

1. EXECUTIVE SUMMARY

The year 2010 witnessed the launching of the new programme of cooperation between UNICEF and the Government of Lebanon coherent with the UNDAF 2010-2014 planning cycle. Consequent to a series of crises and emergencies of the past few years, the programme of cooperation reflects the Government's intent to embark on a steady path of development reforms broadly outlined in the Ministerial Declaration presented to the Parliament in late 2009.

Since then the progress along the lines of the Declaration has been uneven, depending on combinations of political and technical factors in each specific sector. Being aware of these complexities,

UNICEF Lebanon Country Office has been consistent in adjusting its planning approaches and staffing profiles to match the requirements of the "upstream" policy work, emphasizing the leading role of the government and advocating for equity principles in the middle-income country context. Another noteworthy development is the increasing coherence of the UN action in Lebanon, now embracing well-established UNDAF coordination and monitoring mechanisms for joint programming, and consolidation of UN position across development, political and peacekeeping mandates within an Integrated Strategy Framework.

The present report covers two programmes of cooperation implemented by the Lebanon Country Office (LCO), i.e. the Lebanon Country Programme (2010-2014) and part of the Palestinian Area Programme ("bridging" year of 2010 preceding the cycle of 2011-2013). The Palestinian Programme workplans have been increasingly coordinated with UNRWA; although a lot remains to be done to harmonise the two agencies' approaches, the progress made during 2010 is undoubtedly remarkable. There is concern over a likely deterioration in the situation of the Palestinians in Lebanon necessitating enhanced efforts by all the stakeholders to arrest and reverse the trend.

With the new Representative on board, programming adjustments ongoing, and plans finalised for the Office move to the new (MOSS-compliant) premises, the LCO is well-positioned to deliver tangible results in 2011, and address the multiple challenges.

2. COUNTRY SITUATION AS AFFECTING CHILDREN AND WOMEN

The evolving analysis of equity issues by UNICEF Lebanon Country Office in the middle-income country context suggests at least three types of child and family vulnerability, associated with partially overlapping underlying factors, ultimately leading to exclusion and marginalisation. Barriers to equity in Lebanon could be broadly identified as:

- **Poverty** affecting around 1/3 of the population mainly concentrated in 80 rural and urban/sub-urban "poverty pockets";
- **Isolation from modern public governance system** in many (especially, peripheral) parts of the country that translates into limited access to quality basic services, virtually absent protection, developmental and employment opportunities (particularly dramatic for adolescents and youth), while contributing to high levels of social tension and sporadic violent conflicts;
- **Refugee (or "invisible" population) status** of approximately 400,000 Palestinians, 20,000 Iraqis, Bedouin and Doms communities, and migrant workers.

According to the interim MDG progress report prepared in 2010, closing poverty gap remains one of the three targets (in addition to Goals on gender equality and environmental sustainability) that Lebanon might not be able to achieve by 2015. Regional disparities on the poverty map are striking: if in Beirut only 6% of the population live in relative poverty (identified as 4 US\$ per capita per day), in North Lebanon (Akkar and Tripoli) the proportion rises to 53%; within this group 18% find themselves under the extreme poverty line (of 2.4 US\$ per capita per day). In South

Lebanon and Beqaa Valley, correspondingly, 42% and 29% of the population are poor. Socio-economic dynamics in peripheral areas (especially, the ones known as “hot spots” of violence and conflict) have been a subject of increasing attention in 2010, particularly, in the context of UN peace building intent. Assessment of remote communities adjacent to Lebanon-Syria borders reveals, for example, that out of 400,000 combined population of Hermel and Baalbeck provinces in the Beqaa Valley, three-fourths live in small villages accounting for between 500 and 1,500 inhabitants. Out of these villages, 97% in Hermel and 72% in Baalbeck are without any form of healthcare service. With the exception of two or three villages, education is limited to primary classes. The only three secondary schools in Hermel are located in the province’s main towns, with commuting costs becoming a prohibitive barrier for most families. Mountainous landscape, absence of public transportation, and a socio-cultural tradition of a confined lifestyle, governed by informal regulations administered by local (clan, political or/and religious) leaders, leave little space, especially for the young generation, for exploring and developing their own potential.

