Executive Summary

In 2014, UNICEF Libya implemented programmes through two distinct management modalities. During the first half of the year, the programme was implemented in-country, in close collaboration with Government counterparts and other partners. Amidst increasing political instability, UNICEF efforts helped strengthen the social sectors, particularly in basic education and child protection. In the second half of the year, UNICEF staff, along with most UN staff and others from the international community, were temporarily relocated to Tunisia due to the deteriorated security situation. UNICEF Libya managed activities remotely, and in spite of operational and logistical challenges, continued to engage with Libyan counterparts in implementing programmes. UNICEF was the first of the UN agencies relocated to Tunisia to start implementing capacity development activities for Libyan technical level officials across the border. At the same time, humanitarian response activities were phased-in.

The strength of collaborative partnerships with key line ministries allowed UNICEF Libya to overcome some of the limitations imposed by the political crisis, the deteriorating security situation, and the temporary relocation of most of the international community supporting Libya’s transition and development agenda. UNICEF also strengthened and diversified its strategic partnerships with civil society organizations (CSOs) and non-governmental organizations (NGOs) active at national and subnational levels. The capacity of these national actors was strengthened through relevant training workshops held in Zarzis, South Tunisia (near the Libyan border). This training equipped them with the requisite knowledge and skills to implement projects aimed at promoting and protecting children’s rights. Engaging this expanded base of CSO/NGO partners to support implementation of UNICEF-sponsored initiatives contributed to creating a critical mass of child rights advocates in Libya. An internal monitoring system was put in place for quality assurance of the capacity development initiatives. An external or third party monitoring system for activities implemented on-the-ground is being tested. Addressing gaps in data, evidence, reporting and accountability is a continuing UNICEF priority.

The transitional government pledged in 2012 to establish: a cohesive national identity, security and rule of law; provision of quality social services; and preservation of a climate of stability and inclusive development. After two years of implementation, the UNICEF Country Programme, designed to support these national objectives for the fulfilment of children’s rights, remains relevant. Given the unfinished agenda for Libya, the Country Programme was extended through 2015 without change in its main components. In 2015, UNICEF Libya will continue to focus on the key areas of education, child protection and early childhood development, as well as on generating data that will help inform policies that promote human rights and advance social protection through improved governance. In 2014, key bottlenecks in the enabling environment were addressed by focusing on strengthening the legislative, institutional and regulatory frameworks in the child protection and education sectors.

UNICEF’s involvement in the humanitarian context tested its capacity to set up required systems and capacities for effective preparedness and response. The programme sought to
maintain the link from development programming to humanitarian response by imbedding human rights protection throughout a development continuum that mobilizes forces against violation of child rights. UNICEF sought to maximize positive synergies across the education and child protection sectors through joint initiatives such as psychosocial support.

**Humanitarian Assistance**

The internal conflict escalated following the parliamentary elections of June 2014, exacerbating an already extremely fragile security situation. The conflict resulted in significant civilian casualties and an unprecedented movement of people attempting to flee the fighting. In June, the United Nations country team revised its inter-agency contingency plan for Libya. The United Nations humanitarian country team attempted to mobilize resources for relief support. It is estimated that more than 400,000 people were newly displaced, and around 1 million people were affected in one way or another by the conflict. An initial inter-agency humanitarian appeal for US$35,250,000 in food security, health, social services/shelter, protection and education did not generate the required support from the international donor community. Libya is competing for international support with other major crises around the region and elsewhere.

UNICEF Libya’s humanitarian interventions prioritized child protection and education, and focused on community- and school-based activities to be implemented by NGOs. Activities included psychosocial support, mine risk education, peace building and child rights monitoring. Primary target groups were internally displaced persons (IDPs) fleeing from the most affected areas as well as the affected population in areas of clashes, where some level of access was possible. The capacities of implementing Libyan NGO partners were enhanced through training workshops held in Zarzis, South Tunisia. Training modules were contextualized and enhanced to include child rights as well as specific technical areas in adherence with international standards. On-the-ground activities were rolled out by NGO partners in November. A local consultant was engaged to monitor activities of all NGOs supporting UNICEF’s humanitarian activities in the field. At the end of the year, UNICEF’s application for Central Emergency Response Fund (CERF) funds was approved. Those funds will support continuation of humanitarian response activities begun in 2014.

UNICEF was also engaged in a parallel initiative through which local voluntary community ‘crisis cells’, NGOs and selected local representatives enhanced their capacities for assessing humanitarian needs through training on rapid assessment organized collaboratively with UN agencies. These local volunteer organizations have now started collecting basic data within their community to assess the needs of the IDP population, the status of basic services in their communities and the local population’s access to services.

