1 Executive Summary

UNICEF Achievements:

Capacity-building for growth monitoring of U5 children: PHC staff in 10 out of 14 governorates trained in growth monitoring and reporting including communication on breast feeding and iron deficiency. Over 7250 U5 children monitored during the first 9 months of 2010 with a special focus in most drought affected areas of Hassakeh governorate.

Child Friendly School model: started with 16 schools in 2007 and grew to 600 in 2010 focusing on the 4Ps (Pedagogy, Protection, Participation and Physical environment). MOE has adopted the Model as one of its main strategy for Basic Education with scaling up to 5,000 schools (25% of total schools in the country) within the next 5 year.

Shortfalls

DevInfo: Lack of sustained commitment from UN agencies and interest from national partners to strategically use the tool in support of data dissemination and national planning.

Partnership Strategy: given the country’s limited private sector, the office has yet to develop its new strategy.

Important Collaborative Partnerships

Capacity Building on Mental Health and Psycho-Social Support (MHPSS): Work started in 2008 with UNICEF, UNHCR, SARC, GTZ, and IMC to meet the mental health and psychosocial needs of Iraqi refugees arriving in Syria. Within 2 years, MHPSS has moved quickly on the national agenda with MOH, MOE and Damascus University taking the lead. The project aims at building cross-sectoral capacity and strengthening national services including the development of training materials and training of Master Trainers for senior Syrian and Iraqi psychosocial and mental health professionals.

Improvement of Juvenile Justice Administration: Starting mid-2010, UNICEF, UNDP, UNHCR and UNFPA are collaborating with MOLSA leading to the establishment of an inter-agency technical group ensuring a streamlined and comprehensive approach to the issue. A comprehensive logframe, joint assessment missions in juvenile centres, a results framework and now the development of a joint programme on improved juvenile justice administration in Syria is on the way. In addition, assistance was provided to MOSAL for the development of a unified database on juvenile justice using UNICEF/UNODC standard indicators.

2 Country Situation as affecting Children and Women

According to the World Bank and the IMF, Syria’s economic growth has strengthened in recent years reflecting the country’s reforms towards a social market economy. Syria’s GDP remains dependent on the oil and agricultural sectors, both subject to uncertainties. While the agricultural sector contributes to about 20% of GDP and 20-30% of employment, the on-going drought in the north-eastern areas is threatening Syria’s food self-sufficiency. More importantly, it is affecting the lives of poor farmers and their families whose coping strategies now include long-term migration to urban areas. The government and UN support to these communities is not enough
to stem their migration in search of livelihood opportunities. The government acknowledges that climate change has affected the country’s rain pattern leading to increased poverty not only in affected agricultural areas but also in areas of migration.

An important risk factor is unemployment given the education system’s limitation in providing quality and economically relevant skills to the young labour force. The 2010 Syria MDG report states that the share of employed population has decreased to 44.8% in 2008 from 46.6% in 2001 linked to the difficulties in absorbing the yearly 250,000 new job seekers. The report also notes a reduction in the youth share in employment from 30.8% in 2001 to 20.4% in 2008. Another risk factor is the gender gap in economic participation. The 2010 Global Gender Gap report ranks Syria at 124 out of 134 countries, reflecting a decrease from 0.45 in 2007 to 0.27 in 2010 in female to male ratio for labour force participation despite a steady 0.95 ratio for enrollment in primary education and increased ratio from 0.94 to 0.98 in secondary education enrolment.

Syria’s next National Development Plan (2011-15) has been finalized. The Plan will carry it through to the target date for achievement of the Millennium Development Goals and its attempts to fulfil its commitments to the MDGs will be linked to its success in balancing sustained economic growth goals (with focus on infrastructure, services and energy) with national human development (with focus on education, health, and social protection).

Syria published its third National MDG, which takes stock of the country’s achievements and challenges in meeting the Goals. Overall, the MDGs are attainable, but regional disparities persist as crosscutting issues with specific challenges in reaching poverty reduction, maternal mortality and gender equality goals. Syria is scheduled for the Human Rights Council’s Universal Periodic Review (UPR) in October 2011. In this context and for the first time, Syria hosted 2 UN Special Rapporteurs (Right to Food and Right to Health). UNICEF provided all support needed in terms of advance documentation, facilitation of field visits, and meetings with key stakeholders.

The Rapporteurs’ recommendations are in line with UNICEF and other UN agencies’ focus on ensuring the rights of the most vulnerable population within the national food strategy and reducing inequities between rural-urban in access to services as well as ensuring access to services for the Kurdish groups in the population.

The situation of Iraqi refugees remains a concern. As of November 2010, 139,586 Iraqis (50,332 families) were registered with UNHCR including 18,719 new registrations. Inability to access formal employment and reduced remittances are leading to increased socio-economic hardships. During school year 2009-2010, over 24,500 Iraqi children were attending Syrian public schools, a 27% reduction from previous school year’s enrolment level. A cash grant system to over 12,000 families has been initiated by UNHCR to stem school dropout and boost retention.

Other key changes in 2010:

a) Introduction of a new curricula and remedial classes for low achieving students.
b) Policy-makers recognize that economic growth cannot be sustained with current fertility level.
c) Syria hosted the 5th regional Special Olympics in 2010 to underscore the need to work for inclusion of disabled individuals.

d) Banning of face veil for both teachers and students on school and university premises

3 CP Analysis & Result

3.1.2 Programme Strategy

3.1.2.1 Capacity Development:

a) Supported CD areas: within context of development of next National Development Plan (NPD 2011-2016) and preparation for review of national CRC report:
   SCFA as the government body on all issues related to policy for children, women and population received training on CRC in support of the national submission to be reviewed in 2011;
   SPC, State Planning Commission, Human Development Directorate, trained on Social Protection enhancing the focus on the most vulnerable;
   Supported SCFA and SPC in producing policy brief document extracting recommendations from latest SITAN to inform the NDP;
   Central Bureau of Statistics supported in transferring data set from the national Family Health Survey into MICs standards;
   Ministry of Education supported for the consolidation of the Child Friendly School Model to enable the scale-up of the model at national level;

b) Capacity development strategies prioritized and developed in support of Active Learning in context of quality education and roll out of new curricula, Child Growth Monitoring in context of addressing deterioration of U5 nutrition status, and Mental Health in context of consolidation of Iraqi refugees’ experience.

c) Capacity-development in growth monitoring with a special focus on drought affected areas to ensure that health centres and families are empowered to address the issue of malnutrition.

d) Progressive institutionalization of psycho-social support to children and families within the Syrian Arab Red Crescent to enable a national response capacity on the basis of experience gained with Iraqi refugees.

e) Within consolidation of CFS, office supported school-based assessments in Syrian schools and supported external evaluation of CFS in UNRWA schools for Palestinian children. Both exercises provided policy recommendations that informed national plans and strategies for education’s performance improvement.

Within the context of Mental Health coordination group, office collaborated with UNHCR and Upsala University for the evaluation of experience gained in providing support to Iraqi refugees. Results shared with MOE and MOH and used for national capacity building in Mental Health and Psycho-Social Support (MPHSS).

