 for new hires. HRBAP is being strengthened in 2014 by improving the disaggregation of data by gender and vulnerability, which will assist in better targeting, as well as through a SitAn process and other key participatory data collection and analysis envisaged in 2014.

Gender Equality

Partially met benchmarks

While UNICEF’s programmes aimed to ensure gender equality, with an emphasis on protecting and empowering girls and women, UNICEF and partners had limited success in conducting gender analyses and measuring gender differences and equality in programming in 2013 during the rapid scale up of programming. However, monitoring and evaluation (M&E) systems that were built during the year, such as Equitrack, Activity Info and Third Party Monitoring, will lead to the significantly enhanced capacity of the Country Office to measure and analyse gender equality and to use the gender marker for improved gender mainstreaming in 2014.

Eighty UNICEF staff were trained on Protection from Sexual Exploitation and Abuse (PSEA), and national and field focal points were identified. UNICEF is a member of the PSEA network in Lebanon.

In 2013, LCO had a dedicated Gender-Based Violence (GBV) specialist within the CP team, managing activities that provided safe spaces for 28,852 women and girls at risk or survivors of GBV. UNICEF also co-led the SGBV Taskforce, with UNHCR and UNFPA, in Lebanon.

Environmental Sustainability

Partially met benchmarks

South-South and Triangular Cooperation

In collaboration with the UNICEF Kosovo Innovations Lab, LCO developed ‘Equitrack’, an online partner tracking and monitoring tool. This tool enables all partnership-related information to be in one repository, mapping of partnerships, and aggregation of planned results, progress and budgets.
### Narrative Analysis by Programme Component Results and Intermediate Results

#### Lebanon - 2490

#### PC 101 - Social policy

**PCR 2490/A0/06/101** 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.

**Progress:** UNICEF Lebanon has improved knowledge on child poverty and disparities within the context of a rapidly growing refugee crisis, which is also taking a toll on local communities and stretching basic services beyond capacity. To effectively plan the emergency response and reach the most vulnerable Syrian and Lebanese children, while building resilience of communities and government to absorb the growing numbers of people, UNICEF developed a mapping methodology with the Information Management Unit of the Prime Minister’s Office. 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. It was found that the most vulnerable 225 localities, out of 1,561 localities in the country, contain 86 per cent of the registered refugee population and 66 per cent of vulnerable Lebanese. This mapping has enabled UNICEF to focus the scale up of the response and to hone in on the most vulnerable communities.

While the initial scale up was primarily sector focused, the vulnerability mapping provided a framework to ensure convergence of UNICEF’s primary interventions in the same geographic areas. To measure the effectiveness of UNICEF’s convergence to reach the most vulnerable with a package of services and support, the LCO developed an online system to track and monitor partnerships, allowing analysis of convergence in the 225 most vulnerable localities. Known as ‘Equitrack’, this system was fully deployed at the end of 2013.

Recognizing the increasing strain the crisis has on local communities, and the whole country, the Government requested the World Bank and the UN system conduct an analysis of the economic and social impact of the Syrian crisis on Lebanon (known as the ESIA). UNICEF provided leadership in the areas of Education, Social Protection, and WASH to determine the impact of the crisis in those areas and the cost of returning systems and services to their pre-crisis levels. This study has enabled the Government, the World Bank and the UN to develop a Stabilization Roadmap, which focuses on ensuring that national systems and services are strengthened to be able to absorb the shock of the crisis, especially on the most vulnerable Lebanese.

**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 programme implementation.

**Progress:** The project support and operational costs under each PCR have supported the effective delivery of the Country Programme of Cooperation. For Social Policy, this has included the recruitment of a Chief of Social Policy, Planning, M&E mid-year and a Social Policy Officer (Junior Professional Officer - JPO) in October. In 2013, operational costs were also utilized to support the emergency interventions in response to the ongoing Syrian refugee crisis in Lebanon.

**IR 2490/A0/06/101/007** Local planning for equity

**Progress:** Following the Mid-term Review, and as a product of considerable restructuring to scale up the emergency response, this result is now reported on under Education, under IR- 103/007: Model for Inclusive Quality Education, and IR statement: A model for inclusive quality pre-primary and primary education is developed and monitored in select disadvantaged areas.

As recommended by the MTR, the Social Policy Programme has been scaled down to mainly focus on improving knowledge on child poverty and disparities in Lebanon and on providing support to policy development, including planning/decision-making processes for girls and boys at different levels. These results are reported under IR 101/016: Knowledge on Poverty and Disparities.

**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
Progress: UNICEF undertook an Education SitAn with MEHE in 2013. The analysis was completed and the full report developed, reviewed and finalized. The validation of the report was delayed due to competing priorities in the Education sector in Lebanon as a result of the emergency situation. It is expected to be validated and endorsed prior to publication in early 2014.

IR 2490/A0/06/101/014 WASH facilities are improved for the Syrian displaced in targeted areas

Progress: Following MTR and change of the programme structure to humanitarian performance monitoring in Lebanon, this IR was discontinued. It is reported on under PCR 4 Emergency CSD as IR 2490/A0/06/104/002 WASH RESPONSE

IR 2490/A0/06/101/015 Health and Nutrition response for the Syrian crisis

Progress: Following MTR and change of the programme structure to humanitarian performance monitoring in Lebanon, this IR was discontinued. It is reported on under PCR 4 Emergency CSD as IR 2490/A0/06/104/001 HEALTH AND NUTRITION RESPONSE.

IR 2490/A0/06/101/016 Knowledge on poverty & disparities

Progress: To improve knowledge of 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. 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. It was found that the most vulnerable 225 localities, out of 1,561 localities in the country, contain 86 per cent of the registered refugee population and 66 per cent of vulnerable Lebanese. This mapping has enabled UNICEF to focus the scale up of the response and to hone in on the most vulnerable communities.

In order to measure the effectiveness of UNICEF’s convergence to reach the most vulnerable with a package of services and support, the LCO developed an online system – EquiTrack – to track and monitor partnerships, allowing for the analysis of convergence in the 225 most vulnerable localities. This system was fully deployed at the end of 2013.

Recognizing the increasing strain the crisis has on local communities, and the whole country, the Government requested the World Bank and the UN system conduct an analysis of the economic and social impact of the Syrian crisis on Lebanon (known as the ESIA). UNICEF provided leadership in the areas of Education, Social Protection, and WASH to determine the impact of the crisis in those areas and the cost of returning systems and services to their pre-crisis levels. This study has enabled the Government, the World Bank and the UN to develop a Stabilization Roadmap, which focuses on ensuring that national systems and services are strengthened to absorb the shock of the crisis, especially on the most vulnerable Lebanese.

PC 102 - Child protection

PCR 2490/A0/06/102 Vulnerable Children and women (Syrian refugees & Lebanese) are protected from violence, exploitation, abuse and neglect with strengthened child protection services, systems and policies.

Progress: Despite political and institutional challenges in 2013, the Ministry of Social Affairs (MOSA) reaffirmed its commitment to the child protection system building agenda in Lebanon. Child protection (CP) concerns and gaps in the system were exacerbated by the Syrian crisis. Within this context, there was a greater urgency to address structural issues and bottlenecks to ensure that children at risk—regardless of their nationality and status—were receiving the care and assistance they needed.

UNICEF 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. Weaknesses and gaps hindering the provision of assistance for cases of children at high risk were identified. Strategic partnerships were built with UN agencies (the International Labour Organization (ILO), UNHCR, UNFPA and WHO) 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 on-going profiling of children living and working on the streets; addressing the worst forms of child labour; addressing gaps in response to GBV; and an awareness campaign for birth registration for Syrian children born in Lebanon. UNICEF advocated for specialized programming and raised awareness on CP issues, including implementation of UN Guidelines for the Alternative Care of Children, the debate on children in residential care and implementation of the Lebanon Mine Action Strategy 2012 – 2015.

In 2013, the UNICEF CP programme grew rapidly to meet the CP needs in Lebanon emerging from the Syria crisis. The programme met its RRPs targets, reaching a total of 373,838 beneficiaries including the following:

- 238,570 children (approximately 83,000 Lebanese) received psychosocial support (PSS);
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- 58,606 children receiving PSS within education programmes (also reported under IR- 2490/A0/06/103/008 EDUCATION IN EMERGENCY);
- 28,852 women and girls at risk and survivors of GBV (approximately 8,600 Lebanese); and
- 47,810 caregivers (approximately 16,700 Lebanese).

The last quarter of 2013 focused on standardizing CP interventions and ensuring minimum standards and quality, which will continue into 2014. The CP programme mitigated risks associated with such significant and rapid growth by reviewing its staffing structure. The Programme reduced its reliance on surge and Standby Partners and tripled its staffing levels in 2013, including by establishing Child Protection Specialist posts in the two main field offices and five national posts.

On-track

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 programme implementation.

Progress: The project support and operational costs under each PCR 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 holding technical workshops, launching events and producing reports (translation, printing, design, etc.). In 2013, operational costs were mainly to support the emergency interventions in response to the Syrian refugee situation in Lebanon.

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Discontinued

IR 2490/A0/06/102/006 By end of 2013 Relevant Child Protection legislative and policy frameworks for children in Lebanon are reviewed

Progress: This IR was reported on in 2012 and is reported on under IR 2490/A0/06/102/007 STANDARDS & CP SYSTEMS

On-track

IR 2490/A0/06/102/007 National child protection systems, including justice for children, benefit from a strengthened regulatory framework aligned with international standards.

Progress: In collaboration with Ministry of Social Affairs (MoSA), the Inter-Ministerial Taskforce and Saint Joseph University, UNICEF supported the development of national Child Protection Standard Operating Procedures and Tools (CP SOP). These CP SOPs are in line with the existing legal framework (Protection Law 422 and the penal code) and are the result of ten months of consultation, academic research and field validation. These CP SOPs are being tested by child protection specialized services, including emergency partners and partners of MoSA, the Ministry of Justice (MoJ) and the Ministry of Interior. The CP SOPs are complemented by a learning curriculum targeting professionals dealing with case management of children at risk or victims of violence, abuse and exploitation. Concrete results for children will be demonstrated when key ministries officially adopt these SOPs for national implementation in 2014.

In 2013, UNICEF supported the strengthening of the national CP system, in particular, the national case management system. A technical mission was appointed to establish an Information Management System (IMS) for Lebanon, taking into consideration the structure of the ministries and their current roles and responsibilities. This IMS will be a tool to track and will monitor the cases of children and the services delivered. It will strengthen data collection on these cases, which will provide an evidence base for decision makers to reform and develop child protection policies and related programmes.

Advocacy efforts led to a commitment by the Government of Lebanon, represented by MoSA, to accelerate the submission of the fourth periodic national report on the implementation of the Convention on the Rights of the Child (CRC) to the Committee on the Rights of the Child, now two years overdue. In this regard, UNICEF engaged the Higher Council for Childhood to start the technical process of collecting and analysing the data related to the implementation of the CRC.