**Equity Case Study**

Not applicable

**Summary Notes and Acronyms**

BSC - Bureau of Statistics and Census (Libya, Ministry of Planning)  
CFS - Child Friendly School  
CfBT - Center for British Teachers  
CID - Centre for Information and Documentation  
CMT – Country Management Team  
CO - Country Office  
c-MODA - Country Multiple Overlapping Deprivation Analysis
A UNICEF-supported capacity assessment and a legal review of the child protection system conducted in 2013 identified critical gaps in capacity development and system strengthening that required urgent attention. This evidence was effectively used in 2014 to advocate with policy makers to support a comprehensive child protection system strengthening initiative. Advocacy with relevant authorities and professionals in the justice sector led to the establishment of specialized police services that are sensitive to the needs of children. In May 2014, the Ministry of Education (MoE) issued a decree to establish the Family and Child Protection Units (FCPUs) within the police structure. UNICEF implemented capacity development activities for a multi-disciplinary group that had been selected to staff the FCPUs. More than 190 professionals from the justice sector enhanced their knowledge through UNICEF-organized workshops on children’s rights, child protection systems, juvenile justice and non-custodial measures and prevention of violence against women and children. Participants included instructors and staff from the Police Academy, Tripoli University, the Higher Judicial Institute, as well as judges, prosecutors, police officers, social workers, defence attorneys and civil society activists. In 2014 UNICEF organized an informational and advocacy session with the General National Congress (GNC) on juvenile justice legislation.

Recommendations from the 2013 situational analysis of the organizational and technical capacity in the MoE informed the three to five year Education Management Information System
(EMIS) development plan, which was finalized in 2014. The capacity development component began in earnest. UNICEF collaborated with MoE and technical staff from the different departments to become involved in managing the EMIS to build their capacity in data collection techniques, and pilot tested the tools developed for the EMIS.

**Evidence Generation, Policy Dialogue and Advocacy**

UNICEF discussions and advocacy with parliamentarians, the Ministry of Interior and other actors in the justice system resulted in a decree by the Ministry of Interior to establish the FCPUs within the police structure in May 2014. The overall objective of the new services is to develop policing services that are sensitive to the needs of children and in harmony with the provisions of the Convention on the Rights of the Child and other international legal instruments related to child justice. The new services provide a safe reporting environment for families and children to seek justice and recovery services for cases of violence against children. Tripoli and Al-Zawiyah were selected as pilot cities to test the concept in the Libyan context before FCPUs are scaled up in Libya. UNICEF engaged the services of a local consultant to monitor the functioning of the FCPUs as they were put into operation. The Tripoli FCPU started functioning in mid-2014 but the deteriorating security situation forced its temporary closure. Security concerns have delayed opening of the Al-Zawiyah FCPU until February 2015.

**Partnerships**

UNICEF and the European Union (EU) have had a solid partnership since 2011 to contribute to achieving access to quality education for all children in Libya, with a special focus on most vulnerable children, particularly those most affected by the conflict. In 2014, the multi-year EU grant substantially contributed to implementation of the education programme. The EU-UNICEF partnership has matured and strengthened as programme implementation has led to tangible achievements and the partnership has been able to move towards shared objectives despite major challenges on the ground in 2014.

UNICEF worked to strengthen existing partnerships and establish new strategic partnerships with Libyan CSOs, NGOs and other institutions or specialized service providers to equip them with requisite knowledge, the human rights perspective, and adequate tools that will enable them to contribute solutions to development issues and support implementation of projects aimed at improving the situation of children and women in Libya. This broader national partners’ base increased UNICEF’s capacity and flexibility to develop and implement, on the ground, crucial projects taken up by nationals.

Collaborative efforts were renewed and expanded with the Boy Scouts and Girl Guides Association in Libya for humanitarian activities. Based on previous experience, the Scouts were selected to spearhead UNICEF’s humanitarian response activities delivering recreational, education, awareness and psychosocial activities for children affected by the recent crisis. The project started in 26 schools in 13 selected cities, and will expand to other areas as access and security improve.

**External Communication and Public Advocacy**

External communications activities were adapted to respond to the relocation of staff to Tunisia. Weekly situation reports (sitreps) were issued to cover the humanitarian, political and security situation inside Libya. Information was gathered from different sources within the country, and UNICEF national staff also contributed insights on the situation.
Information from UNICEF assessment missions to Libya was reported and communicated to UNICEF stakeholders and the media, with a focus on the effect of the ongoing conflict on the status of children and on the implementation of UNICEF programmes.