3.1.2.2 Effective Advocacy:

a) CO prioritized Nutrition and ADAP for 2010 based on: 1) analysis of deterioration
of U5 children nutrition status as evidenced in 2006 MICs and 2008 and 2009 UN and government rapid assessments of drought affected areas; and 2) regional and national studies on situation of youth including the Wolfensohn Center (The Cost of Youth Exclusion in the Middle East 2008; Generation in Waiting 2009; Missed by the Boom, Hurt by the Bust 2009 and Youth Exclusion in Syria 2007) and Syria State of Population 2009.

b) Collaboration on ADAP with UN partners; Syria Trust for Development, National Youth Agenda led by Office of First Lady. This range of partners from UN to national NGO enabled wider dissemination of message on importance of youth empowerment and inclusion.

c) Advocacy for Nutrition encompassed a series of strategies including high-level meetings with the Health Minister and Directors, wide dissemination of media products following on site visits to PHCs implementing child growth monitoring. On ADAP, CO organized trainings for local media on reporting on children and adolescents’ issues using the rights perspective, dissemination of media products including brochures on ADAP approach and an MOH-youth consultation on implementation of anti-smoking law.

e) Advocacy on nutrition led to MOH’s agreement to introduce growth monitoring at PHC level nationwide with a focus in drought-affected areas where children’s status was most affected.

f) The disability issue came to the fore with the holding of the 5th Regional Special Olympics by Syria in mid-2010 presenting an opportunity to advance advocacy on the issue of inclusion of disabled children. CO supported a session on life skills and leadership for young athletes and volunteers during the event and contributed with UN agencies to the first National Forum on Disability with Civil Society organizations.

g) Advocacy opportunities and emerging issues are regularly assessed with staff and partners as part of programme reviews. In 2010, in support of new CPD, CO held brainstorming sessions with Development Practitioners, Academics and Youth with a common agreement to advocate for adolescent girls, children with disabilities and drought migrants.

3.1.2.3 Strategic Partnerships:

a) Opportunities for partnerships are limited to the traditional model where priority is given to government institutions and UN agencies. Civil society participation remains limited as the new NGO law has yet to be issued. Private sector expansion is at early stage and so far characterized mostly by foreign banks and telecommunications. About fifteen INGOs have been authorized to operate in Syria but mostly limited to the humanitarian support to Iraqi refugees.

b) In 2010 CO introduced the new PCA modality in its work with national and international NGOs, mostly within the humanitarian support to Iraqi refugees. In addition, CO conducted a management and financial assessments of INGOs for the potential introduction of simplified cash transfer modality. CO used the small-scale
agreement with the national Syria Trust for Development to initiate collaboration on a youth study and plan for extended collaboration in 2011.

c) Within the context of Juvenile Justice and Child Labour, partnerships with ILO, UNDP, UNHCR and UNFPA were designed leading to joint programming in 2011. These partnerships were developed building on each agency’s comparative advantage and aiming at concrete results to improve the situation of children in juvenile centres while promoting prevention and rehabilitation, and eliminating the worst forms of child labour.

d) CO holds regular reviews with partners for Syrian and Palestinian programmes, which provide opportunities for feedback. Within the Humanitarian Support for Iraqi refugees programme, sectoral coordination groups and information sharing meetings are held on a monthly basis providing a wide forum for NGOs, UN and donors to interact.

e) CO chaired the UN Theme Group on Youth Development and the Education Coordination Group within the Humanitarian Support to Iraqi Refugees programme. In addition, UNICEF played a key role in the UNDAF Formulation process through leading the technical group overseeing the CA and UNDAF Final Review documents, organizing 4 consultation events and drafting the UNDAF document and result matrix.

f) As explained earlier, partnership is still mostly limited to government and UN. CO has 7 INGO partners (within the Humanitarian Support for Iraqi Refugees programme) assessed in 2010 on management and financial performance.

3.1.2.4 Knowledge Management:

a) CO has continued to participate with other UN agencies (WFP, FAO) in assessing the situation in drought affected North East. UNICEF’s focus on the nutrition status of children and mothers in these areas served in sustaining the advocacy for responding to the nutrition situation in addition to the food security response. CO supported the first visits of the 2 UN Special Rapporteurs on the Right to Food and the Right to Health through provision of advance documentation and organization of field visits.

b) Accountabilities and deliverables for knowledge are set in the CO IMEP and regularly reviewed with partners.

c) CO work with partners to develop knowledge included: i) production of MICs data set extracted from National Family Health Survey; ii) support to establishment of a Juvenile Justice Information System to track situation of children in the Juvenile Centres using internationally defined indicators, and iii) psycho-social support database shared by Syrian Arab Red Crescent (SARC) and NGOs to follow up services to Iraqi children and families.

d) MOH Adolescent Health Unit staff participated in knowledge management network meeting on ADAP and HIV organized by MENARO, UNHCR and SARC staff participated in M&E of Psycho-Social and Mental Health support also organized by
MENARO. MOH staff sponsored to participate in inter-country meetings on Immunization and Communication for Nutrition. Thirteen MOE staff was sponsored to attend the Regional Workshop on Child Friendly School organized by MENARO.

e) In 2010, as part of monitoring the nutrition status of U5 children in drought affected areas and of Iraqi children, CO continues its support to the data collection from PHC growth monitoring and its analysis on a regular basis. The psycho-social database of Iraqi children and their families initiated in 2008 continues to be systemically obtained and analyzed for use by all stakeholders.

f) CO continued its advocacy with UN, State Planning Commission and Central Bureau of Statistics on updating DevInfo based national database on MDG progress as a tool for effective dissemination of updated data in Syria. Renewed interest is noted from SPC in search of tools to monitor National Development Plan’s progress.

3.1.2.5 C4D Communication for Development:

a) CO mobilized youth to collaborate with MOH on developing a media strategy for the implementation of the new anti-smoking law. A workshop was organized bringing together MOH officials, media representatives (print, TV, radio and internet) and youth.

b) Within ADAP, CO supports adolescents in developing Action Research on topics of their choice for action at community level by adolescents themselves. Topics selected by Palestinian adolescents include smoking and drug use prevention, and school drop out. Syrian and Iraqi refugee adolescents residing in peri-urban areas identified topics including addressing the generation gap, preventing early marriage and early pregnancy, and smoking prevention. Adolescents have conducted research in their communities analysing causes and extent of issues, identified patterns of behaviour, and formulated possible approaches to address the issues. Palestinian adolescents are engaged in putting their plans in action in 4 out of 14 Palestinian camps. The other groups of adolescents collaborating with Youth Union and MOH are finalizing the results of their research.

3.1.3 Normative Principles

3.1.3.1 Human Rights Based Approach to Cooperation:

a) CO continued to provide support to Iraqi refugee children to ensure their rights to basic social services including education, health and protection. The protracted situation of Iraqi refugees in Syria remains a focus for UNICEF as this population does not have the right to legal employment and relies on assistance. The Inter-Agency Response Plan was developed addressing the rights of the most disadvantaged on a priority basis.

The development of the new UNDAF, Palestinian APD, and Syria CPD used a human-rights based approach with clear focus on most disadvantaged populations (North Eastern underserved communities, people living in poverty, drought migrants, school drop outs, children with disabilities, adolescent girls, children involved in exploitative labour).
b) Within the consolidation of CFS, CO set high on MOE’s agenda the need to realize the child seeking (for school enrolment) responsibility of schools with full participation of communities including school teachers, administrators and parents. School boards are being reactivated nationally with new TORs focusing on children’s right to education.

c) Participation of adolescents and youth in programming continues to be supported through consultations and institutionalization of participation mechanisms at local and national level. CO was instrumental in involving youth in UNDAF final review process and supported MOH consultation with youth on anti-smoking strategies. In addition, CO supports the Office of the First Lady in running national consultations with youth on identity, empowerment and civic engagement issues for the development of the National Youth Agenda.

d) CO advocates for and supports line ministries accountabilities towards users of their services through collaboration with civil society and improved communication on their services. In the context of the launching of the new curricula, CO initiated a collaboration with MOE to develop a comprehensive communication strategy to inform the education community, parents and public at large on the spirit and content of the reformed curricula; thereby responding to the widespread anxieties arising from the introduction of a new teaching methodology and content.

e) Preparing for Syria CRC review in 2011, CO supported the Syrian Commission for Family Affairs in building its staff capacity. CO supported the visits of the 2 UN Special Rapporteurs (Food and Health).