Met

IR 2490/A0/06/102/008 Vulnerabilities of children, women and caregivers are reduced and their resilience strengthened.

Progress: The Child Protection programme prioritized PSS as a response to violence, exploitation and abuse within the emergency response. PSS was an entry point to prevent child separation, identify children at risk and provide case management to all vulnerable children in Lebanon, including Syrian refugees, Lebanese and Palestinian children.

As lead in the sector, UNICEF worked with partners to provide emergency PSS to 297,176 children, including 58,606 children in education programmes (approximately 88,900 Lebanese), as well as 47,810 caregivers (approximately 16,700 Lebanese) living in Informal Tented...
Settlements (ITS), collective shelters and in host communities.

More than 300 animators were trained to facilitate PSS for children and their families through centres and mobile safe spaces, and 161 NGO activists and Ministry of Social Affairs (MOSA) staff were trained on mine risk education. 134 NGO social workers were trained and supported to conduct outreach for the most vulnerable cases. In partnership with MoSA, UNICEF supported an additional 26 social workers and strengthened CP and GBV capacity in Social Development Centres to ensure the sustainability of emergency interventions within the Lebanese community.

UNICEF, in partnership with UNHCR, the Danish Refugee Council and the International Rescue Committee, provided case management for children needing specialized attention. Cases included unaccompanied children, former combatants and children involved in the worst forms of child labour. A mine risk education programme targeting children living in the 20 highest risk areas reached 10,299 community members.

UNICEF leads the Child Protection Working Group at the national level and supported the establishment of regional CP Working Groups in Bekaa and Qobayat.

UNICEF agreed to strengthen the CP capacity of UNHCR at the field level by establishing Child Friendly Spaces (CFS) in three of four UNHCR registrations centres (Tripoli, Tyre and Beirut). The Zahle CFS will be established by early 2014.

**IR 2490/A0/06/102/009 Child Protection and GBV is mainstreamed into other sectors, and their capacity on CP & GBV is strengthened.**

**Progress:** UNICEF, in coordination with UN agencies and NGOs, supported the Syria Monitoring and Reporting Mechanism (MRM) through the collection and reporting of data within Lebanon. Parties to the Syrian armed conflict were listed for the first time in the Annex of the Secretary General's Annual Report on Children and Armed Conflict (CAAC), published in June 2012. Following the Special Representative of the Secretary-General for CAAC’s visit to Syria in December 2012, the Syrian government was notified about the MRM on grave child rights violations perpetrated by parties to the conflict in Syria. The MRM was activated regionally by UNICEF in March 2013.

Since then, 306 cases of violations were documented through testimonies of refugees in Lebanon and transmitted to the Office of the SRSG CAAC through the MRM reporting framework in Syria. Child survivors of violations, such as maiming, abduction, sexual violence and recruitment, benefitted from psychosocial support and SGBV-related services provided by UNICEF’s partners. Despite an overall hesitation of NGOs to actively contribute to the MRM (mainly due to security and human resources constraints), the mechanism relies on civil society and humanitarian actors including other UN agencies, particularly UNHCR, for the identification and referral of cases for documentation. SGBV and recruitment cases remain difficult to identify and document due to the sensitivity of these issues; however, referral and response systems are being strengthened through strategic partnerships with and capacity building of relevant partners.

The capacity of UNHCR to detect and monitor MRM cases is being enhanced through the secondment of five CP/MRM officers to the UNHCR registration centres.

**IR 2490/A0/06/102/010 Child Protection & GBV violations are mitigated and addressed.**

**Progress:** In 2013, eight women’s and girl’s safe spaces were established (North, Bekaa, Beirut and South) and provided 28,852 women and girls (approximately 8,600 Lebanese) at risk or survivors of Gender-Based Violence (GBV) with psychosocial (PSS) support, learning and peer support activities, clinical management of rape as well as livelihoods opportunities.

One midway house was established to fill the gap in providing emergency shelter to all women and girls at risk or survivors of GBV in life threatening situations. Mobile outreach provided 60,000 women and girls (approximately 18,000 Lebanese) with information sessions on available services, key protection messages and basic emotional support. Over 20,000 dignity kits were distributed to women and girls through focus group discussions and information sessions.

Although women and girls are the primary victims of GBV, boys are also at risk. Pilot support groups provided gender-sensitive PSS to 200 boys at risk or survivors of GBV (approximately 60 Lebanese).

Over 300 service providers were trained on GBV case management, Caring for Child Survivors Guidelines, clinical management of rape, GBV mainstreaming into WASH, GBV awareness toolkit for adolescent girls and boys and Sexual and Reproductive Health and Rights (SRHR) awareness for adolescent girls.

Community mobilization initiatives were undertaken with religious leaders to address negative coping mechanisms, such as child marriage and sexual violence. Messages were disseminated to 80,000 people (approximately 24,000 Lebanese) through Friday speeches in mosques and by female religious leaders in community sessions with women and girls. 8,000 adolescent girls (approximately 2,400 Lebanese) were sensitized on SRHR and self-protection.

As co-chair of the SGBV Taskforce, UNICEF contributed to the design and dissemination of the SGBV Taskforce SOPs and referral pathways and guidelines on dignity kits. 80 UNICEF staff were trained on Protection from Sexual Exploitation and Abuse (PSEA) and field focal points were identified.
PC 103 - Education and Adolescent Development

Discontinued

PCR 2490/A0/06/103 Ensure that the right to quality education for all children (girls and boys) is fulfilled in a protective learning environment.

**Progress:** This PCR has been discontinued. It is reported under IR: 2490/A0/06/103/009 ADOLESCENTS LIFE SKILLS.

On-track

IR 2490/A0/06/103/004 Appropriate technical expertise and administrative support are provided to the programme of cooperation, to ensure UNICEF’s value added in terms of programme implementation.

**Progress:** The project support and operational costs under each PCR have supported the effective delivery of the Country Programme of Cooperation. This has included staffing to ensure the timely delivery of planned activities. In 2013, operational costs mainly supported the emergency interventions in response to the Syrian refugee crisis in Lebanon.

Constrained

IR 2490/A0/06/103/007 National education systems, policies and monitoring strengthened.

**Progress:** The Integrated Education Approach (IEA) was piloted in four schools in one of the most disadvantaged and marginalized communities in the northern and western governorates of Lebanon (Akkar and Hermel areas).

It was the first phase of a model development intervention, which aimed to improve, within the 2012-2013 school year, access to quality primary education. It had a particular focus on creating an environment conducive to quality learning and teaching for disadvantaged and marginalized communities.

Despite ongoing security challenges and a one-month-long strike in public schools, internal evaluation of the pilot model demonstrated positive impact on children’s performance. This was shown through a noticeable decrease in the absence rates at school, also remarkable changes in children’s attitude in classrooms through improved learning as a result of teacher training, improved health and hygiene practices, and greater participation of students, parents, teachers, school management and community members. Moreover, schools succeeded in building a sustainable network and established fruitful relations with organizations in their communities.

The IEA became a successful model to be replicated by MEHE and to inform policy recommendations based on evidence from the field on addressing the growing inequities regarding access to quality education (including pre-school) in the public sector in the most marginalized areas. Advocacy with MEHE to mainstream the IEA model has been constrained due to the pressure on the Lebanese education system to cope with needs created by the influx of Syrian refugee children. The model was adjusted to be more aligned with pressing needs and to integrate an increasing number of vulnerable Syrian children.

On-track

IR 2490/A0/06/103/008 Equitable access to educational opportunities.

**Progress:** In 2013 UNICEF and partners provided 81,420 children and adolescents with formal (45,000) and non-formal education (36,420), psychosocial support, and recreation activities reaching 61 per cent of the RRP5 target. These children were reached in the following way:

UNICEF supported 66,679 children (8,815 Lebanese), over the 2012/2013 and 2013/2014 scholastic years, with the full or partial Back-to-Learning package, which included a bag, stationery and payment of fees.

With the limited absorption capacity of the formal Lebanese education system, the Non-Formal Education (NFE) programme was a core component of UNICEF’s Back-to-Learning strategy. Children who could not be accommodated in formal education were supported through NFE programmes, including Accelerated Learning, basic NFE and remedial education support for in-school children. 36,420 children aged 4-14 years (50 per cent girls; 4,813 Lebanese) received NFE through temporary learning spaces, including schools, community centres and Informal Tented Settlements. NFE activities were improved through training 1,286 teachers on improved child-centred pedagogy, active leaning, positive discipline and basic psychosocial support.

58,606 children (5,930 Lebanese) were provided with psychosocial support and structured recreational activities within UNICEF-supported education programmes.

The learning environment was improved though the rehabilitation of 69 schools, benefitting 21,596 children (16,205 Lebanese). Work in
a further 21 schools is ongoing and all are expected to be completed in January 2014.

UNICEF is co-lead with UNHCR of the Education Sector and co-chair with MEHE of the Education Working Group. UNICEF continues to strengthen MEHE and partner capacities, through the secondment of an Education officer to MEHE's Emergency Unit and training 40 UNICEF, NGO and Government staff on education in emergencies.

LCO completed the 'Joint Education Needs Assessment for Syrian Refugee Children: In Schools, Communities and Safe Spaces', which identifies the barriers hindering Syrian children from entering the Lebanese education system.

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**IR 2490/A0/06/103/009 Quality of teaching and learning enhanced.**

**Progress:** UNFPA, UNICEF, UNESCO and Save the Children International conducted a Youth Situation Assessment for Syrian refugees and Lebanese host communities. The aim was to provide an overview of the situation of Syrian refugee youth and Lebanese youth (aged 15-24 years) living in vulnerable communities in Lebanon. Focusing on the North and Bekaa governorates, it explored young people’s living conditions, routines, strengths, vulnerabilities, coping mechanisms to displacement (both positive and negative), opportunities and risks.

The assessment used quantitative and qualitative methodologies; it is expected to be finalized by mid-January 2014. The report will assist humanitarian actors in developing appropriate programmes and activities targeting youth and addressing protection risks.

In partnership with Movement Social, 2,383 adolescents (1,174 boys and 1,209 girls, with approximately 715 Lebanese) benefitted from NFE services (remedial and Accelerated Learning Programme) in Akkar, Tripoli, South, Beirut and Bekaa. 4,762 adolescents (2,224 girls and 2,538 boys, with approximately 1,420 Lebanese) benefitted from psychosocial support and awareness-raising sessions on hygiene and life skills in the education programme.

In December, UNICEF and HOOPS Club initiated a joint project to bring together 10,000 adolescents from Syrian refugee and Lebanese communities to encourage dialogue and cohesion between the two communities in Beirut, Sour, Akkar and Baalbek. The first phase provided sports, educational and recreational training for 416 adolescents aged ten to 18 years (208 girls and 208 boys).