A Communication Strategy was drafted in alignment with the Global Communication and Public Advocacy Strategy based on a situation analysis of the current status of Libya and highlighting UNICEF Libya’s main communication objectives.

Plans to activate the country’s website and utilize social media through the establishment of Facebook and Twitter accounts will start in January 2015.

An updated media list was maintained, which facilitated outreach to the media and ensured ongoing coverage of children-related activities and the status of the children affected by the conflict.

**South-South Cooperation and Triangular Cooperation**

Not applicable

**Identification Promotion of Innovation**

Not applicable

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

As the humanitarian crisis progressed, addressing the adverse effects of war on children became critical. The UNICEF Education and Child Protection Programmes coordinated efforts in a joint initiative to address issues related to psychosocial recovery and best practices to deal with violence against children, taking advantage of the positive synergies that are created as these two areas intersect to ensure the realization of children’s rights.

Teams of social workers were trained and supported to manage activities in UNICEF-supported Child Friendly Spaces (CFS) in selected areas affected by the armed conflict. Members of the Scouts Society received trainer of trainers (ToT) training to enhance their capacities on strategies to protect children from violence, improving their understanding of theories of psychosocial recovery and best practices to deal with violence against children. These organizations are expected to apply this knowledge in implementing psychosocial activities in schools in the most affected areas.

**Service Delivery**

Not applicable

**Human Rights-Based Approach to Cooperation**

UNICEF supported the Ministry of Social Affairs and civil society organizations to strengthen their participation in the constitution drafting process and to ensure the inclusion of child rights in the new constitution. Earlier investments in national capacity development in child rights legislation drafting sponsored by UNICEF led to the draft Juvenile Justice Law submitted to the General National Congress (GNC) for consideration. While the political situation in the country put review and passage of several draft pieces of rights-based legislation on hold, efforts to systematically include child rights in the legal framework persisted. At the institutional and administrative levels, UNICEF’s capacity development for key duty bearers in juvenile justice,
child rights, child protection and prevention of violence against women and children helped clear the road for the future full application of new child rights based legislation in Libya.

The Family and Child Protection Units established are in compliance with international standards related to justice for children. They provide a safe reporting environment for families and children to seek justice and recovery services for cases of violence against children.

### Gender Mainstreaming and Equality

Not applicable

### Environmental Sustainability

Not applicable

### Effective Leadership

The Country Management Team (CMT) took steps to improve operations and programme management by ensuring availability of training for staff. Seventy five per cent of IPs and 67 per cent of national staff received training in key technical areas and took part in thematic webinars and distance learning opportunities. Staff applied newly acquired knowledge and skills to technical and process-related problem solving. The security situation in the country and the subsequent temporary relocation of management and IP staff to Tunisia delayed putting in place some of the measures in response to the 2014 Audit recommendations related to risk management, security management and results based planning and monitoring.

Provisions under the approved business continuity plan (BCP) were implemented during preparedness and early evacuation phases in advance of the subsequent temporary relocation to Tunisia. An updated BCP will be adjusted to incorporate lessons learned during that process. The 2014 audit identified risk management as a key priority area for UNICEF Libya. Challenges resulting from the evacuation made it difficult to fully introduce adequate measures to enhance procedures and processes. Critical risk management procedures were put in place to facilitate staff adjustment to the new situation and to deal with office security management requirements for staff in Tripoli and in Tunis. The ERM implementation plan is expected to be updated in early 2015.

Throughout the year, the CMT convened monthly to discuss relevant management issues requiring CMT consideration and decision. As per audit recommendations, the CMT enhanced governance and put in place workflow processes by establishing the local PCA and CRC Committees to expedite the contracting process. The CMT regularly reviewed programme performance under the remote implementation modality and relevant adjustments were made to improve processes.

In June 2014 the security specialist carried out an assessment of the security situation and evacuation preparedness/drills were conducted for staff. This security support was instrumental in ensuring the safety of staff.

UNICEF Libya provided continuous and timely support and feedback to the United Nations Country Team (UNCT) and the Senior Management Team (SMT). The security specialist occasionally was asked to back up security operations for the Mission and contributed to the SMT-led assessments. As acting RC for UN Libya, the UNICEF Representative established active coordination with the RC for Tunisia and UNICEF Tunisia Representative, leading to
agreements on programmatic issues and contingency planning for Libya.