In the Northern province of Akkar where young people under the age of 20 account for 52% of its 330,000 population, insufficient availability of basic services leads to unsatisfactory mother and child health outcomes, low educational achievement (including illiteracy rates up to 30%), youth unemployment reaching 40% and outward migration rates as high as 25%. , compared to the registered population.

The report highlights the weakness or absence of municipal governance, “heavy presence of self-interest non-state actors” and suggests a direct link between periodic escalations of violence in the Beqaa Valley and its social fabric nature whereby more than 100 clans (mostly, well armed) co-exist outside the authority of central state, rule of formal law and modern citizenship norms.

UNRWA’s recently released household survey indicates a deterioration of all basic indicators concerning the Palestinian population in Lebanon. The findings reveal severe poverty affects 67% of Palestinian refugees, 56% of camps’ population are unemployed, 8% of children aged 7-15 do not attend school, and 40% of buildings in the camps are not suitable for living. While the new legislation facilitating issuance of work permits for the Palestinians in certain professions will improve livelihoods, many practical aspects of the new law need further elaboration before its benefits could be realized,.

3. CP ANALYSIS & RESULT

3.1 CP Analysis

3.1.1 CP Overview:

The opening year of the new country programme of 2010-2014 brought about considerable shifts associated with UNICEF’s transformational agenda in the middle-income economy context of Lebanon. The main challenges of the year revolved around:

- Identification of main elements of UNICEF’s social policy work agenda where the organisational strengths (for example, in data collection and public communication) could be applied to maximise the weight of UNICEF messages; temporary expert assistance was used for developing an outline of UNICEF’s possible involvement in child- and equity-focused budgetary analysis, to be further elaborated in 2011, once the in-house social policy expertise is on board;
- Focus on quality data generation and on-going situational analysis has become obvious as a priority need, as UNCT embarked on the implementation of the 2010-2014 UNDAF; UNICEF is well-positioned to play a visible role in this work relying on appropriate capacity available at global, regional and country office levels;
- As part of the programmatic transition from the emergency/recovery to development mode, key government counterparts – such as the Ministry of Social Affairs, Ministry of Education and Higher Education, Ministry of Youth and Sports, Ministry of Interiors and Municipalities, Central Administration for Statistics – have been encouraged to lead in programme design and implementation. The progress in ensuring the

stakeholders' readiness to accept and operationalise the Paris Declaration principles of national ownership, however, has been uneven;

- Increasing consolidation of the UN position in Lebanon embracing the developmental, security and peacekeeping mandates under the umbrellas of UNDAF and Integrated Strategy Framework has been instrumental in addressing sensitive issues of exclusion and marginalisation of certain population groups;
- Closure of post-emergency and recovery projects initiated in 2007-2009, although not being the mainstream activity of the Office, required considerable concentration of time and efforts, with limited human resource capacity after project staffing cuts of end-2009.

3.1.2 Programme Strategy

3.1.2.1 Capacity Development:

In terms of Capacity Development (CD), UNICEF LCO efforts in 2010 were guided by the intent to reinvigorate the role of government counterparts in programme implementation, as opposed to the largely dominant practice of delivering international assistance through sub-contracted NGOs or specially created UN-affiliated Project Management Units (PMUs). Priority themes included:

Programme planning and management: for the first time, the design and implementation of joint activities with the Ministry of Education and Higher Education (MEHE) had been fully handed over to the Ministry, with UNICEF LCO retaining its technical advisory, facilitation and supporting role; WASH in Schools expertise has been provided to MEHE through a Swiss Development Cooperation (SDC) expert secondment; capacity development needs of the Ministry of Social Affairs (MoSA) have been acknowledged in a Memorandum of Understanding signed in 2010, areas for priority attention identified and will be pursued in 2011; at the local level, Child-Friendly Community Initiative comprises regular workshops for Municipal Councils and other key actors in pilot villages on issues of local governance, with a particular focus on social services and well being of children and women (also, coordinated with UN HABITAT and UNDP);