In 2012, UNICEF initiated a joint programme with UNFPA, MoSA, and MoPH, aimed at "operationalizing child protection and adolescent youth friendly sexual and reproductive health services" in 11 service delivery points, including Social Development Centres, Primary Health Care Centres and NGOs. The project built the capacity of service providers and of 385 adolescent and young people on outreach and peer education.

| On-track |

**PC 105 - Communication, Advocacy and M&E**

**PCR 2490/A0/06/105 Improved evidence-based advocacy and communication at national and community level on children in Lebanon**

**Progress:** In 2013 LCO continued to significantly scale-up its activities and enhanced its monitoring, evaluation and reporting. In cooperation with the Information Management Unit of the Prime Minister's Office, an innovative mapping methodology was developed and implemented. The mapping improves knowledge of disparities in the country resulting from the Syria crisis and identifies Lebanon’s most vulnerable localities (cadastres). With the engagement of a Third Party Monitor and the use of tablets and smartphones for data collection and mapping, UNICEF was able to focus its response on the most vulnerable communities.

This year, LCO re-focused its public advocacy and media outreach to highlight the impact that the Syria crisis had on the most vulnerable children and families in Lebanon. Using the vulnerability mapping, the LCO strategically positioned itself as an advocate for the rights of the most marginalized Lebanese children and children who have fled Syria.

Through pitching stories and issues to international, regional and local media, facilitating media and Natcom missions to the field, and commissioning photographic and video materials, the LCO was able to bring key thematic issues to the attention of local government and the international public. Child marriage and child labour within the Syrian refugee communities were put under the spotlight through the Communication Section and key global media organizations, such as the BBC, Newsweek and CNN. In total, 120 media outreach activities, including missions and interviews, were conducted in 2013.

A new and expanded presence on the web and social media enabled advocacy and information efforts to reach younger target groups through the LCO’s Facebook and Twitter accounts, with a combined social media outreach of 14,396 followers in 2013.

LCO’s C4D interventions in 2013 focused on two major disease outbreaks: measles in February; polio in October. Both outbreaks required immediate mobilization of C4D partners in MoPH to ensure children in Lebanon were immunized and parents informed.

Materials for the ongoing campaign on Lice and Scabies were produced, and the section provided support in the production of a ten-minute video on GBV for use during information sessions and discussion groups.
The situation of children and UNICEF-supported programmes are monitored and evaluated.

**Progress:** LCO significantly increased its monitoring and evaluation capacity in 2013 to effectively develop and implement Humanitarian Performance Monitoring (HPM), as a result of the growing crisis and the scale up of the response as outlined below.

The overall guiding framework for HPM in Lebanon is the Humanitarian Response (and Resilience) Plan – a one-stop shop for all data related to the response, RRP outputs, Core Commitment to Children in Emergencies (CCC) indicators, activities, budget, supplies and funding pipeline. This has also been used to plan for contingency needs.

UNICEF engaged a Third Party Monitor (TPM) to provide routine monitoring reports of the implementation of UNICEF-supported humanitarian assistance - verification of partners on the ground, end-user supply monitoring, and feedback from beneficiaries on programme effectiveness and relevance. The TPM verifies partners’ work on the ground (45 visits per month) using tablets (with Form Hub ODK software) for the data collection and reporting. UNICEF field teams also conduct partner verification using the same form on smart phone/tablet to maximise reach of partner monitoring.

LCO purchased tablets for all teams and TPMs for data collection and mapping of Informal Tented Settlements, as well as other delivery gateways. Tablets and smart phones are being used to enhance rapid data entry and analysis for quick action.

An online partner tracking and monitoring tool, known as Equitrack, was developed that is replicable for other country offices should they so desire. This tool enables UNICEF to have all PCA-related information in one place, to map partnerships, and aggregate planned results, progress and budgets.

At the end of 2013, UNICEF worked with the Information Management Working Group to establish an online monitoring and reporting tool to monitor the collective progress against agreed indicators and targets for the humanitarian response through Activity Info, for full roll out in 2014.

Increased attention and awareness on the situation of the most marginalized children

**Progress:** To raise global, regional and national awareness of the impact of the Syrian crisis on the most vulnerable children in Lebanon, the Communication Section positioned LCO as a prominent voice in the media, including social media. In partnership with programme sections and implementing partners, the Communication section facilitated media visits, high-level advocacy field missions, and supported Natcom campaigns. The section produced and commissioned information materials to support UNICEF’s campaigns and to highlight urgent issues for women and children nationally. In 2013 the following was achieved:

- 85 media interviews;
- 35 media missions to the field;
- 22 video and photo missions on issues ranging from vaccination campaigns to education needs;
- eight high-profile visits, including Government Ministers and senior UNICEF figures;
- five Goodwill Ambassador visits;
- eight UNICEF Natcom and NGO consortium visits;
- three press conferences; and
- a Skype call organized between Malala Yousafzai and Syrian refugee girls in support of global education initiatives.

Through collaboration with high-profile journalists, media interviews and missions, the Communication section brought key issues to the attention of government, international media and the public including child marriage and child labour amongst Syrian refugee children.

The Communication section also established a social media team to engage a broader and younger audience by building an online presence, resulting in the following:

- UNICEF Facebook page established with 7,384 page likes and 42 per cent of fans between the age of 18 and 24;
- Twitter profile reactivated with 6,602 followers;
- Instagram page created with 410 followers;
- LCO website finalized, to be launched early in 2014.

The increased visibility of UNICEF Lebanon and the impact of the Syrian crisis have raised interest and awareness amongst the donor community and the general public. The number of UNICEF media communication outreach activities (combined number of interviews and media missions) therefore increased from 91 in 2012 to 120 in 2013.

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

**Progress:** LCO’s C4D interventions in 2013 focussed on two major disease outbreaks: measles in February and polio in October. Both outbreaks required immediate mobilization of C4D partners in the Ministry of Public Health (MoPH) to ensure children in Lebanon were immunized and parents informed.
When reported measles cases doubled within a week, MoP requested LCO’s support to implement a nation-wide vaccination campaign. UNICEF rapidly developed Information Education Communication (IEC) materials which were used by UNICEF’s partners, including the following:

- 5,000 brochures for health workers;
- 10,000 posters; and
- TV spot and radio spots broadcast on seven local TV stations.

UNICEF also supported MoPH to implement a national polio vaccination campaign after cases were confirmed in Syria. UNICEF developed materials to inform parents and caregivers of the campaign and the importance of vaccinating children against polio. The materials included the following:

- 1,150,000 brochures for parents;
- 6,000 brochures for health workers;
- 10,000 posters; and
- TV spot and radio spot produced and broadcast nationally.

In addition, UNICEF prepared IEC materials on scabies and lice, including 1.4 million leaflets and posters targeting young children as well as adults. These are to be used in an ongoing national campaign in schools and through UNICEF-supported mobile medical units in ITS and collective shelters.

UNICEF Communications section also provided support for the following sessions and campaigns:

- Continued support for the 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;
- Support for the Child Protection programme to produce a 10 minute video on GBV to be used during discussion sessions within Syrian refugee communities;
- Support for a birth registration campaign ‘Give your child a Name’ in partnership with UNHCR.

Significant progress was made toward finalizing a country-wide cross-sectoral Knowledge, Attitude and Practice (KAP) survey to be implemented early next year.

**IR 2490/A0/06/105/004 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.**

**IR 2490/A0/06/105/005 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**

### PC 205 - Programme Support and Management

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<th>Status</th>
<th>Description</th>
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<td><strong>On-track</strong></td>
<td>Effective &amp; efficient programme management &amp; operations support.</td>
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**Progress:** The Office reviewed its structure and composition to enable it to better address both Regular and Emergency programmes. This entailed a scale up of staff from 33 to 73 and from one office in Beirut to a total of five offices across the country.

The Office revisited its management indicators and adopted an IPSAS-compliant reporting approach that was in line with the Global Indicators that are monitored through Insight.

The Office revised its Statutory Committees and Table of Authority, which assigns authority to UNICEF staff, to meet the increasing Office requirements and programme scale up.

The Office comprehensively reviewed key work processes in order to align them with VISION/IPSAS requirements as well as the accountability framework defined by the new Financial Rules and Regulations effective from 1 January 2012. Key work processes reviewed included PCAs, telecommunication, in-country travel, consultants and individual contractors sourcing and ‘on-boarding’ (staff orientation).

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<th>Status</th>
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<td><strong>On-track</strong></td>
<td>Effective and efficient governance and systems.</td>
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**Progress:** In response to the Syrian crisis, the LCO rapidly scaled up its programmes and operations in 2013 from a programme valued at $35.2 million at end December 2012 to one absorbing $125.4 million per annum at end December 2013.

The staff base more than doubled and four field offices were expanded and/or established in Zahle, Qobayat, Tripoli and Tyre, led by the Chief of Field Operations with assistance from surge support. The expansion in staff and field offices required appropriate operations and programme management structures to effectively implement planned activities. Operations staff provided support to the increasing numbers of emergency staff (including those on short-term and mid-term assignments) with housing, information technology and communications support. Due to the scale and complexity of the crisis, UNICEF activated the Level Three Corporate Emergency Procedure for the whole region, enabling the use of simplified standard operating procedures by COs.
In 2013, the Country Office regularly monitored management indicators through weekly Emergency Management Team (EMT) meetings, monthly Central Management Committee (CMT) meetings, and Programme meetings, as well as other statutory meetings and committees. The composition of the CMT and all committees was revised to reflect the expanded CO structure, so as to include the newly formed WASH, Health and Nutrition and Social Policy, Planning and Monitoring and Evaluation sections, thus better reflecting the oversight and strategic management functions of the CMT.

UNICEF staff attended numerous sector-based and general interagency coordination meetings, Humanitarian Country Team, 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 and a Deputy Representatives and Operations Officers (DROPS) meeting were also convened at the regional level, and there were at least three Syria-crisis multi-country meetings hosted in Amman and attended by the LCO.

**IR 2490/A0/06/800/002 Effective and efficient management and stewardship of Financial Resources.**

**Progress:**

In 2013, Long-Term Agreements (LTA) with three auditing firms were finalized for conducting Harmonized Approach to Cash Transfer (HACT) assurance activities. The Office developed a HACT assurance plan and instituted a HACT committee. 95 per cent of LCO active implementing partners were micro-assessed. To mitigate risks associated with engagement with new NGOs partners, two training sessions on HACT and liquidation process were delivered to 20 potential NGO partners.

Staffing requirements were reviewed and additional staff recruited to effectively manage resources and training on VISION was provided to all users.

The Office revised its Table of Authority (ToA), which assigns authority to UNICEF staff, to accommodate the office demands. Efficiency gains and costs savings were achieved through pursuing joint ventures with other UN agencies where possible. For example, the Office conducted joint procurement activities with UNDP and UNHCR. The LCO made cost savings on jointly renting office space with UNDP in Tyre and the UN Humanitarian Assistance Coordinator (UNHAC) in Tripoli.