Measures in place to mitigate risk and ensure operational and programmatic continuity have been quite effective, especially considering constraints in terms of budget and increased logistical complexity.

**Financial Resources Management**

The CMT closely monitored the budget versus expenditures to ensure effective and efficient use of resources. Financial procedures were implemented following regular review of work processes. Earlier in the year, standard operating procedures (SOPs) were updated or issued and the Table of Authorities (TOA) was regularly revised to reflect staff turnover and approved changes to the office structure. Most of the financial system (VISION) transactions for Libya were performed at the RO level through the Operations Support centre. This provided an additional layer of oversight.

UNICEF Libya carried out monthly bank reconciliations in line with UNICEF global guidelines and the year-end closure for 2014 was finalised smoothly.

The level of cash transfers to partners was low. This reduced the risk of large sums of outstanding Direct Cash Transfers (DCTs).

UNICEF Libya continued its collaboration with UNESCO Libya regarding shared use of premises in Tripoli. UNICEF realised savings of approximately US$23,500 in rent. At the end of 2014, UNICEF discontinued the lease agreement for the guest house (Palm City) since most IP staff had been relocated to Tunis.

In 2014, UNICEF Libya was audited. Of the 12 audit recommendations, 8 were medium priority and 4 (risk management, security management, data and information on the situation of children and women, and advocacy and results based planning and monitoring) were rated high priority. The Office submitted its action plan to address all the audit recommendations, and some of the observations were duly addressed in the course of the year.

**Fund-raising and Donor Relations**

In July 2014 UNICEF Libya received €100,000 from the Government of Germany for the Child Protection Programme, one hundred percent of which was spent by the end of December 2014 to support child protection system strengthening activities. In December 2014, UNICEF received funding in the amount of US$182,000 for psychosocial support from the Central Emergency Response Fund (CERF).

UNICEF Libya successfully negotiated with the EU to re-programme leftover EU education grant funds for immediate humanitarian needs. Based on a revised implementation plan, UNICEF rolled out activities related to psychosocial support for children in highly affected areas.

The EU also supported Early Childhood Development (ECD) activities, mainly through a comprehensive assessment of the ECD situation based on quantitative and qualitative research throughout key geographical areas in Libya. Inability of the research team to conduct field research due to security concerns delayed the project completion. The project also required strong involvement from the Ministry of Planning and the Ministry of Education at key stages of the assessment. An alternative measure to mitigate the negative impact on the project was to
bring forward project components that could be implemented and managed remotely by the consulting agency.

**Evaluation**

No evaluation has been conducted of the overall country programme or of specific programmes or programme components, initiatives or projects since UNICEF’s return to Libya in 2011. The 2014 Integrated Monitoring and Evaluation Plan (IMEP) anticipated a country programme evaluation by the end of 2014, to inform the outcomes aligned to national priorities, strategic direction and best approaches and strategies for the new country programme. Given the circumstances, the 2013-2014 Country Programme was extended through 2015 and the programme evaluation will be rescheduled accordingly. The IMEP is monitored and updated quarterly and shared with the Regional Office as per an established submission calendar. The current IMEP anticipates that a possible external evaluation of the Education Programme funded by the European Union may take place in mid-2015, per donor requirements.

Under the Knowledge Management programme component, enhancing national capacities in evaluation was considered a critical area to support government counterparts. Initial discussions were held with government counterparts to develop a national capacity development plan through UNICEF-sponsored trainings on evaluation for development and other relevant areas. An agreement regarding implementation of this comprehensive national capacity development plan was put on hold due to the increasing unstable situation and counterparts’ evolving priorities.

**Efficiency Gains and Cost Savings**

The main cost saving for Libya was the rental recovery from UNESCO through sharing office premises with UNICEF in Tripoli. This resulted in cost savings on rent of 20 per cent for UNICEF, including cost sharing on office utilities, e.g. water, power and security guards. UNICEF Tunisia has hosted UNICEF Libya staff in its premises since September, providing office space and access to facilities. This allowed evacuated Libya staff to continue operational, representational, coordination and remote management of programme implementation. It also allowed UNICEF Libya to continue to maintain a fully functional office in Tripoli.

UNICEF Libya closely coordinated with the Operation Support Centre (OSC) and the support provided by the Regional Office was critical to cover major gaps in operations staffing/skills. IT support from the Regional Office was also very efficient and timely.