- **Emergency preparedness/DRR:** during the year the MEHE staff have been exposed to a number of trainings on Education in Emergencies; as a result, a special task force was created at the Ministry currently engaged in developing sector-specific plans; the DRR concept was presented to MEHE, supported by thematic funding from SDC, as well as by another possible secondment (this work is aligned with UNDP's approach aimed at building the DRR capacity at the national coordination level); emergency preparedness and CCC frameworks were also shared with the Ministry of Water and Energy and agreement on closer technical collaboration with UNICEF as a WASH Cluster lead was reached;
- **Monitoring and Evaluation (M&E):** in collaboration with the UN Country Team and UNICEF MENARO, an introductory training on M&E basics was delivered to more than 100 representatives of partner organisations from the government and NGO sectors, to be followed by more advanced courses, as requested by the participants.

3.1.2.2 Effective Advocacy:

With a new mandate of the Municipal Councils in Lebanon in 2010, the Ministry of Interior & Municipalities and UNICEF seized this important change in the administrative environment to launch, under the patronage of the President of the Republic, the "Municipality Grows through its Children" initiative, which is aimed at improving the living conditions of children in accordance with the Convention on the Rights of the Child. The project aspires to place children at the heart of the local level political debate and highlights the role and responsibility of municipalities in ensuring the well-being and protection of families and children. Mayors with their deep knowledge of the local reality will be mobilised to improve children's living conditions and activate the role of local

communities to ensure the protection and development of children. The initiative acknowledges the important role that Municipalities and Federations of Municipalities play at local and regional levels in the fields of health, education, child protection and all other sectors bearing on children's rights.

The initiative, the first in its kind in the country, revolves around the principles of registering children at birth, ensuring better vaccination coverage, enrolment of children at school, reduction of school drop-out and eliminating the phenomenon of violence, exploitation and abuse against children. To launch the initiative, a major event was organized at UNESCO palace and was attended by Ministers, parliamentarians, high level officials and civil society organizations. The 300 mayors present at the event signed the Declaration on "municipality grows through its children" whereby they recognize the need and show their willingness to put children at the heart of their local policies, and through this initiative, see a roadmap for the development of programmes benefiting children in their communities.

The project allowed for major advocacy by UNICEF to occur at the highest level including with the President, important Ministries, and parliamentarians, in addition to securing exceptional media coverage and reports, and the mobilization of an advertising company "Grey Worldwide" that graciously attended to all the creative aspects of the campaign. This resulted in the production of invitation card, letter, logo, brochure, folder, branding material for UNESCO Palace and a 3 minute video presentation, etc.

3.1.2.3 Strategic Partnerships:

During 2010, new partnerships were explored to strengthen the focus of the new Country Programme (2010-2014) on social policy, child protection and empowerment of adolescents and youth. Paving the way for the next cycle of the Palestinian Programme (2011-2013) was another important consideration in seeking new partnerships. Thematic areas of alliance building included:

- ***Budgeting for children:*** pending the recruitment of a Social Policy Officer, a consultancy service was used to develop a concept of UNICEF LCO's possible involvement in social budgeting and explore the feasibility of suggested approaches with the Ministry of Finance (MoF), IMF and the World Bank; the first exchange of ideas on a Child Budgeting Observatory in Lebanon was positive; however, its implementation may be undermined by the fact that most technical personnel in the MoF are UNDP's employees, a constraint on promoting and achieving the principle of national ownership;
- ***Child-Friendly Governance:*** the breakthrough of the year was entering into alliance with the Ministry of Interiors and Municipalities, under the overall patronage of the President of the Republic, with the overall objective of sensitizing newly elected heads of the country's 964 Municipalities on child rights and protection issues; supporting Child-Friendly Community (CFC) pilots in the most underserved regions in North Lebanon with high profile advocacy at the national level is a strategy chosen to cement this partnership;
- ***Renewed partnership with UNRWA:*** the "bridging" year of 2010 was used by the Palestinian Programme to critically review its partnerships structure and re-invigorate, as a matter of priority, the degree and formats of collaboration with UNRWA. Systematic contact and coordination have been established with UNRWA's programme planning and sector-specific units that allowed, for the first time, to develop and sign joint annual workplans and improve the complementarities of the two agencies' interventions. UNICEF has also helped strengthen the relationship between UNRWA and the civil society, mainly in the education programme. Sustained partnerships with the NGOs and Popular Committees inside Palestinian camps continue to be relevant and critical because of their proximity to and the knowledge of the Palestinian context and challenges.