The Office also outsourced some of its procurement activities to UNICEF Amman CO, reducing the number of staff required in Lebanon and increasing efficiencies.

Cost savings and reduction of overheads were achieved by focusing on inter-sectoral programming, which enables a holistic approach to service delivery for beneficiaries and maximizes existing resources through access to greater numbers of beneficiaries. Examples include integrated programming between CP and education in Informal Tented Settlements and hygiene promotion and distribution of hygiene kits, along with GBV support, in women’s and girls’ centres.

In 2013, the LCO hosted 106 surge deployments; of these, 23 (or 22 per cent) were standby partners, representing significant cost savings to the organization, estimated at $1,914,433.

**IR 2490/A0/06/800/003 Effective and efficient management of human capacity.**

**Progress:**

In 2013, the LCO grew from 33 staff and seven surge colleagues stationed in Beirut and two nascent field offices to over 73 staff and 30 surge colleagues (standby partners, missions, consultants) stationed in an office in Beirut and four field offices in Zahle, Qobayat, Tripoli and Tyre. Following a Program Budget Review, the Office recruited international chiefs for all programme sections, operations and field offices. In January the Office did not have a HR section; by December, it consisted of a HR specialist, HR officer and two assistants. A modest 38 per cent of LCO staff are fixed term, reflecting a temporary and flexible structure. Staff is almost gender balanced with 49 per cent female and 51 per cent male.

Three fixed-term positions were vacant in December, resulting in a ten per cent vacancy rate of established positions. 24 positions were under recruitment at the beginning of December, reflecting a 33 per cent recruitment rate and the ongoing scale up of the Office. Average recruitment time was 63 days. The Office hosted more than 150 surge deployments in 2013.

In an office growing from small to medium sized and characterized by mostly temporary staff and surge deployments, systems had to be adjusted. HR reviewed its administration and activities for compliance with business continuity requirements. More than 40 learning events were conducted throughout the year. The majority were presentations; however, they also included trainings on Program, Policy and Procedures, Vision, ICT and security and orientations on HR and integrity.

By September, 100 per cent of 2012 PERs were completed, 85 per cent of programmes had completed 2013 work planning and 80 per cent of programmes had finished their mid-year reviews; while good results in an emergency, they could, nevertheless, be improved.
IR 2490/A0/06/800/004 1- Effective and efficient management and stewardship of Financial Resources. 2- Effective and efficient management of human capacity.

**Progress:**
The Programme Support PCR and related IRs were utilized for the effective support of Country Office regular and emergency programmes. This included staff salaries for support (communications) and operations (finance, administrative, logistics etc), staff, general operating costs (communications, security maintenance, running costs) and travel.

IR 2490/A0/06/800/005 1- Effective and efficient management and stewardship of Financial Resources. 2- Effective and efficient management of human capacity.

**Progress:** The Programme Support PCR and related IRs were utilized for the effective support of Country Office regular and emergency programmes. This included staff salaries for support (communications) and operations (finance, administrative, logistics etc), staff, general operating costs (communications, security maintenance, running costs) and travel.

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

**On-track**

PCR 2490/A0/06/104 Refugee and other affected children and adolescents benefit from essential health, nutrition, WASH and other support, as per the CCCs.

**Progress:**
This year UNICEF substantially scaled up the health, nutrition and WASH programmes established in 2012, addressing the impacts of the crisis on refugee children and adolescents, as well as on the children of host communities. UNICEF undertook nationwide immunization campaigns with the MoPH targeting Syrian, Lebanese and Palestinian children. 742,542 children (531,796 Lebanese) were vaccinated against measles, and 829,037 children (628,274 Lebanese) were vaccinated against polio, 580,770 of whom were reached in nationwide polio campaigns in November and December, achieving a 98.4 per cent coverage rate. UNICEF continued to scale up its WASH response, targeting Syrian refugees in ITS in the Bekaa, North and South governorates, as well as Lebanese communities, through engagement with water establishments and municipalities for water rehabilitation projects. This led to 131,117 people (10,064 Lebanese) receiving WASH services over the year.

UNICEF enhanced its already strong partnership with MoPH, working together on nationwide immunization campaigns, providing direct primary healthcare and nutritional screening, referral and management. While Lebanon has an effective healthcare system, albeit heavily privatized, the crisis has re-introduced dormant health issues, including malnutrition, leishmaniasis and the threat of polio, which had been eradicated for more than a decade. UNICEF worked with the MoPH to increase the capacity of health systems and health providers to respond to these emerging issues.

To help enhance coordination and communications between the Government and humanitarian response actors at central, regional and municipal levels, UNICEF supported regular meetings with the water establishments and with the Minister of Energy and Water’s advisor to facilitate the Government’s lead on the stabilisation framework. UNICEF was also in contact with all municipalities in the 45 most vulnerable localities, as identified in the vulnerability mapping.

IR 2490/A0/06/104/001 Vulnerable girls, boys, and women, including Syrian, Lebanese, and PRS access expanded programme for immunization and to quality PHC services.

**Progress:** In anticipation of a measles outbreak in Lebanon, and in response to the confirmation of wild polio virus in Syria, UNICEF ran nationwide immunization campaigns in cooperation with the MoPH, targeting Syrian, Lebanese and Palestinian children. 742,542 children (531,796 Lebanese) were immunized against measles. Prior to the discovery of polio in Syria, UNICEF reached 382,000 children with
Early 2013:
clothing vouchers at children with winter clothing, supplies and heating in early 2013 and children and their families through the winter. Families displaced by fighting in Syria arrive with few belongings, many flee Prog winterization kits.
IR joint initiative with UN Lebanon accessed water through the establishment of water networks. Additional municipal WASH capacity Private sector engagement, directly by UNICEF and through CISP, was initiated in the last quarter of 2013, aiming to deliver through 26 of the Ministry of Social Affairs’ Social Development Centres. UNICEF supported the distribution of 8,646 family hygiene kits and 11,139 baby kits with Solidarites International and Concern Worldwide for ITS in the North.

Progress:

Nevertheless, results in 2013 included:

- 68,713 accessed water for drinking and domestic purposes;
- 77,614 provided with hygiene kits or other hygiene items;
- 33,460 accessed appropriately designed toilets and sanitation services;
- 60,951 received hygiene promotion messages; and
- 1,608 children in school/learning programmes accessed 3 litres of water per child per day, appropriately designed toilets and soap at hand washing facilities.

UNICEF, as co-lead of the WASH sector, continued to be heavily involved in coordination and planning. UNICEF-funded WASH interventions benefited more than 80,000 beneficiaries in ITS in the Bekaa, through Action Against Hunger (ACF), World Vision Lebanon, Civilian Volunteer Group (GVC) and Oxfam, with local NGO SAWA, and in the North, through continued support to Premiere Urgence-Aide Medecale Internationale. Through the International Committee for the Development of People (CISP), infrastructure projects were implemented for the North and South water establishments, as well as response in ITS in the South. New partnerships were activated with Solidarites International and Concern Worldwide for ITS in the North.

UNICEF supported the distribution of 8,646 family hygiene kits and 11,139 baby kits, reaching approximately 40,431 beneficiaries through 26 of the Ministry of Social Affairs’ Social Development Centres.

Private sector engagement, directly by UNICEF and through CISP, was initiated in the last quarter of 2013, aiming to deliver water rehabilitation projects to more than 170,000 beneficiaries, with completion anticipated in early 2014. In 2013, 1,393 Lebanese in South Lebanon accessed water through the establishment of water networks. Additional municipal WASH capacity building was initiated in a joint initiative with UN-HABITAT, to technically reinforce regional unions of municipalities.

Progress:

With the arrival of winter, temperatures reach below freezing in many areas of the country, making it critical to support children and their families through the winter. Families displaced by fighting in Syria arrive with few belongings, many fleeing with what little they could carry. Through implementing partners, UNICEF supported approximately 135,440 Syrian, Palestinian and Lebanese children with winter clothing, supplies and heating in early 2013 and provided a further 115,000 children with winter clothing kits and clothing vouchers at the end of 2013. The supplies included the following:

Early 2013:

- Through partner SAWA, UNICEF provided fuel stoves for heating and cooking to 516 households in Informal Tented Settlements in the Bekaa region. In addition to this, 1,150 pillows, pillow cases, mattresses and bed sheets were provided to 1,150 households in the North and Bekaa;
• Through partner Amel, UNICEF provided heaters and fuel for one and a half months for three Child Friendly Spaces (CFS), benefiting 450 Syrian refugee children in the Bekaa as well as transportation and staffing to distribute 900 blankets, 450 mattresses and 450 pillows to these children;
• Through partner Save the Children, UNICEF supported logistics staff and transportation to deliver 2,400 blankets, 1,200 winter clothing kits and 1,200 tarpaulins for shelter for 1,200 children in Tripoli and Akkar;
• Through partner Intersos, UNICEF provided US$50 cash vouchers for winter clothing kits for 676 unregistered Syrian refugee and vulnerable Lebanese households in South Lebanon.

Late 2013:
• UNICEF, with partners Amel, Oxfam, Mercy Corps, Intersos, Arc en Ciel, TdH Italy and TdH Lausanne, provided clothing vouchers for 25,000 Syrian and Lebanese children aged 0-14 years;
• Through United Nations Reliefs and Works Agency for Palestinian Refugees in the Near East (UNRWA), UNICEF provided clothing vouchers for 20,000 Palestinian refugees;
• UNICEF, through partners SAWA, Intersos, Arc en Ciel, TdH Italy, TdH Lausanne, International Rescue Committee and GVC, provided winter clothing kits for 70,000 Syrian, Lebanese and Palestinian children.

On-track

IR 2490/A0/06/104/004 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.

Progress: This IR was used to pay for staff and personnel costs associated with supporting LCO programmes and operations.

IR 2490/A0/06/104/007 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

On-track

PCR 2490/PC/06/601 1- Infant and child mortalities are reduced.

Progress: In 2013, LCO 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 and plays an essential role in caring for Palestine refugee families in Lebanon. Budget constraints challenge the Agency’s efforts to meet all the needs of refugees.

UNRWA remained UNICEF’s main partner, providing primary and secondary health services to more than 330,000 Palestine refugees (280,000 from Lebanon and 50,000 from Syria) through 27 UNRWA health centres. UNICEF continued to support UNRWA with an Expanded Programme of Immunization (EPI) requirements (vaccines, syringes, needles, cold chain supplies, needle destroyers, refrigerators, ORS) and Vitamin A.

The infant mortality rate in the Palestinian camps is higher among boys (15 per 1,000 live births) than among girls (14 per 1,000 live births). The under-five mortality rate is also higher among boys (19 per 1,000 live births) compared to girls (16 per 1,000 live births). In 2013, UNICEF contributions to UNRWA health interventions assisted in reducing infant and child mortality amongst Palestine refugees in Lebanon:

• The infant mortality rate was reduced to 15 per 1,000 live births, compared to a target of 20 per 1,000;
• The under-5 (US) mortality rate was reduced to 17 per 1,000 live births, compared to target of 25 per 1,000;
• The Immunization rate exceeded the target of 95 per cent coverage to reach 96 per cent;
• The proportion of children (1-13 years) and lactating mothers who received a high dose of Vitamin A supplement twice a year exceeded the target of 95 per cent to reach 96 per cent (UNRWA 2013).