**Supply Management**

In 2014 the procurement services for UNICEF Libya were entirely managed from the Regional Office through the Operations Support Centre (OSC). Given the scale of the programme, the UNICEF Libya did not have a large procurement component of supplies. Most of the procurement services for UNICEF Libya relate to institutional services. Due to the lack of competent local and international partners, the Office heavily relies on institutional contracts to implement its programmes. In 2014, UNICEF Libya’s total procurement component was worth US$1,292,334.00. Eighty per cent of this was for institutional services; programme supplies represented only 13 per cent of this expenditure line.

UNICEF Libya has Goods in Transit (GIT) worth US$164,685, which could not be delivered due to the deteriorating security situation in the country. UNICEF Libya does not have a warehouse
to keep programme supplies. Once supplies were procured and received, they were delivered directly to government counterparts as appropriate.

**Security for Staff and Premises**

The security situation in Libya became progressively more challenging during 2014. In July, most UN international personnel were evacuated from the country. The UNICEF Special Representative and field security advisor, along with a small team of UNDSS personnel, stayed in Libya for additional days to finalize arrangements on behalf of the UN. Further deterioration of the situation led to a full withdrawal of UN international personnel from the country, which continued through the end of the year.

The UNICEF office in Tripoli is not Minimum Operating Security Standards (MOSS) compliant, and prior to the evacuation, the Special Representative and the security advisor had located a more satisfactory office location. However, the evacuation prevented the search for a MOSS compliant office. Finding an office location which can be made MOSS compliant will remain a priority for the future.

No individuals housed in Palm City (UN or otherwise) were harmed by direct or indirect fire in 2014, and the number of confirmed impacts remains in the single digits.

There are numerous security deficiencies in Palm but at the time of evacuation, no more suitable locations existed. Due to financial constraints, UNICEF relinquished the villas at Palm City, and when staff members are allowed to return to Libya, it will be necessary to quickly evaluate the security situation and determine if Palm City or another location is the more secure location for UNICEF personnel.

Issues related to armoured vehicle maintenance were identified in June 2014, and arrangements were made for repair, but the July evacuation brought those activities to a halt. When normal operations resume there will be a period of time where previously identified damages (broken windows, non-functional door locks, etc.) will need to be repaired to bring the vehicles up to normal operational standards.

The security advisor and the Special Representative have travelled back to Libya for short duration missions, but this has not allowed the resumption of larger tasks involving the armoured vehicles or office security.

**Human Resources**

The 2013-2014 UNICEF Libya programme is built around two component results: (a) knowledge generation and monitoring for fulfilment of children’s and adolescents’ rights; and (b) sector policies for delivery of quality social services. The approved staff structure for UNICEF Libya for the 2013-2015 programme was designed to bring on board staff with the right competencies to achieve these results. The staff structure includes seven International Professionals at the following levels and nine national staff.

In 2014, efforts to have all approved posts filled at all times were affected by two major factors: the departure of key management staff and delayed recruitment of replacements; and the deterioration of the security situation in the country, which led to the evacuation of all IPs to Tunis. Despite these challenges, by the end of 2014, of the seven IP posts, six had been filled. The critical post of Operations Manager was vacant for nine months. Two national posts based in Tripoli remained vacant. A key management priority in 2015 will be to expedite the
recruitment process for all vacant IP and national posts to ensure that all the required capacities are available for implementation of the 2015 work plans.

Effective Use of Information and Communication Technology

In 2014 the Information and Communication Technology (ICT) services for UNICEF Libya were largely managed remotely by the UNICEF MENA Regional Office (MENARO) located in Amman, Jordan, through a dedicated ICT specialist based in MENARO. This arrangement worked exceptionally well. UNICEF Libya established a contract with a Libyan company based in Tripoli which provided minor maintenance services for the ICT infrastructure in the Tripoli office.

The rollout of Outlook was very useful, especially in facilitating intra-office communication using the Lync feature. This tool has facilitated CMT discussions, meetings and other consultations among staff based in Tunis, in Tripoli and in Amman.

Programme Components from RAM

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1: By the end of 2014, National capacities for data gathering and management of evidence-based, child-focused social policy, planning and budgeting enhanced with an equity focus.