3.1.2.4 Knowledge Management:

One of the new Country Programme (2010-2014) priorities is the systematization of Knowledge Management (KM) aspects of UNICEF's collaboration with national counterparts, as well as with other UNDAF partners. During the year UNICEF has been active as a co-chair of the newly established UN Working Groups on M&E and Statistics. Within the framework of the latter, UNICEF has successfully advocated, in particular, for revitalisation of the National Statistical Master plan initiative, for which the World Bank funding is now secured for 2011.

The UN Working Group on M&E has been instrumental as a platform for information sharing and alignment of the member agencies' approaches to various data collection and research undertakings. A shared perception is that much more needs to be done to improve KM within the UNCT. The web-site of the UN Resident Coordinator's Office will be explored as a possible location to host some elements of a more developed KM system, including DevInfo database.

Closer collaboration with UNRWA in data collection and analysis has been actively promoted (including, in cross-checking UNICEF's MICS4 plans with UNRWA's 2010 household survey). The Lebanon Palestinian programme set a standard in communicating findings of UNICEF-supported research, by presenting and disseminating the results of the study on violence (at home, in schools and in social settings at large) in the Palestinian camps.

In CFC pilot Municipalities in Akkar, UNICEF is supporting basic data collection on the situation of children and youth through a "Household Municipal Survey" conducted with the full involvement of the Mayors and local populations. This database, once established at the Municipalities, will help Mayors and Municipal Councils' members to take informed decisions in the planning and implementation of local development initiatives.

Positive KM developments are still mainly confined within the circle of development assistance agencies. Although many of the national research centres and think-tanks, are technically strong and known outside Lebanon (especially, those based in universities), they tend to work in isolation in the absence of a national reservoir for accumulated and commonly shared knowledge.

3.1.2.5 C4D Communication for Development:

The Ministry of Education and Higher Education (MEHE) is embarking on reforming the education sector and asked UNICEF to supervise and coordinate a communication strategy around the newly-adopted national Education Sector Development Plan (ESDP), with the aim of changing people's perceptions on public schools. The objective of the C4D campaign is to transmit a genuine image of the current situation of the public schools and progressively highlight the improvements accomplished. The campaign aims at bringing everyone on board, building trust and credibility, creating a sense of ownership and hope to transform the underachieving public educational system into one capable of offering the best.

Four of the best advertising agencies in the country were asked to compete to develop a slogan, TV and radio spots, billboard campaign, poster, flyers, person to person communication approaches, social networks groups (on Facebook and Twitter) and prepare events, rallies, fairs and press briefs for January 2011. Monitoring and evaluation tools are also being developed to measure impact.

Over the past few years, there has been growing recognition in Lebanon Country Office that C4D can improve programme quality and sustainability. While the country is middle-income, disparities are a growing challenge. A major gap in knowledge by and more importantly, behavioural norms and practices of the most deprived in relation to children's health and well-being form key constraints. The Lebanese version of *Facts for Life* is set to become the instrument of knowledge and behavioural change in the years to come. While the Lebanese version consisting of 23 chapters was almost finalized by the end of 2009, it had to be reviewed after the publication of the fourth global FFL edition by NYHQs in January 2010. This necessitated the adaptation of the national

version and brainstorming with experts, professionals and beneficiaries on the material being developed. Pre-testing with selected target audiences identified the need for a very simple and handy version of FFL to be distributed to mothers, while keeping the full longer version for professionals and para-professionals. By end-2010 both FFL versions will be finalized and integrated in programmes. Other adaptations or utilization of the flagship publication shall be explored in 2011.