3.1.3.2 Gender Equality and Mainstreaming:

a) Gender perspective remains central to CO collaboration with line Ministries and NGOs related to access to education, health and protection for Syrian, Palestinian and Iraqi children, adolescents and youth.

b) While right to basic education is broadly fulfilled for boys and girls in Syria (2010 Syria MDG report), specific issues of drop out remain related to early marriages for girls and child labour for boys related to social norms and poverty, specifically in north-eastern governorates. Interventions tailored to address these issues include targeted support to schools in underserved areas, remedial education, second chance education and vocational training for Iraqi adolescents (boys and girls). In addition, CO supports a network of NGO and youth groups to provide opportunities for informal education including life-skills, entrepreneurship, and leadership skills with special attention devoted to adolescent girls whose opportunities for participation are socially constrained and for the protection against sexual exploitation of girls, especially Iraqi refugee girls. As part of its ADAP focus, CO also supports promotion of healthy lifestyles, prevention of early marriage and prevention of gender-based violence through peer education and training sessions in Adolescents Friendly Spaces (AFS) for Syrian, Iraqi and Palestinian adolescents and youth. These activities aim to support a culture of gender equality to counteract any prevailing cultural bias.

c) CO seeks to ensure equitable male and female participation in programming opportunities such as consultations, trainings, etc. AFS are located within
communities and outreach to parents for the participation of girls is given special
attention. The Syria CO has 18 female staff out of a total of 29, with females
outnumbering males in GS and Professional categories.

d) National Statistics produced by Central Bureau of Statistics provide sex
disaggregated data on labour force, education, health, and justice. CO promotes such
disaggregation in all supported studies, research and surveys. Other information
sources on gender equality include the Global Gender Gap report issued by the
Economic Forum, the World’s Women 2010 Trends and Statistics, and the SCFA

3.1.3.3 Environmental Sustainability:

After the establishment of a Syrian Ministry of Environment (MOENV) in 2009,
UNICEF and the Ministry agreed to collaborate to raise children’s awareness on
environmental and public health issues. During 2010, two main interventions were
planned and implemented:

Production of a manual for school children (6-12 years old) to be used in schools and
cultural centres: manual provides children with the related basic knowledge and skills
and focuses on promoting values, attitudes and positive behaviours for environment
protection.

This manual is considered as the first Arabic resource for children in the field of
environment, which can be used for school activities and homework. The manual is
to be distributed to all basic education schools as a hard copy and a compact disc. A
web version of the manual will be published on the website of the Syrian Ministry of
Environmental Affairs and the UN Syria website to ensure access to a wider audience.
The second intervention is an activation methodology using art and children’s interest
and drawing skills on themes related to environment protection such as recycling,
saving water, gardening, etc. A drawing competition was launched and was
announced in 3 Syrian Private and public TV channels and 46 schools. More than two
hundreds submissions were received by MOENV and were divided into 3 age groups
(3-8), (8-14), (14-18). MOENV and UNICEF collaborated with the Faculty of Fine
Arts to evaluate and study the submissions. Three winners from each category were
identified and will be used in future MOENV campaigns.

3.2 Programme Components:

1. Child survival and development

The Child Survival and Development programme component aims to implement high-
impact health interventions in target areas for mothers and children to address, in
particular, maternal and neonatal mortality and malnutrition. The programme also
provides support to Syria’s continued polio-free status, and advocates for improved
policies to ensure a high quality of services, particularly in under-served areas. The
section also works closely with UNICEF’s ADAP programme in matters of
adolescent health.
Main goals for 2010 included:
- Building the national flour fortification capacity to address the high rates of iron deficiency and anaemia.
- Addressing the problems of malnutrition in the north-eastern governorates.
- Continuing to support the government’s immunization programme.
  - Building capacity of staff at PHC level.

**Resources Used:**
Total approved for 2010 as per CPD (Syria + Palestinian): USD 500,000
Total available for 2010 from all sources: RR USD 355,773; OR USD 84,999; Total: USD 440,771

Any special allocations (list): ORE=USD 1,168,254 // 7% Set-aside for H1N1
(OR)=USD 45,000
List of donors
- US BPRM (USD 977,883 - ORE)
- UN-OCHA CERF (USD 190,371 - ORE)

**Result Achieved:**

- National Technical Advisory Group for Immunization: Reactivation of advisory group, capacity-building of EPI programme management, and introduction by MOH of new vaccines (Penta with a-cellular Pertussis Vaccine).
- National Nutrition Strategy: Finalized first draft includes measures to cope with drought-related issues. This draft benefited from a revival of the national committee comprising 6 ministries, national mass media organizations and some NGOs.
- Nutrition surveillance system: Expansion of NSS to most governorates; the 2010 mid-year review reported 186,518 Syrian and more than 3000 Iraqi children undergoing growth monitoring; 2.5% of the Syrian children are wasted, 3.4% underweight, and 3.3% stunted; 27.7% of examined children are anaemic, a very high figure requiring intervention.
- In the most drought-affected district in Hassake governorate, targeted 10 PHCs received 7250 children over 9 months: 5.6 % wasting, 17.1% underweight and 18.5% stunting. Children treated or referred as necessary. 20 doctors in Hassakeh Children’s Hospital received specialized training on treatment of severe acute malnutrition.
- Flour fortification: 13 iron feeders procured by UNICEF are in country for installation in main flour-mills to fortify over 70% of nationally produced flour. Technical review of feeders done with decision to immediately install 4 of these feeders while remaining feeders will require prior upgrading of mills.
- Outreach to communities: MOH implemented “visiting nurses” outreach activities in 50 PHCs in 7 governorates. UNICEF’s technical support consisted of a training manual to provide “visiting nurses” with needed technical reference materials.
- PHC Standards: with support of UNICEF and EU, MOH has started TOTs in all governorates on quality concepts and standards, and trainings on Human Resource Management at central and midlevel. About 3000 doctors and nurses trained on managerial skills and information systems in all governorates in preparation for planned gradual implementation of quality standards in 2011.
- Collaboration with UNRWA to institutionalizing screening for sickle-cell anaemia through its health system and staffing of 23 health clinics in Palestinian camps with
an adolescent health specialist. Awareness raising by community volunteers in Palestinian camps on maternal and child health and consequences of kinship and early marriages as part of the “Healthy Camps” initiative.
IMCI: expanded to 17 districts out of 51, focusing on the community component. Civil Society participation: first ever forum for local NGO cooperation with MOH to widen partnerships in health issues. UNICEF also provided expertise for the development of NGO/CBO coordination work-plans and community-based health-promotion programmes for drought-affected IDPs.
National communication strategy for HIV/AIDS was finalized and will be implemented starting 2011. Syria’s national proposal on Most at Risk Population to the Global Fund has been approved (10th round).
PLWHA Legislation: revived national committee produced the first draft of recommendations.
PMTCT manual: international expertise provided to MOH for production of manual and TOTs for doctors working at MOH and other government institutions.

b) Decentralization of decision-making and involvement of NGOs is still limited. However, UNICEF continues to focus on capacity-building at decentralized level.

c) Study on safe injections conducted in 243 PHCs; recommendations include further cold-chain supply and needle disposal training and monitoring.
PHC user’s survey: baseline study in preparation for implementation of quality standards drafted by MoH in co-operation with UNICEF and the EU.

d) Strategic partnership with MOH and UN agencies (UNDP, FAO, UNFPA, WFP and WHO) within the joint UN MDG scaling up project (including IMCI) with focus on the 6 poorest villages; with AAmal, High National Council for Disabilities and UN agencies for implementation of the Disability National Plan of Action.

e) Humanitarian action for Iraqi refugees: mainstreamed within regular programme to facilitate their access to and use of local PHCs.
Preparedness: training of more than 60 doctors in all governorates on managing SAM. Unified questionnaire for rapid H&N assessment during emergencies, produced in cooperation between concerned national entities and UN agencies (UNICEF, WHO, UNFPA); participation in a national workshop to prepare national response plans for epidemics in cooperation with OCHA and UN agencies.