Analytical Statement of Progress:

In early 2014, UNICEF advocated with key government partners, namely the Ministry of Planning, the National Bureau of Statistics and Census (under the Ministry of Planning), the National Center for Disease Control (under Ministry of Health) and the Ministry of Education (ECD) to develop a national capacity development plan to enhance key ministries' capacities in knowledge acquisition and analysis on key socio-economic and development areas. The outcome of initial discussions was encouraging, and a joint plan was in the making to identify areas of collaboration, including continued roll out of DevInfo, conducting a country Multiple Overlapping Deprivation Analysis (MODA) exercise, and other relevant trainings related to social policy analysis. Discussions were suspended due to increased insecurity and instability in the country. This situation was compounded by the evacuation of UNICEF staff to Tunisia. Specific needs identified by the Ministry of Planning that required UNICEF capacity strengthening support related to competencies in project planning, monitoring and evaluation, financing, statistical analysis and other relevant areas. UNICEF provided survey quality assurance support to the Bureau of Statistics for the national family health survey. The National Center for Disease Control (NCDC) signed a Memorandum of Agreement (MoA) with UNICEF to jointly implement a national study on violence against children. Through the National ECD Task Force chaired by the Ministry of Planning, UNICEF worked closely with the Ministry of Education to lay the groundwork for a national assessment of the situation of ECD in the country. A mapping and assessment of civil society organizations in five major cities of the country that began in 2013 was concluded in 2014, amidst enormous challenges to field research posed by the ongoing conflict. UNICEF took measures to mitigate the negative impact of the evacuation and loss of direct contact with partners to move the agreed initiatives forward. Some progress was observed, but much remains to be done. This Outcome area relies heavily on enhancing the capacities in data collection, analysis and transformation of data into
knowledge. A strong field research component permeates all these initiatives. As long as insecurity and instability continue, and large population areas remain inaccessible, it will be difficult to obtain information on the evolving or worsening situation of the Libyan population, particularly the most vulnerable. Through remote management, alternative measures were explored to implement capacity development and south-to-south initiatives, as well as to identify national experts that can provide direct support for field research on key human development areas. UNICEF and other UN agencies collaborated on a multi-agency rapid assessment conducted in six selected districts of Libya in November and December 2014. This limited scope assessment provided much needed information related to Internally Displaced Persons and a general indication of the situation of children in the surveyed areas.

OUTPUT 1 By 2014, quality disaggregated data, research and equity analysis inform child sensitive policies, child friendly budgeting and equitable social protection systems.

Analysis of Progress Statement:

The research design for the assessment of the situation of Violence Against Children (VAC) in schools and home settings was developed by external consultants. The project design and methodology were to be presented to the Task Force in April and the study was planned to start immediately with training of field researchers. The study was expected to be completed by October 2014 and recommendations and a draft communication for development (C4D) strategy was to be made available to inform subsequent action at the policy level. The inability of researchers to enter Libya and the deteriorating security conditions in the country made it impossible to train and deploy field researchers, particularly as schools had closed earlier than the previous year, and the new academic year started later due to the conflict. Selected members of the Task Force met in Zarzis, South Tunisia with UNICEF and the external consultants to develop a plan of action and advance on components of the study that could be implemented through remote management. A follow up meeting in early 2015 is expected to produce a comparative analysis of VAC and a review of Libyan legislation and relevant policy documents. Field research would take place when the security situation improves.

The CSO assessment was delayed significantly as some of the areas where data collection took place (Benghazi, Tripoli, Zwara, al-Zawiyah, Misrata, etc.) were ravaged by the conflict. Field researchers suffered threats and were exposed to life-threatening dangers as they interviewed CSOs/NGOs. Despite many difficulties, the assessment reports were finalized in December and the information will be used to identify CSO/NGOs that can be further strengthened to support implementation of initiatives on important children’s rights issues.

In November 2014, UNICEF and other UN agencies trained local level ‘crisis cells’ formed by local volunteers and activists on rapid assessment techniques and methodologies. These local level cells developed their own data collection tools and have started capturing data on the IDPs in their communities and on the situation of availability and access to social services by the host populations. This is an important development that will enhance local capacities and provide continuous, more direct information on the needs of vulnerable populations.

OUTCOME 2 By the end of 2014, holistic standards and systems developed for reform and policy in early childhood development and inclusive quality basic education (Kindergarten and grades 1-9).
Analytical Statement of Progress:
ECD was identified as a key priority for UNICEF, but the deteriorating security situation constrained progress. In close coordination with Ministry of Education and Ministry of Planning, a comprehensive assessment of the ECD situation in the country was planned. The assessment was to be complemented with the content and age validation of the draft Early Childhood Development Standards (ELDS) developed with UNICEF support. The security situation impeded data collection and field research. The results of the assessment will lead to a draft national ECD policy. Alternative measures were taken to advance on key components of the project until the security situation in Libya improves.

Initiatives to strengthen the Education sector requiring direct on-the ground implementation in Libya faced constraints. Other initiatives, such as the capacity development component, were implemented through remote management. Libyan educators attended workshops and short courses in Zarzis, South Tunisia to strengthen their capacities to implement psychosocial support activities in selected communities and schools in Libya.