On-track

IR 2490/PC/06/601/001 1- Immunization coverage for 5 children is maintained at least at 95 per cent and proportion of children aged 1-13 and lactating mothers receiving high dose of Vitamin A increased to 95 per cent.

Progress: Child immunization rates in Palestinian camps and gatherings in Lebanon have improved. According to the Multiple Indicator Cluster Survey (MICS), 96 per cent of children between the ages of 12 and 23 months received the first dose of polio vaccine before reaching 12 months. In general, Palestine refugee children receive higher coverage of early childhood vaccinations than Lebanese children, according to the MICS survey.

By the end of November, 53,000 Palestine Refugees from Syria (PRS) had fled to Lebanon. The continuous arrival of additional refugees has increased the pressure on Palestine refugee communities and UNRWA's already stretched services. Based on an excellent long-term partnership, UNICEF supports UNRWA in its Syria Crisis Response through an ancillary agreement signed with UNICEF in July 2013 for US$959,237, plus in-kind assistance of medications and vaccines. The project supports UNRWA’s Syria Crisis Response in Protection, Education and Health. In November the agreement was increased to a total contribution (cash and in-kind assistance) of US$4,010,571. Under this project, UNICEF provided medical supplies for health centres and vaccinations as in-kind donations and cash funds to cover the polio campaign in the Palestinian camps and gatherings.
UNICEF provided UNRWA with an in-kind donation of medical supplies, including basic essential medicines, medical supplies for primary health centres, and other medical/surgical equipment. UNRWA distributed medicines and medical supplies to the major and most crowded health centres, which had been receiving increasing numbers of PRS patients, reaching 74,019 between July and October 2013. UNICEF’s donation was used to replenish the centre’s depleted stock.

25,500 US Palestine children were provided with oral polio vaccine by UNRWA during the first round of the nationwide vaccination campaign from 8 to 12 November 2013. UNICEF supported UNRWA with the vaccines and equipment to implement the campaign.

IR 2490/PC/06/601/002 Data and analysis of the nutritional status of US children is updated and relevant policies and programmes are improved.

**Progress:** This IR did not have funds allocated to it and was discontinued.

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

**On-track**

IR 2490/PC/06/602/001 Institutional capacities of partners and learning support to children at-risk of dropping out are strengthened, including PRS.

**Progress:**

For the third consecutive year, UNICEF supported UNRWA’s Learning Support Programme. Learning support activities, provided in grades two and three, are an integral component of UNICEF’s Palestinian Education programme to assist academically weak students. Throughout the 2012-2013 scholastic year, 2,679 students were identified as needing support.

A Learning Support Advisor (LSA) was placed in each of the 175 class sections of grades two and three of 48 UNRWA schools across Lebanon to provide individualized support to students. The LSAs were supervised by 45 Learning Support Teachers (LSTs), who were responsible for clerical and administrative work, as well as for identifying students’ needs and required activities. Five Learning Support Focal Points were appointed, one in each area across Lebanon. They supervised the implementation of the activities and coordinated with NGOs, parents and head teachers.

Diagnostic testing performed at the beginning of the plan with all grade three and four students in English, Arabic and Mathematics was compared with a second round of testing for those who had been involved in the programme. Of the 2,679 students who failed the first test, 1,544 (57.63 per cent) passed the second test, 852 (31.8 per cent) improved but did not pass and 283 (10.56 per cent) achieved the same or worse. UNICEF support also achieved the following:

- Provided 1,800 children from grades one, four, five and six with remedial education support through seven Palestinian NGOs;
- Provided English courses to 2,465 children in 29 UNRWA schools through two local NGOs;
- Provided training on education in emergencies for 209 UNRWA teachers who teach 7,000 PRS attending UNRWA schools;
• Supported UNRWA’s New Entrants Gap Camp - a 15-day camp to support new students before the start of the scholastic year. The activity ran in 53 UNRWA schools, involving 97 teachers and 2,171 children.

**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)**

**Progress:** Reported under IR 2490/PC/06/603/001 INSTITUTIONAL CAPACITIES OF STAKEHOLDERS

**PC 603 - Child protection**

**On-track**

**PCR 2490/PC/06/603 Safe and protective networks for children and recreational, cultural and sports activities for youth are strengthened.**

**Progress:** Establishing CP systems within the Palestinian camps and gatherings remains a challenge for UNICEF. UNICEF prioritized capacity building of its partners to help raise awareness and establish protective networks for children. UNICEF arranged ten awareness sessions on CP and GBV issues for UNRWA, Palestinian partners and parents. With the influx of Palestine refugees from Syria, UNICEF supported psychosocial training sessions for UNRWA staff, NGOs, children and parents. One of UNICEF’s most important achievements in this regard was the mapping of the NGOs providing CP and mental health services in the Palestinian camps and gatherings. The mapping process started in September and is expected to be finalized by January 2014. It is expected that this mapping will help establish CP systems and groups in the Palestinian camps and gatherings.

UNICEF contracted a Palestinian partner to conduct a juvenile justice study on children in conflict with the law. The study was finalized and the partner is discussing the findings of the study with Palestinian NGOs, popular committees and other key players in the camps. The official launch of the study will be held in January 2014.

Adolescents remained a core programme component for LCO in 2013. 112 adolescents received training on action research methodology and more than 600 adolescents benefited from peer education training. Literacy classes were opened to 280 adolescents and 122 youths and special hardship cases received micro-credit loans. More than 4,000 adolescents accessed UNICEF-supported clubs in 2013.

**IR 2490/PC/06/603/001 Institutional capacities of stakeholders are enhanced to prevent and respond to child protection concerns with focus on Palestinian children in conflict with the law.**

**Progress:** UNICEF supported the training for 20 NGO social workers and UNRWA educational staff on PSS activities for children and training on psychological first aid for 100 UNRWA frontline social workers, educational and health staff. Thirty-one UNRWA school counsellors were also trained on PSS activities for children.

Two hundred UNRWA teachers received training on PSS/recreational interventions in emergencies. UNICEF supported the training, as well as the “Play and Learn” activities, where 4,200 children from Syria attended recreational activities conducted by the 200 teachers who received the PSS training. The activities took place in 26 UNRWA schools in nine Palestinian camps.

UNICEF supported UNRWA to map the NGOs providing CP and mental health services in Palestinian camps and gatherings.

During UNRWA’s count of PRS, UNICEF launched a pilot project for the establishment of temporary “safe spaces for children” (SSC) in three UNRWA cash distribution sites (in Bekaa, Tyre and Beirut). The integration of SSC at the PRS distribution sites responded to the effects of displacement and vulnerability of children by providing a safe space to play, learn and express feelings through arts, music and games to help achieve a sense of normalcy. Additionally, the spaces were used to identify and refer children to PSS services available within their communities for further support. The spaces were equipped with recreational materials and facilitated by trained animators/volunteers to create a positive environment for the children. The SSCs were accessed by over 3,071 children.

Other achievements include

- 650 children and women benefitted from UNICEF-supported counselling centres in camps and gatherings;
- 85 kindergarten staff and 310 parents received training on CP awareness;
- 360 Palestinian NGO staff attended awareness session on violence against children; and
- 525 children in Palestinian kindergartens received PSS.

**IR 2490/PC/06/603/002 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.**

**Progress:**
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 aimed to provide an overview of the situation of Palestinian children and adolescents in conflict with the law and identify the main gaps and violations in the implementation of the law specific to this group.

The study covered the Palestinian camps in Beirut, Tyre and North Lebanon and was conducted between May and August 2013. The target included young offenders below the age of 18 years who had committed an offence inside the camps/gatherings, as well as those who were convicted within the Lebanese criminal justice system and who returned to the camps after serving a jail sentence. An in-depth analysis of ten cases was included in the study to deepen the understanding of all the dimensions related to juvenile delinquency in the camps, including family, social, cultural and legal issues, as well as the informal mechanisms used to deal with these young people.

The preliminary findings of the study indicate that the main issues are the informal pathways through which the cases are handled within the camps/gatherings, lack of judicial follow-up and lack of age-appropriate rehabilitation programmes, like vocational skills centres, special educational activities, PSS and drug rehabilitation programmes.

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. UNICEF will launch the study in January 2014.

IR 2490/PC/06/603/003 Youth opportunities for economic, social independence and self-development are expanded.

**Progress:** The capacity building component of adolescents on action research methodology and process is an integral part of strengthening a ‘knowledge management culture’. UNICEF contracted the Palestinian Central Bureau of Statistics (PCBS) to conduct training on action research for youths and adolescents in Palestinian camps/gatherings. About 112 adolescents and youths received training on basic statistics, field investigation skills and SPSS software.

Engaging adolescents and youth in capacity-building and creative and artistic media enables them to build on their strengths and to turn challenges into opportunities for creative problem solving, growth and learning. UNICEF provided funding for the Janana Spring Festival and Janana Summer Encounter, which engaged marginalized Lebanese and Palestinian refugee children and youth in activities that promote learning and creative expression. It worked to directly and indirectly build the capacities of participants, providing alternative options to transform conflicts and learn actively. By including Palestinian and Lebanese together, the project enhanced cross-cultural interaction and fostered co-existence.

The Janana Network is the core component of this activity; it is comprised of Lebanese and Palestinian NGOs, youth clubs, libraries and social clubs. The network came together during the festival, with 82 Palestinian NGOs and UNRWA libraries, up from 56 in 2010, substantially improving interaction among NGOs and creating a platform for knowledge sharing. This is one of a few networking experiences in Lebanon and the network’s members are increasing every year.

Within the framework of a joint UNICEF, ILO and UNRWA programme funded by the Peacebuilding Fund, UNICEF supported initiatives in literacy education, youth empowerment and job creation programmes and the setting up of micro-loan facilities. 122 youth and special hardship families, especially girls (70 female/52 male), benefited from micro-loans. 280 out-of-school adolescents and youth received literacy education.

Other results included the following:
- 4,726 adolescents accessed youth clubs supported by UNICEF; and
- 650 youths benefited from peer education training focused on conflict resolution.

**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**

**Progress:** To improve the quality of social data and data collection mechanisms, UNICEF commissioned the PCBS to conduct a survey on domestic violence in the Palestinian camps and gatherings in Lebanon. Amongst the findings were that one child out of four was exposed to physical abuse and threats during the year prior to the undertaking of the study and around 22 per cent of abused children suffer physiological and psychological problems.