**Future Workplan:**
Continued support to immunization including new vaccines and nutrition programmes.
Technical support to capacity building of medical staff at PHC level in most underserved areas
Focus on Neo-and peri-natal care comprehensive programme
Implementation of HIV/AIDs national proposal for most at risk population.

II. **Quality basic education**

The Quality Basic Education programme seeks to improve the quality of education nationally through the introduction of the Child Friendly School model, with a focus on underserved areas where drop-out rates are higher than average. This involves
advocating for policy development, supporting teacher training, improving the physical environment of schools, and supporting initiatives aimed at ensuring girls can stay in school.

Main goals for 2010 included:

- Continued support for implementation of CFS focusing on Pedagogy, Protection, Participation and Physical environment with special focus on schools with Iraqi children refugees
- Continued advocacy for mainstreaming of the CFS model into the Syrian school system
- Promoting WASH within CFS.

Total approved for 2010 as per CPD (Syria + Palestinian): USD 525,000
Total available for 2010 from all sources: RR USD 390,9690 ; OR USD 271,623 ; Total: USD 662,314
Any special allocations (list): ORE=USD 4,883,470
List of donors
US BPRM (USD 2,769,154 - ORE)
EU (USD 1,694,983 – ORE)
SIDA Sweden (USD 379,970 – ORE)
Netherlands (USD 21,572 – OR)

Result Achieved:

Adoption by MoE of UNICEF’s CFS model as main strategy for Basic Education quality improvement plans to cover 5,000 schools over the next five years. This national ownership of CFS concept is an important step towards improving the national education standards.

Reinforcing CFS concepts in Syrian schools:

- Capacity building for 60 central and local teams of MoE supervisors, and setting up school boards to increase community participation to address dropout and gender issues.
- 3000 teachers (900 male, 2100 female) trained in Active Learning in 96 targeted schools with a high proportion of Iraqi refugee children to improve quality of learning.
- TOT to build 40 MOE supervisors’ capacities at central and local levels in monitoring, sustainability and ownership of the ongoing Active Learning programme.
- Technology training to 181 male and 241 female teachers in Damascus and Rural Damascus to benefit 21,100 children using technology in education.
- Continued support to CFS implementation in UNRWA schools and GAPAR institutes, including physical improvements of schools, teacher training, and capacity building of school staff in line with office support to Syrian schools.
- WASH:
- 74 schools in the under-served Hassekeh and Raqqah Governorates are receiving Wash support. In Hassekeh, sanitary facilities improved in 10 schools and 867 teachers trained on hygiene promotion and better school health practices to benefit 20,284 children (10,547 boys, 9,737 girls); in Raqqah, capacity building training
targeting 150 school staff (106 male, 44 female) including teachers, janitors and counsellors, benefiting 2579 student (1097 girls, 1482 boys) aged 6-15. In addition, 48 MOH Hygiene Promoters in Hassakeh governorate trained for school health promotion and follow-up with school health team.

Reducing dropout:

- Support to 93 schools’ physical infrastructure and provision of school supplies and equipment in areas with high concentrations of Iraqi refugees. This benefited a total of 3743 vulnerable Iraqi children (1514 girls, 2,229 boys) and 94,930 Syrian children in the host communities.
- In collaboration with INGO partners, remedial classes were introduced and adapted to benefit 2,043 Iraqi children (869 boys, 1174 girls) at risk of dropout in Rural Damascus.
- Within up-scaling the MDG in 6 poorest villages, UNICEF is supporting the MoE in this joint UN project with specific focus on promoting education for girls.
- Activities included CFS concepts and remedial classes, which targeted 120 teachers to benefit 2,070 children (1167 boys, 903 girls) in 16 basic education schools.

b) Constraints:
Lack of MoE capacity to ensure long-term sustainability. Lack of ownership at a local level of CFS implementation, which is still perceived as a UNICEF project. MOE’s endorsement of CFS as one of its main strategies should help to address this challenge.

c) External evaluation on the CFS intervention in UNRWA schools: findings indicate progress towards child participation, reduced levels of drop-out and violence, and a positive impact from child-centred teaching methodologies on student-teacher relations and student satisfaction. Shortcomings include lack of community participation and of consistency in adopting the ten CFS criteria. Recommendations included training on developing skills of school teachers and principals to enhance CFS practical implementation; greater involvement of parents in school planning; and peer training between teachers. UNICEF and UNRWA have developed plans to implement these recommendations in 2011.

CFS consolidation assessment by external consultant: findings indicated that CFS concepts were widely understood by the schools but lacking the “child seeking” aspect essential for addressing drop out, non-enrolled children, and gender issues through community participation. As a follow-up, UNICEF and MOE developed new TOR for School Boards to engage on these issues with implementation in 80 schools.

d) Strategic partnerships include International NGOs, MOE, and SARC within the Education Working Group chaired by UNICEF with focus on WASH: Action Against Hunger Spain (ACF), and Secours Islamique France; Physical improvement: Premiere Urgence (PU), HELP Germany, Remedial education: Danish Refugee Council, Premiere Urgence and Vocational training: Premiere Urgence, ACF.
e) DRR: The education component of DRR was integrated into the TOT Active Learning training targeting school supervisors whose roles are to provide training at school level to create awareness on DRR among teachers and children in the targeted
Future Workplan:
Continued support to the MoE for CFS roll-out, training of teachers, and formulation of strategies and school standards.

III. **HIV prevention for adolescents**
The HIV Prevention for Adolescents programme will strive to reduce adolescents’ vulnerabilities to HIV and AIDS, with a particular focus on the most at-risk adolescents (MARA). This is to be undertaken through awareness-raising activities and advocacy for availability of reproductive and sexual health education, and through partnership with community-based organizations and community leaders to foster behavioural change among high-risk adolescents.

2010 objectives
1) Increased availability of RH and sexual health information and counselling services for young people
2) Adolescents reached with key messages, age relevant and gender sensitive information, and skills to reduce their vulnerability to HIV/AIDS
3) Protective environment for PLWHA enhanced
4) NGO workers and volunteers trained on HIV/AIDS prevention

Resources Used:
Total approved for 2010 as per CPD (Syria + Palestinian): USD 250,000
Total available for 2010 from all sources: RR USD 49,952 ; OR USD 38,127 ; Total: USD 88,079
Any special allocations (list): ORE=USD 104,990
List of donors
US BPRM (USD 104,990 - ORE)

Result Achieved:
a) Capacity-building and awareness
   • 400 MOH and NGO staff members trained on HIV/AIDS and STI prevention are now raising awareness on risky behaviour in PHCs across the country and at Voluntary Confidential Counselling and Testing (VCCT) centre in Damascus.
   • Staff from the Syrian Family Planning Association, juvenile detention centres, the police, and the prison system trained on HIV awareness for the most at risk adolescents.
   • Study Tour to Oman for 4 MOH Adolescent Health Unit staff to learn about experience in peer education for HIV awareness.
   • UNICEF funded and provided technical support for training of 500 health and NGO workers from MoH, Women’s Union, and Youth Union, as well as teachers and school counsellors, in raising awareness of HIV among young people to ensure that communities are receiving the right messages with regard to HIV prevention.
b) Scaling up of VCCT capacity to reach most at risk adolescents is still a challenge given the low utilization of the services available. The Global Fund’s grant (10th round) will enable greater public advocacy.
c) Strategic Partnerships include MOH, UNFP, the Syrian Family Planning Association, the Syrian Arab Red Crescent, the Youth Union, and the Women’s Union.
Future Workplan:
Priorities for 2011 are to continue to reach adolescents with key messages regarding HIV and AIDS; to ensure the availability of sexual health information and services; and to advocate for a protective environment for PLWHA.