OUTPUT 1 By 2014, quality Early Childhood Development (ECD) capacity of key stakeholders strengthened, and pre-primary coverage with targets for boys and girls (0-6) increased.

Analytical Statement of Progress:
The comprehensive assessment of the ECD situation in the country was scheduled to begin with the data collection stage in March 2014, followed by selection and training of field researchers by the external consultants, in coordination with the Ministry of Education (MoE) and UNICEF. Delays in obtaining key information on schools from MoE affected finalization of the research design, including sampling. With administrative data provided by MoE, the research team finalized the design and the ECD Task Force approved the plan. The ECD task force participated in meetings with the lead researcher to define the design and scope of the research. Due to the deteriorated security situation, the ECD Task Force stopped meeting in May. Field research could not start as planned and schools closed earlier than anticipated. The study was halted when the lead counterpart at the MoE in Benghazi left Libya and UNICEF evacuated Tripoli. At UNICEF’s request, the research team reworked the study timeline and altered the sequence of the study components to complete those that could progress through remote management from Zarzis and Tunis, Tunisia. Other modalities for data collection (phone interviews, focus group/stakeholders’ meetings in Zarzis etc.) were considered. There is a limit to what can be done remotely. Piloting of ECD models and validation of the Early Childhood Learning Standards (ELDS) need to be done in-country. Reliance on primary data collection to produce the analysis and develop policy recommendations constrained progress. The consultants partnered with local researchers to move forward in some of the planned activities.

OUTPUT 2 By 2014, Inclusive quality basic education system, targeting boys and girls equally, strengthened and effectively monitored.

Analytical Statement of Progress:
An assessment on the quality of teaching and teachers’ motivation, status and employment provided policy recommendations and proposed plans for enhancing quality, efficiency and effectiveness in the education system. Based on those findings, in 2014 UNICEF Libya implemented in-service and pre-service teacher training programmes aimed at enhanced child-friendly teaching and learning. Progress in the development of the Education Management Information System (EMIS) was marked with a review of existing disparate information systems and related databases and the establishment of an integrated and coherent system that
adheres to quality standards. In cooperation with the Centre for Information and Documentation, the results of the situational analysis of the organizational and technical capacity in the MoE were used to inform the three to five year EMIS development plan. Phase one of the EMIS project was successfully completed with implementation of the capacity-development component and piloting of the data collection instruments in 10 educational institutions. Active participation at the Education Steering Committee meetings led by the MoE led to strengthened collaboration on review of the current basic education Curriculum Framework. A qualitative assessment conducted with senior education sector officials and stakeholders will inform the required actions needed for a comprehensive framework review. Libyan experts and stakeholders participated in a UNICEF-organized workshop to develop an initial outline of the curriculum framework, thus starting their direct engagement on the reform process of the primary education curriculum.

OUTCOME 3 Technical assistance

Analytical Statement of Progress:
In 2014, UNICEF provided technical support to the Libyan government to strengthen the child protection system. More than 220 professionals (judges, police officers, social workers and prosecutors) received training on child friendly justice procedures. Technical support for legal reform continued, along with advocacy work to include child rights in the new constitution. A ministerial decree issued in May 2014 led to the establishment of a pilot Family and Child Protection Unit (FCPU) within the police in Tripoli, with the plan to scale up FCPU's throughout the country. Work on legal reform was put on hold due to the political and legislative turmoil that has seized the country since May 2014.

OUTPUT 1 Technical assistance

Analytical Statement of Progress:
UNICEF and relevant government counterparts and stakeholders gave high priority to developing a draft juvenile justice law. In early 2014, UNICEF supported the submission of the draft law to the Human Rights Committee of the General National Congress (GNC) for consideration. The deteriorating political and security situation in the country intensified in mid-2014, putting on hold advocacy efforts for passing of the Law. Work on the Child Protection Act and related policies were also put on hold. These initiatives will show little progress until the political situation in Libya improves.

OUTPUT 2 By 2014, National Child Protection system capacities for implementation of new/enhanced legislation and application of equity and gender lens strengthened.