After the influx of Palestine refugees from Syria, UNICEF activated the existing statistical system within the Palestinian camps and gatherings to collect information and updates on PRS on a weekly basis. The information collected was also used to contribute to UNICEF’s Situation Report (Sitrep). UNICEF also relied on UNRWA’s monthly update on PRS for information on emergency interventions.

LCO developed human interest stories, videos and photographic materials with the aim of sensitizing the public on the PRS. The materials were posted on the UNICEF global website and distributed widely.

UNICEF supported international NGO Witness to conduct an assessment of the needs of the PRS and determine the areas of interventions.
The results of the assessment were made available to UN agencies, donors, local and international NGOs and the media in order to mobilize human and financial resources.

**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.

**Progress:**

The 2011 MICS for the Palestinian camps and gatherings was conducted as part of the fourth round of MICS survey based on standardized survey tools and methodologies according to international benchmarks. The final report was launched in December 2012, the first in the Middle East and North Africa region specifically for the Palestinian community. The survey provided up-to-date information on the situation of children, women and adolescents amongst Palestine refugees, one of the most disadvantaged populations in Lebanon. The survey was carried out by PCBS, with technical and financial support from UNICEF. At the launch of the publication, the President of PCBS partnered with UNICEF’s advocacy efforts to call on the donor community to support the fight against child poverty and social exclusion demonstrated in the latest MICS4 survey results for Palestine refugee children in Lebanon. The survey findings were widely disseminated in early 2013.

**PC 605 - Cross-sectoral costs**

**On-track**

**IR 2490/A0/06/801/001** Cross-sectoral activities to support the emergency programme delivery for the Syrian refugees in Lebanon.

**Progress:** The Cross Sectoral PCR and related IRs were utilized for the effective support of LCO emergency programmes. This included staff salaries, general operating costs, travel, etc., for Operations and Logistics, Communications and Social Policy, Planning, Monitoring and Evaluation.

**Discontinued**

**IR 2490/A0/06/801/002** 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.

**Progress:**

Following the MTR and the shift of the programme structure to humanitarian performance monitoring in Lebanon, this IR was discontinued. It is reported on under PCR 5 M&E, advocacy and communications as 2490/A0/06/105/002 COMMUNICATION AND ADVOCACY

**Discontinued**

**IR 2490/A0/06/801/003** By end of 2012, capacity of social and health workers is fostering participation and engagement of the disadvantaged communities in the implementation of the Facts for Life training programme is enhanced.

**Progress:**

Following the MTR and the shift of the programme structure to humanitarian performance monitoring in Lebanon, this IR was discontinued. It is reported on under PCR 5 M&E, advocacy and communications as IR 2490/A0/06/105/003 COMMUNICATION FOR DEVELOPMENT

**On-track**

**IR 2490/A0/06/801/004** Cross sectoral to support the emergency programme delivery for the Syrian refugees in Lebanon

**Progress:**

Four additional offices were established and staffed by mid-2013. Staff recruitment was timely and undertaken in accordance with the established Level Three emergency recruitment policy. A staff recruitment plan was developed and progress reported at the CMT and EMT meetings. The inventory of office supplies and equipment was reviewed and supplies purchased in accordance with the office and staff requirements, including vehicle and security equipment.

Weekly updates on operational priorities were provided and shared in appropriate forums, including the EMT meetings. A formal orientation and critical and essential training on UNICEF business processes were given to all new staff within two weeks of joining UNICEF. The office and key operations staff conducted weekly visits to hub offices to provide onsite support. Work processes for handling replenishment of supplies and cash/payments in the hub offices were established and implemented. All relevant security measures were implemented to ensure that the offices and vehicles were Minimum Operating Security Standard (MOSS) compliant.
**IR 2490/A0/06/801/005 Cross sectoral costs to support programme delivery**

**Progress:** The Cross Sectoral IR was utilized for the effective support of CO emergency programmes. Included were staff salaries, general operating costs, travel, etc., for Operations and Logistics, Communications and Social Policy, Planning, Monitoring and Evaluation.

**PCR 2490/PC/06/800 Effective and efficient programme management and operations support to programme delivery.**

**Progress:** The Palestinian programme was supported by the LCO in terms of management and operations as follows:

- The LCO reviewed its structure and composition to enable it to better address both Regular and Emergency programmes. This entailed a scale up of staff from 33 to 73 and from one office in Beirut to a total of five offices across the country.
- The Office revisited its management indicators and adopted an IPSAS-compliant reporting approach that was in line with the global indicators that are monitored through Insight.
- The Office revised its Statutory Committees and Table of Authority, which assigns authority to UNICEF staff, to meet the increasing office requirements and programme scale up.
- The Office comprehensively reviewed key work processes in order to align them with VISION/IPSAS requirements, as well as the accountability framework defined by the new Financial Rules and Regulations (FRR) effective from 1 January 2012. Key work processes reviewed included PCAs, telecommunication, in-country travel, consultants and individual contractors sourcing and ‘on-boarding’ (staff orientation).

**IR 2490/PC/06/802/001 Governance and Systems**

**Progress:** The Palestinian programme was supported by the LCO in terms of management and operations.

In response to the Syrian crisis, LCO rapidly scaled up its programmes and operations in 2013 from a programme valued at $35.2 million at end December 2012 to one absorbing $125.4 million per annum by the end of December 2013.

The staff base more than doubled and four field offices were expanded and/or established in Zahle, Qobayat, Tripoli and Tyre, led by the Chief of Field Operations with assistance from surge support. The expansion in staff and field offices required appropriate operations and programme management structures to effectively implement planned activities. Operations staff provided support to the increasing numbers of emergency staff (including those on short-term and mid-term assignments) with housing, information technology and communications support. Due to the scale and complexity of the crisis, UNICEF activated the Level Three Corporate Emergency Procedure for the whole region, enabling the use of simplified standard operating procedures by COs.

In 2013, the Country Office regularly monitored management indicators through the weekly EMT, monthly CMT and Programme meetings, as well as other statutory meetings and committees. The composition of the CMT and all committees was revised to reflect the expanded CO structure, so as to include the newly formed WASH, Health and Nutrition and Social Policy, Planning, and Monitoring and Evaluation sections, thus better reflecting the oversight and strategic management functions of the CMT.

UNICEF staff attended numerous sector-based and general interagency coordination meetings, Humanitarian Country Team, UNCT and SMT, and semi-regular OMT meetings with sister UN agencies in Lebanon. Two RMT meetings and a DROPS meeting were also convened at the regional level, and there were at least three Syria-crisis multi-country meetings hosted in Amman and attended by the LCO.

**IR 2490/PC/06/800/002 1- Effective and efficient management and stewardship of Financial Resources. 2- Effective and efficient management of human capacity.**

**Progress:** The Palestinian programme is supported by the LCO in terms of management and operations.

In 2013, LTAs with three auditing firms were finalized for conducting Harmonized Approach to Cash Transfer (HA) assurance activities. The Office developed a HA assurance plan and instituted a HA committee. 95 per cent of LCO active implementing partners were micro-assessed. To mitigate risks associated with engagement with new NGOs partners, two training sessions on HACT and liquidation were delivered to 20 potential NGO partners.

Staffing requirements were reviewed and additional staff recruited to effectively manage resources and training on VISION was provided to all users.

The Office revised its ToA, which assigns authority to UNICEF staff, to accommodate the office demands. Efficiency gains and costs savings were achieved through pursuing joint ventures with other UN agencies where possible. For example, the Office conducted joint procurement activities with UNDP and UNHCR. The LCO made cost savings on jointly renting office space with UNDP in Tyre and UNHAC in Tripoli.
The office also outsourced some of its procurement activities to UNICEF Amman CO, reducing the number of staff required in Lebanon and increasing efficiencies.

Cost savings and reduction of overheads were achieved by focusing on inter-sectoral programming, which enables a holistic approach to service delivery for beneficiaries and maximizes existing resources through access to greater numbers of beneficiaries. For example through: integrated programming between CP and education in Informal Tented Settlements (ITS) and; hygiene promotion and distribution of hygiene kits, along with GBV support, in women’s and girls’ centres.

In 2013, the LCO hosted 106 surge deployments; of these, 23 (or 22 per cent) were standby partners, representing significant cost savings to the organization, estimated at $1,914,433.

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**IR 2490/PC/06/800/003 Human Capacity**

**Progress:** The Palestinian programme is supported by UNICEF Lebanon Country Office (LCO) in terms of management and operations.

In 2013, the LCO grew from 33 staff and seven surge colleagues stationed in Beirut and two nascent field offices to over 73 staff and 30 surge colleagues (standby partners, missions, consultants) stationed in an office in Beirut and four field offices in Zahle, Qobayat, Tripoli and Tyre. Of these, two staff members were managing the Palestinian programme. Following a Program Budget Review, the Office recruited international chiefs for all programme sections, operations and field offices. In January the Office did not have a HR section; by December, it consisted of a HR specialist, HR officer, and two assistants. A modest 38 per cent of LCO staff are fixed term, reflecting a temporary and flexible structure. Staff is almost gender balanced, with 49 per cent female and 51 per cent male.

Three fixed-term positions were vacant in December, resulting in a ten per cent vacancy rate of established positions. 24 positions were under recruitment at the beginning of December, reflecting a 33 per cent recruitment rate and the ongoing scale up of the office. Average recruitment time was 63 days. The Office hosted more than 150 surge deployments in 2013.

In an office growing from small to medium sized and characterized by mostly temporary staff and surge deployments, systems had to be adjusted. HR reviewed its administration and activities for compliance with business continuity requirements. More than 40 learning events were conducted throughout the year. The majority were presentations; however they also included trainings on Program, Policy and Procedures, Vision, ICT and security and orientations on HR and integrity.

By September, 100 per cent of 2012 PERs were completed, 85 per cent of programmes had completed 2013 work planning and 80 per cent of programmes had finished their mid-year reviews; while good results in an emergency, they could, nevertheless, be improved.

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**IR 2490/PC/06/800/888 HR**

**Progress:** This is reported under IR 2490/PC/06/800/003 HUMAN CAPACITY
**Effective Governance Structure**

In response to the Syrian crisis, the LCO rapidly scaled up its programmes and operations in 2013 from a programme valued at US$35.2 million at the end of December 2012 to one able to manage and absorb US$125.4 million per annum by December 2013.

The staff base more than doubled and four field offices were established in Zahle, Qobayat, Tripoli and Tyre, led by the Chief of Field Operations with assistance from surge support. The expansion in staff and field offices required appropriate operations and programme management structures to effectively implement planned activities. Operations staff provided support to the increasing numbers of emergency staff (including those on short-term and mid-term assignments) with housing, information technology and communications support. Due to the scale and complexity of the crisis, UNICEF activated the Level Three Corporate Emergency Procedure for the whole region in early January 2013, enabling the use of simplified standard operating procedures by COs.