IV. Child protection

The Child Protection programme aims to build a protective environment for children through technical support to the government in the formulation of policies and legislation, and through capacity development of government and civil society. With an emphasis on participation of women and children in addition to authorities, the programme focuses on:
- Child abuse, violence, and exploitation
- Children in conflict with the law
- Children deprived of primary caregivers.

Main goals for 2010 included:
- Supporting the development of effective Juvenile Justice legislation
- Supporting a major comprehensive study on Child Labour
- Continued advocacy for solutions for alternative childcare

Resources Used:
Total approved for 2010 as per CPD (Syria + Palestinian): USD 601,000
Total available for 2010 from all sources: RR USD 142,708 ; OR USD 875 ; Total: USD 143,583
Any special allocations (list): ORE=USD 2,270,911
List of donors
US BPRM (USD 2,059,752 - ORE)
SDC Swiss (USD 211,159 – ORE)

Result Achieved:
Introduction of Juvenile Justice Monitoring System: UN standard indicators were adapted for specificity and relevance and a roadmap for JJ data collection and analysis drafted. Standardized data collection forms and software to be used by all 16 juvenile centres housing around 3,000 children aged from 10-18 are being developed.
First comprehensive assessment of Alternative Childcare Institutions currently providing services to approximately 4000 children deprived of parental care, including abandoned and homeless children conducted. Findings and recommendations of the study and recent UN Guidelines on Alternative Care will be used to introduce family- and community-based alternative solutions to prevent institutionalisation of children deprived of parental care and children at risk in Syria. First study on Child Labour conducted providing in depth understanding of causes and main forms of child labour in the country. The analysis has been used to draft a 3 year National Action Plan to address worst forms of child labour.
SGBV: over 600 Iraqi and Syrian adolescent girls and boys participated in SGBV awareness raising and livelihood activities empowering them to protect themselves and their peers. Identified 50 cases of SGBV were referred to SARC multidisciplinary clinics for further specialized interventions.
- Protective environment for Iraqi refugees: Access ensured to 8 Child Friendly Spaces, which registered over 2,000 children, 47% of them girls, and 14 mother
support groups empowering over 800 mothers this year. The referral system for the most vulnerable children was expanded and more than 12,000 social and psychosocial counselling sessions provided. Education and psycho-social rehabilitation services were introduced for over 250 children in Al-Hol Camp housing Palestinians Refugees from Iraq. In addition, awareness-raising activities on protection issues for service and care providers are undertaken to improve the communities’ social environment for Iraqi refugees.

- Ongoing series of trainings in Yarmouk refugee camp for Palestinian refugees to build the capacities of local committees in Child Protection issues.

Mental Health and Psycho-social support (MHPSS): Work started in 2008 to meet the mental health and psycho-social needs of Iraqi refugees. Since then, the issue has moved very quickly on the agenda of the Syrian Government and UN agencies leading to the building of national capacity on MHPSS and introducing new multidisciplinary services. In 2010, results include the development of a comprehensive ‘Handbook for Psychosocial Support and Mental Health for Refugees’, concise training curricula for frontline workers, a Training of 40 Master Trainers for senior Syrian and Iraqi psychosocial and mental health professionals, who will consequently train frontline workers.

a) Significant constraints:
   a. Limited capacity of strategic partners. (UNICEF will continue with capacity building activities).
   b. Delay in government’s finalization and implementation of social protection reforms. The legal framework for the Family Protection System is awaiting the Prime Minister’s approval.
   c. Limited child protection services available at community level.

b) A national study on Child Labour conducted on the most hazardous forms of child labour covering the Syrian and refugee populations aged 9 to 15. The study analyses the links between poverty, dropout and child labour, as well as the impact of cultural and social norms and issues of domestic violence and lack of protection in the workplace. The study makes recommendations for the prevention, identification of the worst forms of child labour, and rehabilitation/reintegration into the education system. These will form the basis for a 3-year plan of action, which will be initiated by a national awareness-raising campaign starting in early 2011.

c) Strategic partnering with ILO and MOSAL on child labour, with UNDP, UNFPA, UNHCR, MOSAL and MOI on Juvenile Justice, with SARC, UNHCR, Oursat Al Ilka, Terre des Hommes Italy, Enfants du Monde, CARITAS on protection for Iraqi refugees and Mental Health/MHPSS and with UNWRA for Palestinian Refugees.

d) Humanitarian action for Iraqi refugee is mainstreamed within the regular programme to create a protective environment for refugees and vulnerable host communities alike.

**Future Workplan:**
a. Development and implementation of a national plan on the worst forms of child labour
b. Strengthening of a Juvenile Justice monitoring system and administration
c. Introduction of family- and community-based solutions on alternative childcare
d. Scaling-up of community-based psychosocial and multidisciplinary service

V. Policy, advocacy and partnerships for children’s rights

The Policy and Advocacy section’s foundation rests on the building of a strong knowledge base of data and analysis upon which to formulate and advocate evidence-based priorities.

The Policy, Advocacy and Partnerships for Children’s Rights programme seeks to:

- Support social policy reforms of benefit to children
- Conduct research and analysis on the situation of women and children in Syria
- Facilitate and encourage adolescent participation
- Advocate for the principles of the CRC and for monitoring of their implementation, with a focus on civil society.

Resources Used:
Total approved for 2010 as per CPD (Syria + Palestinian): USD 775,000
Total available for 2010 from all sources: RR USD 184,329 ; OR USD 249,302 ; Total: USD 433,631
Any special allocations (list): ORE=USD701,052
List of donors
US BPRM (USD 493,741 - ORE)
Denmark (USD 90,688 – ORE)
SIDA Sweden (USD 116,623 – ORE)
SIDA Sweden (USD 72,875 - OR SYR)
Norway (USD 131,648 – OR PLS)

Result Achieved:
a) Inclusive policy dialogue on child rights:
• Supported the first National Disability Forum, gathering civil organizations to accelerate implementation of the National Disability Plan and the Convention on the Rights of Persons with Disabilities.
• Supported national capacity-building to implement, monitor and report on the CRC by enabling Syrian Commission For Family Affairs staff to attend training on the International Child Rights System in Geneva in January 2010.

Coordination mechanism among UN agencies and national partners:
• UNICEF chaired meetings of the United Nations Theme Group on Youth to foster partnership and knowledge management.

Adolescent participation:
• Database of ADAP trainers for use by partners.
• Interactive Child Parliament website to promote involvement, awareness raising and knowledge sharing.
• Five action research campaigns conducted by adolescents on subjects determined by them to be important to their communities, such as adolescent smoking, early marriage, and relations with parents; formulated recommendations include awareness campaigns and increased involvement of parents into the process. Project culminated in a theatre show highlighting the important issues.
Implementation of ADAP concepts:
• Training of Aleppo Child Friendly City committee in ADAP concepts and study tour by to Amman to learn from the Jordanian experience of CFC implementation.
• Supported summer camps with training activities in ADAP concepts, and enabled photographic workshops for adolescents.
• Media training workshops for journalists on ADAP concepts.