Analytical Statement of Progress:
Based on evidence gathered from capacity analysis and the legal review, a number of issues and gaps were identified relating to capacity and child protection system strengthening. Evidence gathered in 2014 was effectively used to roll out capacity development activities for policymakers. UNICEF conducted a series of capacity development events in Zarzis, South Tunisia on different areas of child rights and juvenile justice. A training of trainers on Child’s Rights and Juvenile Justice was conducted for the Police Academy and Tripoli University, benefitting 60 instructors to help implement the new child rights /protection curriculum in these institutions.
Fifty staff members from the Police Academy participated at a five day training on child rights/child protection. Sixty professionals, mainly from judiciary, prosecution office, police and social affairs, attended five day courses on juvenile justice and non-custodial measures. Eighteen professionals, mainly from the police, participated in a five day training on prevention of violence against women and children.

The dialogue with the authorities and with the professionals working with children in the justice sector resulted in the establishment of the specialized police services sensitive to children’s needs. In May 2014, the Minister of the Interior issued a decree to establish the Family and Child Protection Unit within the police structure in Libya. The new service’s overall objective is to develop policing services that are sensitive to the needs of children and in harmony with the provisions of the Convention on the Rights of the Child and other international legal instruments related to child justice. A Family and Child protection Unit will be piloted in Al -Zawiyah city in Western Libya.

OUTPUT 3: Children's rights (girls and boys) are protected during and immediately after localized humanitarian emergencies in line with CCCs, with focus on child protection and education.

Analytical Statement of Progress:
UNICEF partnered with the Scouts Society of Libya to address the psychosocial effect of the conflict on children. Activities promoted through this partnership were aimed at mobilizing community members to advocate on behalf of children and at strengthening community-based protection and psychosocial support for children in areas most affected by the armed conflict. Recreational activities were carried out in selected schools and in communities. Priority was given to areas that host large numbers of IDPs; however, activities served both the IDPs and the host population. Links were established with schools as a complement to the formal schooling. Extracurricular activities were held either during school hours in places where formal education had not fully resumed, or after hours in cases where formal schooling was fully functioning. At least 6,000 boys and girls in 13 schools were reached.

OUTCOME 4: Programme Support

OUTPUT 1 Human capacity

Analytical Statement of Progress:
UNICEF Libya made great efforts to fill the post of Operations Manager, vacant since April 2014. The recruitment process was still ongoing at the end of December.

One national staff member at GS level resigned and the post was still vacant at year end. Finding locally recruited staff is a major challenge, particularly in terms of identifying and retaining qualified, competent and committed staff.

This was exacerbated by the unstable security situation in the country, which made it dangerous for staff to travel to attend training. Two IP staff attended training on safe driving held in Amman, Jordan.

No Joint Consultative Committee (JCC) meeting was held in 2014. Throughout the year, staff welfare issues were discussed and decided in the six CMT meetings.

OUTPUT 2 Financial resources and stewardship
Analytical Statement of Progress:
Periodic cash counts were undertaken by an independent staff member on a regular basis. Monthly bank reconciliations were prepared in a timely manner, and there were no long-outstanding reconciling items. Year-end closure activities were completed in a timely manner. In line with year-end closure instructions from Division of Financial and Administrative Management (DFAM), a physical count of the office inventory was undertaken to ascertain assets.

OUTPUT 3 Governance and systems

Analytical Statement of Progress

Governance systems were closely monitored by the CMT, which met six times in 2014. Key on the CMT agenda was the monitoring of key performance indicators on programme implementation supported with the creation of governance and oversight mechanisms. In 2014, the Governance Committees and Table of Authorities were regularly reviewed and updated to ensure proper segregation of duties and to strengthen internal financial controls.

In 2014, it’s the Service Level agreement with the Regional Office (RO) was renewed, which includes the provision of CRC support for procurement submission. The review of UNICEF Libya’s procurement submissions by the RO provided an additional layer of oversight. To strengthen governance in the area of partnerships with the government and I/NGOs, the Representative established the PCARC committee.

The support of the Regional Office was useful in strengthening the governance structure of the office. The support included visits by Regional Advisors and the dedicated support offered by the Operations Manager (Emergency) from the Regional office, while the office is in the process of filling the office of the Operations Manager.

Working remotely from Tunis, the new management team pushed very hard to continue with programme implementation through workshops and institutional contracts, especially in the areas of Education and Child Protection.

The lease agreement with Palm City was terminated since key IP staff members were operating remotely from Tunis beginning in mid-July. The lease agreement for the office premises in Tripoli was renewed for a period of six months from 1 December, 2014 to 31 May, 2015. The Memorandum of Understanding (MOU) with UNESCO for the shared office premises was renewed for a period of six months, to 31 May, 2015.

The full time P3 posts of Communication Specialist and Security Specialist were filled during the year, further strengthening the office’s capacity in those key areas.