In 2013, the LCO regularly monitored management indicators through the weekly EMT meetings, monthly CMT meetings, programme meetings, and various other statutory office committees and ad hoc task forces. In these meetings, operations concerning the emergency response were discussed and meeting minutes were disseminated to CO staff and the Regional Office. The composition of the CMT was revised to include the newly formed WASH, Health and Nutrition and Social Policy, Planning and Monitoring and Evaluation sections, thus better reflecting the oversight and strategic management functions of the CMT. Four Joint Consultative Committee meetings were held.

There were at least four major meeting events held with the Regional Office, including the RMT meeting, to discuss both operational support issues and to provide more in-depth briefings by the LCO.

UNICEF staff attended regular and various interagency coordination meetings, including sector meetings and inter-sector meetings, inter-agency meetings, donor meetings, as well as OMT and a DROPS meeting in Amman.

**Strategic Risk Management**

In 2013, the LCO continued using a structured process to assess and take appropriate measures to mitigate and prevent risks before they arise. With the ongoing emergency related to the Syrian refugee crisis, the LCO signed 22 PCAs with international NGOs and 25 PCAs with local partners to implement emergency interventions in areas that fall under CCCs. PCAs were prepared in full alignment with PCA guidelines. Risks were mapped and accountabilities for monitoring and response were well established. When the amount of the PCAs is over US$100,000 (as per the PCA guidelines), complete financial assessments are conducted by hired audit companies, unless the NGO partner submits a copy of a recent audit report from a reputable auditing firm.

In 2013, LTAs with three auditing firms were finalized for conducting HACT assurance activities. The Office developed a HACT assurance plan and instituted a HACT Committee. 95 per cent of LCO active implementing partners were micro-assessed. To mitigate risks associated with engagement with new NGO partners, two training sessions on HACT and liquidation processes were delivered to 20 potential NGO partners.

The Office revised its ToA, which assigns authority to UNICEF staff, and conducted an Enterprise Risk and Control Self-Assessment. The Office Risk and Control Library is being developed which will enable the Office to focus on addressing the moderate and high risk areas identified.

In response to the heightened security concerns for the LCO in 2013, the Office Business Continuity Plan was reviewed twice during the course of the year. The plan outlines the actions required to ensure the continuation of critical business processes and operational services should a threat materialize. In this respect, measures were taken to ensure that all staff were contactable by UNICEF management and had
internet connectivity for remote access, critical/essential/non-essential staff lists were updated, and all official UNICEF vehicles were made MOSS compliant, among others.

Staff were trained on a number of critical areas, including Program, Policy and Procedures (PPP), Vision, Information Communication Technology (ICT) and security and orientations on human resources and integrity, including Protection from Sexual Exploitation and Abuse (PSEA).

Office contingency planning, dealing with potential security threats to the office, was finalized and the required equipment and supplies were procured and distributed.

**Evaluation**

In 2013, the LCO did not conduct any programme evaluations. Instead, efforts concentrated on establishing and implementing monitoring systems for the humanitarian programme in line with the Syria Regional Response Plan. The Integrated Monitoring and Evaluation Plan will be reviewed in early 2014 in light of the ongoing crisis.

**Effective Use of Information and Communication Technology**

The magnitude of the humanitarian response to the Syrian crisis required improved Information Communication Technology (ICT) services and support. The LCO reinforced the ICT team with two additional members to address ICT matters in Beirut and four Hub locations. New staff were introduced to UNICEF systems with an ICT orientation on available applications and resources, including remote access (e-mail and Vision), printing and file management. Periodic training sessions were also held for staff. In coordination with the Social Policy, Planning and M&E section, ICT arranged with HQ the creation of the LCO ‘Team Site’, allowing corporate resources management.

User support was a key priority for ICT. A call log system was adopted to properly track and monitor support calls, enabling the development of measurable indicators for intervention and response levels. Individual assessment meetings were held with key staff to inquire about needs and ways of improving services also promoting user satisfaction.

Business Continuity Plan arrangements were adopted, including automated failover systems created in Amman for critical email and shared data servers. Should the mail server in Beirut fail, the server in Amman automatically takes ownership and provides e-mail services to users, including webmail and mail replication. ICT section equipped Hubs with cascaded Internet access backup starting from terrestrial DSL lines, moving to Wireless 3G then to local independent modem services, arriving at the final stage of Data satellite services using BGAN.

Critical staff in Beirut and Hub locations were equipped with satellite phones, as well as office PABX, whereby access to all extensions is possible even if all local and cellular lines are down. The Office purchased six additional VOIP lines for cost saving reasons and to enable multiple on-net calls. Conference rooms were equipped with high-tech audio and video conferencing devices, such as Polycom, and Skype calls were made possible directly via television, as well as for video and audio conference calls.

The Office acquired a Storage Area Network and is now migrating from a standalone server to a clustered one to cope with the increased number of users and frequency of use. This migration to dual servers allows sustainable access to services; if one fails, the other server takes ownership preventing disruption to users.

ICT provided guidance to support programme implementation, for example, in developing monitoring innovations with the Social Policy, Planning and M&E section. ICT provided specifications for web hosting for ‘Equitrack’ a tool for tracking PCAs, as well as hardware (64-bit Windows and Office) and software (ArcGIS). A server using open source software ‘Linux’ was provided for innovations projects, allowing public access to users.
**Fund-raising and Donor Relations**

In 2013, 24 donor reports were submitted; of these, 79 per cent were sent on time and all of them met quality standards. Of the five reports that were submitted late, three were submitted in quarters one and two, prior to having a full Social Policy, Planning, Monitoring & Evaluation team in place. The remaining two were submitted one day late in quarter four.

The VISION Manager’s Dashboard was used to provide a three-month reminder of all reporting requirements. This was also one of the key management performance indicators that were monitored in the monthly CMTs. The LCO received US$2.4 million from Other Resource (OR) funding, and as at 6 December had utilized 58 per cent of the funds. The remaining funds are expected to be used by the expiry date at end 2014.

With the launch of the Syria Regional Response Plans four and five in January and June respectively, the LCO was very successful in raising a substantial amount of emergency funds to meet humanitarian needs in Lebanon. At end December 2013, the Country Office had received US$123.5 million throughout the year, which almost met the required appeal target of US$125.4 million, representing 98 per cent funding against the RRP5. The LCO had a 68 per cent utilization rate for all of its funds (excluding multi-year grants).

Monitoring of funds utilization against planned results was conducted during Central Management Team (CMT) meetings and programme meetings, through the review of the Manager’s Dashboard. The LCO significantly scaled up its monitoring and evaluation capacity in 2013 to effectively develop and implement Humanitarian Performance Monitoring as a result of the growing crisis and the scale up of the response. A range of tools (including ICT innovations for data collection) were used to monitor programmes to ensure the efficient utilization of funds.

**Management of Financial and Other Assets**

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

Of the resources allotted to the LCO in 2013, 90 per cent of Non-Grant (Regular Resources (RR)) and 52 per cent of Other Resources (Regular and Emergency) were utilized. The remaining funds under Other Resources were carried forward to 2014.

As for Direct Cash Transfers (DCT) status, the Country Office had as at 31 December 2013 a total amount of US$15.8 million with only one per cent DCTs over nine months. The further breakdown for outstanding DCTs is as follows: 87 per cent (US$13.7 million) less than three months and 12 per cent (US$0.16 million) between three to six months.

In 2013, LTAS with three auditing firms were finalized for conducting HACT assurance activities. The Office developed a HACT assurance plan and instituted a HACT committee. 95 per cent of LCO active implementing partners were micro-assessed. In order to mitigate risks associated with engagement with new NGO partners, two training sessions on HACT and liquidation process were delivered to 20 potential NGO partners.

**Supply Management**

The procurement of programme supplies for the UNICEF response to the Syria crisis in Lebanon increased from US$3.02 million in 2012 to US$19.7 million in 2013. In addition, services supporting programmes and operations valued at US$1.2 million were contracted in 2013 and programme supplies valued at around US$12.5 million were released to partners. The strategy for rapidly scaling up the supply component of the
UNICEF Lebanon response was built around four areas:

The first approach was to develop local sourcing and procurement. Following a market survey in Lebanon, 19 LTA Ss were established locally to facilitate the procurement of kits and essential supplies (hygiene kits, baby kits, winter kits, sanitation kits etc), enabling rapid and efficient response to programme needs. Around 58 per cent of the procurements completed in 2013 was processed through local suppliers, as is shown in Table 1 below.

The second approach included offshore sourcing, with support from the regional office in Amman (through use of a Service Level Agreement) and from the Supply Division Office in Copenhagen.

The third approach was to build ‘in country logistics’ to enable the adequate storage and timely delivery of programme supplies. To facilitate this, joint procurement exercises were conducted with UNHCR to identify local transporters, warehousing and transport clearing service providers. The UNICEF supply section increased from two to seven staff, including stand-by partners, and when needed was supported by surge supply specialists.

In addition to the ‘regular’ response to the Syria crisis, UNICEF Lebanon responded to specific emergency situations across the country. UNICEF compiled contingency stock of critical items (WASH, CP and Health) and pre-positioned them with key partners in strategic areas in Lebanon to cover 50,000 beneficiaries made vulnerable through rapid-onset crises such as a mass influx. Contingency stock, including winter clothing for 2,863 children aged 0-14 years, was distributed in response to the influx of refugees in Arsaal. In response to the threat of a polio outbreak in Lebanon, UNICEF provided 1.5 million doses of polio vaccines to the Ministry of Public Health within short notice.

UNICEF implemented a US$8.5 million winterization activity, targeting 230,000 vulnerable children aged from 0 to 14 through distribution of winter clothing/boot kits and vouchers, as well as heating fuel for 350 schools (including five UNRWA schools), which will continue into early 2014.