Empowering adolescent Iraqi refugee:
• Support to Youth Centre’s operations and curriculum development to provide vocational training, life skills, and PSS to vulnerable adolescents in Jaramana, enable youth-led initiatives such as action research and artistic projects.

b) Challenges:
• Lack of shared vision among partners regarding a knowledge management strategy for evidence-based planning. UNICEF will enhance its technical support and advocacy efforts jointly with the UN system as part of UNDAF.
• Lack of a consolidated system for CRC monitoring in Syria. UNICEF will continue its technical support to Government of Syria and civil society organizations, as well as advocacy for enhanced national coordination.
• Slow formulation of ADAP impact indicators and ADAP training manual by NYHQ.
• A stakeholders’ analysis on why ADAP work is not progressing in adolescent health centres found that these can not be run without the involvement of NGOs, CBOs and adolescents. As a result, plans for three community development centres in Palmyra, Idlib and Qamishli are stalled until suitable local partners can be found. The MOH’s readiness to find viable solutions is an encouraging development.

c) This entails:
• Support to the Syria Family Health Survey to build national statistics database on children and women and a MICS-compatible dataset from the survey for effective trend analysis.
• Support for the development of a policy brief matching recommendations from the 2009 Situation of Childhood in Syria for use by the State Planning Commission in developing the 11th Five Year National Development Plan.

d) Strategic partnerships, in addition to UN agencies, include Aamal and MOLSA for children with disabilities, State Planning Commission, Syria Trust and Central Bureau of Statistics for Knowledge production, dissemination and use for evidence-based planning, and IECD for life and vocational skills.

e) UNICEF supported capacity-building of the Ministry of Local Administration as part of the UNDP-supported Urban Risk Reduction Project by holding trainings on children’s and women’s right to education, health, and nutrition in emergencies.

**Future Workplan:**
• Expanding partnership with ministries and CSOs to improve knowledge on vulnerable children, adolescents and women;
• Improving knowledge on situation of Palestinian children and women living in Syria by providing quality assurance to UNRWA and GAPAR in a new MICS survey;
• Enhancing monitoring and data dissemination systems through UN coordinated to
support to SPC and CBS on upgrading DevInfo;
• Enhancing partnership and joint programming in support of youth development;
• Further supporting coordination in improving national disaster risk reduction capacity and system building initiatives.

VI. Cross-sectoral costs

The Cross-Sectoral programme component aims at supporting functions that are necessary to the realization of other programme components. Besides complementing support budget in covering CO’s operating expenses and salary costs, its objective is to promote communication, as well as staff training and programme monitoring support.

Resources Used:
Total approved for 2010 as per CPD (Syria + Palestinian): USD 330,000
Total available for 2010 from all sources: RR USD 295,574 ; OR USD 0 ; Total: USD 295,574
Any special allocations (list): ORE=USD 471,964
List of donors
US BPRM (USD 392,631 - ORE)
EU (USD 9,049 – ORE)
SIDA Sweden (USD 70,284 – ORE)

Result Achieved:
Participatory programme planning and monitoring:
• Syria CPD 2012-2016, Palestinian APD and CPAP 2011-2013 drafted together with partners, with contribution from RO;
• Annual programme planning and review meetings conducted with key partners under the leadership of the State Planning Commission;
• Three quarterly internal reviews conducted with all staff;
• CO 2009 and 2010 management priorities reviewed and developed with the participation of all staff.
Communication Support:
• CO photo library updated and used in support of all programme components.

Operational and staff support:
Staff recruited as per approved PBR decisions.
NGO partners were assessed in support of the implementation of the new PCA in 2010, and pre-HACT planned for 2011.
In support of Change Management, the establishment of a dedicated Task Force equipped with a monitoring tool developed by Humanitarian Programme Officer as part of LDI allowed CO to keep abreast of latest changes and nurture a positive dynamics among staff.

Staff training support:
• All staff trained on gender programming;
• CO team equipped with updated knowledge for roll-out of corporate Change Management, including i) Revised Programme Structure; ii) Enterprise Risk Management; and iii) IPSAS.
Challenges:
Workload related to development of a new Syria CPD & UNDAF, Palestinian programme APD and CPAP and Regional Strategy for Iraqi Refugees, added to rolling-out the Change Management initiative and the new equity focus created a very heavy work-load for all the team competing at times with programme implementation with partners. CO requested extension deadline for the finalization of ERM Risk Library.

Results achieved through humanitarian action:
Since 2009, the Humanitarian Support to Iraqi Refugees programme is fully integrated with the Regular Programme. This configuration allowed strengthening Office staffing structure and set-up for the benefit of all children regardless of nationalities.

Future plans, priorities for 2011:
• Finalization of Syria 2012-2016 CPD and UNDAF and development together with partners of a UNDAF Action Plan;
• Continued support to staff training in support of successful roll-out of Change Management.

4 Operations & Management

4.1 Governance & Systems

4.1.1 Governance Structure:

a) Annual Management Priorities were developed during a 2 day retreat attended by all staff. The AMP was developed with a special focus on 2009 OIA Audit recommendations and Change Management initiatives. AMP Priorities cover 8 areas including: Office Governance, Programme Planning Framework, Advocacy, Staff Capacity, Knowledge Management and M&E, Partnership with Civil Society, Contribution to UN Coherence, Change Management Implementation, and Enabling Office Environment. A workshop on Early Warning, Early Action was conducted during the year, also attended by all staff, where new CCCs were presented, discussed and factored into the updating of office preparedness plan.

b) All statutory committees are in place including the new committees required by the change management initiatives (PCA Review Committee, Selection Panel, and Central Review Body). In addition, the office established a Change Management Task Force to oversee the roll-out of the initiatives and keeping staff abreast of the changes. This particular Task Force was established in conjunction with a staff member’s LDI Action Learning Project.

c) CMT role is enhanced as per audit recommendation with focus set on strategic issues such as evaluations, UNICEF and UNDAF Planning processes and financial delivery status. This oversight function was supported by strong coordination for Programme and Operations meetings. The Office continues to ensure that operational issues are covered in programme meeting agenda with involvement of Operations staff.

d) For each Management Priority a set of indicators has been developed and assessed. Quarterly Reviews attended by all staff ensured regular monitoring of the priorities and their indicators. In addition, the office participated in 2 quarterly regional monitoring indicators reports.

e) 2009 OIA rating for governance was “satisfactory” with all recommendations implemented within 6 months.
4.1.2 Strategic Risk Management:

a) The Office is in the process of developing the required analysis and structure approach as part of ERM implementation. At this stage, the Office conducted the ERM Risk Control Self Assessment Training Workshop for all staff and the Draft Risk Control Library and Risk Profiles were elaborated. Given the heavy workload related to 2 CPDs, UNDAF preparation and introduction of Change Management processes during the year, the office has requested that the ERM finalization deadline be extended.

b) Despite the non-finalization of ERM requirements, the office reviewed and updated its work processes as a follow-up to 2009 Audit and Change Management roll-out. Management and financial risk assessment of NGO partners was conducted and used to prepare for pre-HACT implementation in 2011.

c) The office held a workshop on EWEA for all staff. Scenarios and office preparedness were updated. Following 2009 MTR recommendations, DRR is now part of all programme components contributing to maintaining a minimum level of emergency readiness including basic emergency supplies.

d) The Business Plan, developed in 2009, is kept up to date through updating of staff list and identification of essential and critical staff. All essential staff is enabled with remote access. Business Continuity IT component is in process through procurement of needed equipment and as described in the ICT section, regular data backup is undertaken. The plan was used for EWEA workshop with overlaps identified.

e) Office maintains vigilance through existing internal and UN governance mechanisms. In September, the office met with the Lebanon and RO teams to initiate contingency measures. As a follow-up, the Lebanon IT and Ops Manager visited the Syria office to set up IT back up and Supply support from Syria office. Country office is MOSS compliant and has taken necessary measures required to mitigate security risks as identified in the Syria SRA

4.1.3 Evaluation:

a) Office has a 5 year IMEP updated as part of 2009 MTR and a 2010 IMEP was developed. IMEP was developed as part of AMP and reviewed through peer review supported by RO.

b) Out of two planned evaluations, one has been completed to date (Formative Assessment of Child Friendly Schools in UNRWA Schools as part of the Palestinian programme). The other - evaluation of Community Psycho-Social Programme within the Humanitarian Support to Iraqi Refugees is under preparation with TORs cleared by RO. In both cases, the evaluators are external experts thereby ensuring objective, fair and impartial views. Also, the office establishes a Steering Committee with concerned partners to ensure full involvement and ownership by stakeholders.

c) The office has so far always relied on outside expertise to conduct evaluations using RO and HQ networks. These experts are usually paired with nationals in an effort to built evaluation capacity in country.

d) Recommendations from evaluation of Education Support for Iraqi Refugees conducted in 2009 were central to the planning of the Education Annual Work plan with MOE and NGO partners. For example, following the planning recommendation of the evaluation, UNICEF engaged partners in a comprehensive needs assessment in 80 targeted schools involving teachers, students and the community. Under the capacity-building recommendation, UNICEF supported the MOE in revising School Board’s TORs for their roll-out in the targeted schools. A comprehensive follow-up plan to the Evaluation was established for discussion with partners and CMT. The
same process is being developed for the 2010 evaluation of UNRWA schools and results will be posted on the Corporate UNICEF Evaluation Tracking System.
e) To strengthen national capacity for evaluation, within the UNDAF framework, UN agencies identified support to the State Planning Commission on M&E as a priority. Notably, UNICEF’s evaluation of Education Support for Iraqi Refugees conducted in 2009 was the first independent evaluation authorized by MOE.
f) For evaluations conducted in 2010 and onwards, office will use the Corporate Tracker as a tool for timely and comprehensive follow-up.

4.1.4 Information Technology and Communication:
One of the most important ICT achievements for 2010 was the VSAT installation ensuring stability of the system, reliability of the work and continuity of business. The VSAT increased the office’s bandwidth to 1Mbps from the previous SITA link of 128 Kbps. This upgrade provides the office with a 10 times increase in bandwidth capacity with long term savings cost.
Wireless Network was installed in the office to facilitate the work of the consultants, especially those working on common projects with UNICEF’s partners to provide internet access and printing service outside the common LAN system.
The office was also able to install and maintain Remote access Services (Citrix) to corporate UNICEF applications to all 14 Professional staff.
All the ICT equipment were ordered through LTAs provided by HQ, and those that needed to be disposed of are done through formal channels with Government to ensure safety and proper recycling.
As part of ensuring business continuity, regular maintenance for Corporate Applications, such as daily full backup of data, monthly backup tapes are done and kept in a safe outside the office and sent to the RO in Amman. The DSR likewise is updated regularly to maintain readiness.

4.2 Fin Res & Stewardship
4.2.1 Fund-raising & Donor Relations:
a) CO sent 15 donor reports of which 80% were on time. Country office participated in the 2009 Donor Report Quality Assurance Assessment with one randomly selected report, which was rated as “poor” and one self-selected report, which was rated as “good”. Recommendations received will enable the office to ensure good quality throughout all donor reports.
OR ceiling for Syria programme (2007-2011) is USD 4 million of which 62% was raised since beginning of cycle; OR ceiling for Syria Component of Palestinian APD (2008-2010) is USD 1,500,000 of which 37% was raised.
c) CO received USD 9,026,180 in 2010 out of the USD 19 million requested in the Regional Response Plan for Iraqi refugees. This represents 47% of requested amount.
d) CO has 12 PBAs expiring in 2010 for a total of USD 13 million. Utilization rate is at 100%.
e) Programme meetings, quarterly reviews and CMTs are forum for monitoring financial delivery including expiring PBAs. Out of 12 expiring PBAs in 2010, office has requested PBA extension in only one case in direct discussion with the donor (SDC) given the specific programmatic context of the project (SGBV).
f) For the second year, the office has been able to raise locally through embassies (Swiss and Denmark). The office has regular meetings and field trips with donor representatives visiting Syria (PRM, SIDA, SDC, NORAD).
4.2.2 Management of Financial and Other Assets:
a) The 2009 audit found the office risk-management practices related to operations support satisfactory. However, risks were identified, and based on the final audit report, it was recommended that the office should:
- Strengthen transaction processing.
- Strengthen its procedures in the procurement of goods and services – especially in the area of market survey, pre-delivery inspection, contracting, and advance payments.
- Pursue with the government the enforcement of the tax-exemption provision stipulated in the BCA.
All audit recommendations were addressed and closed within the required period.

b) Resources are allocated according to the Section’s AWP and reviewed during the office’s quarterly reviews. This enables the realignment of fund allocations based on the status of implementation and the risk analysis of the planned activities.

c) As audit follow-up to ensure improved financial management within established budget controls, Operations and all Programme staff was oriented on more than twenty work processes.

d) 100% of Palestinian RR and 84% of Syria RR have been used averaging 89% for RR in 2010.
Only one expiring ORE PBA out of 12 expiring in 2010 required extension.
0% of DCT over 9 months throughout 2010.

e) While, according to the BCA, goods and supplies received from abroad, for the implementation of the program, are tax exempt, the weak national tax system creates a challenge for the implementation of this clause. However, the office has been able to secure official recognition of its tax-free status and has succeeded in getting some private businesses (hotels and restaurants) to respect the office’s tax exemption, thus ensuring savings. This is still very much work in progress as we still have to approach businesses on an individual basis. In addition, the office has implemented a series of short and long-term cost savings initiatives such as “Go Green”, use of airplane for internal travel, and VSAT installation.

4.2.3 Supply:
a) The Country Office supply plan for 2010 was finalized on time on Feb 15, 2010. Supplies provided to the Humanitarian program constituted an important component of the total supplies for the year 2010, and Supply Unit continues to support it through providing schools identified within the CFS model with furniture, IT equipment, Heaters, Fans, water coolers, etc. Additionally, this year was marked with supplying schools with active learning supplies, a pedagogical concept introduced by Ministry Of Education and fully supported by UNICEF in 80 schools.

d) Syria was included in the sub regional market survey exercise for emergency items conducted by the Regional Office between April-May 2010. As a result, 60 local suppliers were assessed.

The office continues to depend on the local market for supporting the programme, where 87% (costing about USD 1.4 million) of the total procured items, were
purchased locally. The remaining 13% were purchased through either direct orders or offshore and amounted to USD 49,000 USD, and USD 167,000 respectively.

e) The office has established a sample check as part of the technical evaluation and pre-delivery inspection based on the volume of the contract (above USD 40,000) and for locally produced material. For contracts above USD 40,000, a professional inspection company will conduct the assessment while Supply Officer and concerned Project Officers are responsible for the lower amounts contracts.

f) All supplies procured are immediately forwarded to end users and therefore no in-country warehousing takes place. Monitoring of supplies delivered is regularly undertaken using field visits by the Logistics Assistants and concerned programme staff.

Syria office also keeps emergency-related prepositioned items in the value of 35,136.00 USD in the UNHCR warehouse.