Table 1: Value of Procurement, Stock and Deliveries by UNICEF Jordan

<table>
<thead>
<tr>
<th>Programme</th>
<th>Service</th>
<th>Goods</th>
<th>Low value procurement</th>
<th>Total</th>
<th>Stock pre-positioned 2013 (Dec 2013)</th>
<th>Stock available &amp; allocated for dispatch (Dec 2013)</th>
<th>Total stock</th>
<th>Direct deliveries</th>
<th>Value distributed in 2013</th>
<th>Total distributed</th>
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<tr>
<td>Communication</td>
<td>27,359</td>
<td>22,001</td>
<td>4,217.58</td>
<td>53,569</td>
<td>-</td>
<td>2,498</td>
<td>2,498</td>
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<tr>
<td>Child Protection</td>
<td>362,439</td>
<td>6,043,674</td>
<td>6,406,113</td>
<td>608,112</td>
<td>9,999</td>
<td>4,471,490</td>
<td>4,481,489</td>
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<td>Education</td>
<td>39,432</td>
<td>2,005,772</td>
<td>3,236,08</td>
<td>2,048,440</td>
<td>826,742</td>
<td>6,409,996</td>
<td>522,939</td>
<td>972,116</td>
<td>1,138,597</td>
<td>2,110,713</td>
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<td>Health/Nutrition</td>
<td>88,218</td>
<td>6,409,996</td>
<td>7,860.84</td>
<td>6,506,074</td>
<td>563,255</td>
<td>712,201</td>
<td>1,009,158</td>
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<td>Palestinian programme</td>
<td>32,036</td>
<td>190,154</td>
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<td>WASH</td>
<td>231,438</td>
<td>3,953,476</td>
<td>3,290.00</td>
<td>4,188,202</td>
<td>493,244</td>
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<td>3,975,965</td>
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<td>153,687</td>
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<td>Operations</td>
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<td>106,534.06</td>
<td>611,899</td>
<td>55,014</td>
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<tr>
<td>TOTALS</td>
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<td>18,866,444</td>
<td>255,139</td>
<td>2,048,440</td>
<td>765,903</td>
<td>2,747,440</td>
<td>11,845,002</td>
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<tr>
<td>Local</td>
<td>1,378,592</td>
<td>10,229,578</td>
<td>125,139</td>
<td>11,733,309</td>
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<td>-</td>
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<td>Offshore</td>
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<td>8,414,794</td>
<td>-</td>
<td>8,414,794</td>
<td>-</td>
<td>-</td>
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</tbody>
</table>

Human Resources

In 2013, the LCO grew from 33 staff and seven surge colleagues stationed in Beirut and two nascent field offices to one with over 73 staff and 30 surge colleagues (standby partners, missions, consultants) stationed in an office in Beirut and four field offices in Zahle, Qobayat, Tripoli and Tyre. Following a Program Budget Review, the Office recruited international chiefs for all programme sections, operations and field offices. In
January the Office did not have a HR section; by December, it consisted of a HR specialist, HR officer, and two assistants. A modest 38 per cent of LCO staff are fixed term, reflecting a temporary and flexible structure. Staff is almost gender balanced with 49 per cent female and 51 per cent male.

Three fixed-term positions were vacant in December, resulting in a ten per cent vacancy rate of established positions. 24 positions were under recruitment at the beginning of December, reflecting a 33 per cent recruitment rate and the ongoing scale up of the Office. Average recruitment time was 63 days. The Office benefitted from hosting 106 surge deployments in 2013.

In an office growing from small to medium sized and characterized by mostly temporary staff, surge deployments and a high staff turnover, structures and systems had to be adjusted. HR reviewed its administration and activities for completeness and compliance with business continuity requirements. It put in place monitoring tools and regularly provided management information. The recruitment process for consultants as well as the orientation and exit of staff was a challenge, but structures were created and SOPs finalized for effective management.

Although the learning committee was only reinstalled in October, more than 40 learning events were conducted throughout the year. The majority of the events were presentations, but also included trainings on Program, Policy and Procedures, Vision, ICT and security and orientations on human resources and integrity, including PSEA. The Learning and Training plans focus on orientation, mandatory and management trainings in 2014 including HIV at the workplace, Competency-based interviews and Managing People for Results.

By September, 100 per cent of 2012 PERs were completed, 85 per cent of programmes had completed 2013 work planning and 80 per cent of programmes had finished their mid-year reviews; while good results in an emergency, they could, nevertheless, be improved.

The improvement plan following the global staff survey in 2011 is regularly reviewed, the last time being in October 2013. The priorities of knowledge sharing, reviving the staff association, and work-life balance were addressed through regular meetings with staff, providing opportunities for national staff missions and conducting orientation on rules and regulations. It is acknowledged that work-life balance is a challenge in an emergency, especially for local staff.

Two Peer Support Volunteers were appointed in June and contact with the new regional staff counsellor was established and a visit envisaged for early 2014 to explore opportunities for staff wellbeing.

### Efficiency Gains and Cost Savings

Efficiency gains and costs savings were achieved through pursuing joint ventures with other UN agencies where possible. For example, the Office conducted joint procurement activities with UNDP and UNHCR. The LCO made cost savings on jointly renting office space with UNDP in Tyre and UNHAC in Tripoli. It also outsourced some of its procurement activities to the UNICEF Amman Country Office, reducing the number of staff required in Lebanon and increasing efficiencies. In 2013, the LCO hosted 106 surge deployments, of these 23 (or 22 per cent) were standby partners, representing significant cost savings to the organization estimated at $1,914,433.

Cost savings and reduction of overheads have been achieved through the growing focus on inter-sectoral programming. Inter-sectoral programming enables a holistic approach to service delivery for beneficiaries and maximizes existing resources through access to greater numbers of beneficiaries, thus improving value for money. For example UNICEF has undertaken:

- integrated programming between Child Protection and Education through providing psychosocial support in Informal Tented Settlements;
- hygiene promotion and distribution of hygiene kits, along with GBV support, in women’s and girls’ centres;
- health interventions in ITS, accompanied by access to WASH services, reducing the spread of water borne diseases.
Cost savings have been found through programmes including:

**Child Protection (CP)**
- Shifting from reliance on service delivery to reach children to greater emphasis on community-based approaches to CP/GBV through the use of community-based networks and volunteers;
- Building strategic partnerships; for example, the secondment of CP staff to UNHCR and establishment of Child Friendly Spaces in UNHCR Registration Centres. This builds CP capacity within UNHCR, enabling UNICEF to reach a greater number of refugees with CP interventions;
- Standardizing unit costs with partners and the CP sector.

**WASH**
- Increasing direct engagement with the private sector, municipalities and government water establishments on water network construction and rehabilitation. This reduces costs associated with engaging an implementing partner and increases available human and financial resources;
- Commencing supplier selection and bidding process to purchase water pumps directly from the private sector;
- Distribution of 8,646 hygiene kits by Social Development Centres run by MoSA in 2013, targeting Syrian and especially poor Lebanese, reduced costs through utilising MOSA human resources and infrastructure.

**Health and Nutrition**
- UNICEF provides incentives only for MoPH staff to run UNICEF-supported Mobile Medical Units and the national measles and polio campaigns. All salaries are paid by the MoPH, significantly reducing overhead costs for UNICEF.

**Changes in AMP & CPMP**

The needs in Lebanon have grown sharply since the beginning of the conflict in 2011: RRP3 targeted 300,000 Syrian refugees in 2012; RRP5 responded to the needs of one million refugees, with UNICEF requesting $125 million and; the RRP6 now seeks to meet the needs of 1.5 million Syrian refugees and 1.5 million vulnerable Lebanese expected by the end of 2014, with UNICEF funding requirements doubling to $250 million.

The 2014 Annual Management Plan currently being drafted will ensure systems, staffing and risk analysis adequately reflects this massive increase in needs.

**Acronyms**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>C4D</td>
<td>Communication for Development</td>
</tr>
<tr>
<td>CCCs</td>
<td>Core Commitment to Children in Emergencies</td>
</tr>
<tr>
<td>CFS</td>
<td>Child Friendly Spaces</td>
</tr>
<tr>
<td>CISP</td>
<td>International Committee for the Development of Peoples</td>
</tr>
<tr>
<td>CMT</td>
<td>Central Management Team</td>
</tr>
<tr>
<td>CP</td>
<td>Child Protection</td>
</tr>
<tr>
<td>CPMP</td>
<td>Country Programme Management Plan</td>
</tr>
<tr>
<td>CRC</td>
<td>Convention on the Rights of the Child</td>
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<tr>
<td>DCT</td>
<td>Direct Cash Transfers</td>
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<td>DROPS</td>
<td>Deputy Representative and Operations Officers</td>
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<td>EMT</td>
<td>Emergency Management Team</td>
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<tr>
<td>ESIA</td>
<td>Economic and Social Impact Assessment</td>
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<tr>
<td>GBV</td>
<td>Gender Based Violence</td>
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<tr>
<td>GVC</td>
<td>Civilian Volunteer Group</td>
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<tr>
<td>HACT</td>
<td>Harmonized Approach to Cash Transfers</td>
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<tr>
<td>HPM</td>
<td>Humanitarian Performance Monitoring</td>
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<tr>
<td>ICT</td>
<td>Information Communication Technology</td>
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<tr>
<td>IEA</td>
<td>Integrated Education Approach</td>
</tr>
<tr>
<td>IEC</td>
<td>Information Education Communication</td>
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<tr>
<td>Acronym</td>
<td>Description</td>
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<tr>
<td>ILO</td>
<td>International Labour Organization</td>
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<tr>
<td>IR</td>
<td>Intermediate Result</td>
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<tr>
<td>ITS</td>
<td>Informal Tentded Settlement</td>
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<tr>
<td>LCO</td>
<td>Lebanon Country Office</td>
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<tr>
<td>LTA</td>
<td>Long-Term Agreement</td>
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<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<tr>
<td>MEHE</td>
<td>Ministry of Education and Higher Education</td>
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<tr>
<td>MICS</td>
<td>Multiple Indicator Cluster Survey</td>
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<td>MoJ</td>
<td>Ministry of Justice</td>
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<td>MoPH</td>
<td>Ministry of Public Health</td>
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<td>MoSA</td>
<td>Ministry of Social Affairs</td>
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<td>MOSS</td>
<td>Minimum Operating Security Standard</td>
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<td>MRM</td>
<td>Monitoring and Reporting Mechanism</td>
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<td>Mid-Term Review</td>
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<td>ODK</td>
<td>Open Data Kit</td>
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<td>Operations Management Team</td>
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<td>OR</td>
<td>Other Resources</td>
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<td>PCA</td>
<td>Programme Component Agreement</td>
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<td>PCBS</td>
<td>Palestinian Central Bureau of Statistics</td>
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<td>PCR</td>
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<td>Primary Health Care</td>
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<td>Program, Policy and Procedures</td>
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<td>Regular Resources</td>
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<td>Social Development Centres</td>
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<td>Sexual and Gender Based Violence</td>
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<td>Situation Analysis</td>
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<td>Senior Management Team</td>
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<td>SOPs</td>
<td>Standard Operating Procedures</td>
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<td>Social Policy, Planning and Monitoring and Evaluation</td>
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<td>United Nations Country Team</td>
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<td>UNHCR</td>
<td>United Nations High Commissioner for Refugees</td>
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<td>UNICEF</td>
<td>United Nations Children’s Fund</td>
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<td>UNRWA</td>
<td>United Nations Reliefs and Works Agency for Palestine Refugees in the Near East</td>
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<tr>
<td>WASH</td>
<td>Water Sanitation and Hygiene</td>
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<td>WHO</td>
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### Other Publications

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<td>1 Social and Economic Impact Assessment of the Syrian Conflict</td>
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<tr>
<td>2 Safe and Friendly Cities for All: Rapid Profiling of Seven Poor Neighbourhoods in Beirut City</td>
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<td>3 Child Protection in Emergencies Rapid Needs Assessment, Lebanon</td>
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<tr>
<td>4 Joint Education Needs Assessment for Syrian Refugee Children: In Schools, Communities and Safe Spaces</td>
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<td>5 Impact of GBV on Adolescent Boys.</td>
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### Lessons Learned

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