4.3 Human Resource Capacity:
The office’s capacity for a results-based HR approach continues to improve through the identification and recruitment of staff with skills and experience to deliver on office’s objectives. The Child Protection Section is now staffed with a P3 and an NOB whose combined expertise allow the office to adequately meet the multi-faceted issues of child protection. A Nutrition NOA has recently joined the team given the necessity of the Syria office to provide sustained technical expertise to the MOH and other partners and the increased level of child malnutrition as evidenced in Unicef and other surveys. An NOA planning officer was recruited early this year to provide the necessary skills in planning for the Palestinian APD, UNDAF and Syria CPD and other internal processes such as AMP, internal Quarterly reviews and reviews with government partners. The office is currently in the process of recruitment for a P2 M&Evaluation Officer, an area that had been identified as a capacity gap for the office.

Learning opportunities were provided to staff to familiarize themselves with the organization’s emerging focus such as Budget Policies and Investment for Children; leadership and staff representation, Education Cluster Coordination, and Leadership Development Initiative.

Staffing mix in the office has a female gender bias with 18 female staff out of 29.

b) PERs were completed for all staff in the first quarter of 2010 where individual objectives were linked to the AWP and office objectives as outlined in the AMP. Additionally, regular discussions between supervisees and supervisors took place during the year for performance feedback.

c) Office EWEA workshop was an opportunity to either refresh or initiate new staff on CCC and emergency preparedness. The Humanitarian Support to Iraqi Refugees programme is coordinated by the Humanitarian Officer with all Project Officers.

d) The office has a peer support volunteer since 2002 and nominated this year a male peer support volunteer to support male staff members who may not feel comfortable approaching the female peer support volunteer.
4.4 Other Issues

4.4.1 Management Areas Requiring Improvement:

32% of the total cost of travel was reduced due to establishing a new approach based on:
- Air flights proved to be cheaper and faster and resulted in reduced number of nights spent during travel time with saving on DSA
- Combining trips in same direction
- Using “Car Rental” companies instead of office’s vehicles
- Limiting the use of the 4W drive vehicles

The “GO Green” initiative reduced consumption of papers and electricity in the office. Electricity and papers consumptions were reduced by 50% and 57% respectively through redistributing the electricity load and scanning and archiving documents.

4.4.2 Changes in AMP:

- Use of equity tracker;
- Use of gender tracker;
- Use of evaluation tracker;
- Use of ERM;
- Use of EWEA;
- Finalization of CBI certification for 4 remaining staff;
- IPSAS training and formal accounting learning;
- Training staff on Vision for roll-out starting Jan. 2012;
- Implementation of Pre-HACT with selected assessed NGO partners.

5 STUDIES, SURVEYS, EVALUATIONS & PUBLICATIONS

5.1 Studies, Surveys & Evaluations:

1. Evaluation of the Child-Friendly Schools Initiative

5.2 Other Publications

1. HIV AIDS booklet
3. ECD trainers and trainees manual, and brochures
5. Helping the Syrian Education System to serve young Iraqi Refugees Media Kit
6. Youth Forum Video
8. Palestinian Adolescents: Agents of Positive Change- Towards an Environment Promotion Peace and Reconciliation

6. Innovation & Lessons Learned:

Title Joint UN National Mental Health and Psychosocial (MHPSS) Capacity Building Project

Naira Avetisyan, navetisyan@unicef.org
Abstract:
This project is a unique example of UN and Government partnership and cross-sectoral work. It proves that involvement of partners from the initial stage of project design through its progress and their participation in the regular monitoring and management contributes to improved partnership and ownership by the Government. It highlights that the introduction of multi-disciplinary work culture is crucial not only for government institutions, but also for UN agencies. A strategy for disengagement by UNICEF that ensures continuity, replication and scale-up also needs to be a key component of joint UN/Government projects.

Innovation or Lessons Learned:

Government participation in programme management including the design stage is fundamental to ensure government commitment and ownership. Exit strategy that ensures continuity, replication and scale-up needs to be a key component of the programme. Having a long-term vision of the project considering the availability of local structures and set-up to ensure sustainability, replication and scaling up is crucial. Heavy involvement of qualified technical professionals in designing and implementing the programme is fundamental for its success, but poses a challenge for UNICEF with its limited human resources. Having a lead agency that is committed to the programme and has human resources to bring agencies/government together and ensure coordination is important.

Potential Application:
The handbook developed within the project can be applied not only in Syria, but also in all the countries in the region having Iraqi refugees. Master Trainers from Syria can be an important resource for the Arab countries.

Issues to be considered are:
UN in Syria and in the region can use this experience for promotion of more joint projects and introduction of multi-disciplinary/cross-sectoral work. While planning similar national projects, organisational capacities along with human and financial resources available for long-term project outcomes need to be taken into account. Roles and responsibilities of each agency/institution need to be clearly defined and must be aligned with the agency’s mandate.

Issue/Background:
A number of studies and reports undertaken during the period 2007-2008 highlighted a strong need for psychosocial and mental health support for the Iraqi refugee population in Syria. It was also recognised that the level of local capacities in this field requires significant upgrading and development if it is to address adequately the needs not only of refugee population, but also of the local population at large. Therefore, since 2009 UN agencies, EU/GTZ, IMC, SARC, MOH and MOE are working together to design and implement a national MHPSS Capacity Building Project.

Strategy and Implementation:
The MHPSS Capacity Building Project aims at building cross-sectoral capacity and
strengthening national services for the Iraqi population in Syria, as well as introducing new services for Syrians.

Key stages of implementation were:

- Advocacy meetings with line Ministries to ensure their commitment to MHPSS work, promotion of cross-sectoral collaboration and identification of key professionals/services available in the country
- Establishment of a joint UN/Government MHPSS Coordination Board
- Capacity building of 40 Syrian and Iraqi professionals from different sectors as national MHPSS Master Trainers
- Development of a comprehensive ‘Handbook for Psychosocial Support and Mental Health for Refugees’ and a training curriculum for frontline workers in health, education, UNHCR and SARC centres
- Capacity building of frontline workers by Master Trainers
- Advocacy with stakeholders from different fields to ensure national ownership, continuity and up-scaling.

Key results achieved were:

- Establishment and functioning of a joint UN/Government Advisory Board on MHPSS with shared responsibilities
- National team of 40 Master trainers available to continue training of front-line workers in health/education sectors and in humanitarian support
- A ‘Handbook for Psychosocial Support and Mental Health for Refugees’ developed and available in Arabic and English
- More than 100 frontline workers (from MOH, SARC, MOE) trained on MHPSS
- Roadmap for continuity and national ownership developed and led by the Ministry of Health and Ministry of Education.

Main challenges faced were:

- UN agencies have different planning periods, financial rules and regulations, and work modalities that hinder the implementation of joint projects.
- Turnover of UN and INGO staff hampers the institutional memory and commitment
- Most funding is at best annual and not multi-year.
- Interagency cooperation is slow to achieve which undermines the pace of progress.

7 South-South Cooperation:
Upon request from the UNICEF North Caucus office, the UNICEF Syria Office facilitated the Study Tour of policy makers and representatives of youth structures from Tajikistan and Russia’s Ingushetia, Kabardino-Balkaria and Dagestan federal republics for a one-week study tour of Syria’s youth programming. The main goal of the visit was to draw on the successful experiences and practices introduced by UNICEF in Syria to enhance coordination between different government bodies and structures, civil society organisations and local communities involved in decision-making processes on youth development in the North Caucasus.

The delegation was introduced to the systemic framework for youth at the policy level and to cross-sectoral work for adolescents’ empowerment. The group visited
Adolescent-friendly spaces, adolescent health clinic, a vocational institute, a psychosocial support centre, and met with adolescents to discuss the impact of youth interventions. This visit provided the participants including UNICEF North Caucus with exposure to lessons and good practices for guiding the implementation of a World Bank funded project on adolescents and youth in their countries.