3.1.3 Normative Principles

3.1.3.1 Human Rights Based Approach to Cooperation:

All UNICEF-supported action in Lebanon in 2010 (in Social Policy, Child Protection, Palestinian and Youth programmes) had a focus on different categories of the most disadvantaged children, women, young people and families, as per the programme design in a middle-income country context. Priority attention is given to existing *public* sector systems, structures and mechanisms, as these are largely used by the poor (i.e. 30% of Lebanon's population) and disadvantaged groups..

In addition to helping identify and prioritise claim-holders, a considerable part of UNICEF advocacy with the Government in 2010 was focussed on the need for crystallizing and defining the duty-bearers and their responsibilities, and formalisation of the Government entities' role in standard setting, quality assurance, and monitoring of basic social services, which are currently largely delegated to the private and NGO sectors.

When such accountabilities are formalised (as in the existing legislation on municipal governance), the actual implementation mechanisms need to be created and/or strengthened. The above understanding shaped the focus of the UNICEF-supported Child-Friendly Community Initiative, which aimed at bringing together the capacities of local claim-holders and duty-bearers to, respectively, express and secure conditions for the realisation of child and women's rights, within the particular context of underserved areas in (semi-) rural Lebanon.

As part of the UNCT's commitment to human rights monitoring and reporting, UNICEF has been an active contributor to the [Universal Periodic Review](#) process, as well as steering inter-agency collaboration for Monitoring and Reporting Mechanisms (MRM) on children affected by armed conflicts. The attention to the rights of Palestinians in Lebanon was re-invigorated in the UN system response, reflecting an explicit commitment made in the 2010-2014 UNDAF and supported by a newly-established UN Working Group on Palestinian issues chaired by UNRWA.

3.1.3.2 Gender Equality and Mainstreaming:

The renewed commitment to gender equity made by the Government in its inaugural statement in late 2009 was promising. Even so, the interim MDG progress report acknowledges that improvements in the health and educational status of women in Lebanon were not reflected in their economic empowerment, advancement in politics or full equality under the law. Consequently, the MDG gender equality targets are not likely to be met by 2015. Women's contribution to the economy remains largely limited to the informal sector, unpaid household work, or self-employment in agriculture, with the national female economic activity rate averaging 21%. The erosion of the more traditional labour market structure by modern trends has altered the composition of the labour force. The younger cohorts of Lebanese women (aged 25-29) contribute 42.6% to the national labour force, reflecting an overall shift towards more parity in terms of formal employment status.

The role of women in decision-making and governance institutions remains limited, illustrated by such proxy indicators as only 4 seats available to women out of the total 128 in the Parliament, and women accounting for 4.7% in municipal councils elected in 2010 (draft electoral law suggesting, among other innovations, a 20% quota for women was not approved by the legislators).

Mainstreaming gender-sensitive dimension in all aspects of UNICEF programming in a systematic manner remains a challenge. Although the Country Office was part of a regional training on Gender in early 2010 (delivered by the Centre for Arab Women Training and Research - CAWTAR), the training occurred when most of the critical positions within the Office (approved as part of the new 2010-2014 programme cycle) were vacant, and therefore the impact of the training was marginal. The newly-recruited Education Officer will assume the role of the CO's Gender focal point, to benefit from the incumbent's background and experience in gender issues. The UN Gender Working Group linked to the corresponding outcome of 2010-2014 UNDAF is expected to assist UN agencies and their partners in strengthening gender-conscious approaches to situational analysis, programming and advocating.

3.1.3.3 Environmental Sustainability:

The Child Friendly Community Initiative (CFCI) interventions in three pilot municipalities in Akkar (North Lebanon), one of the most underserved rural areas of the country, have focused on improving WASH at public schools and have also contributed to raising the awareness of Municipal Councils and local communities on the importance of waste management at municipal level. Interventions supporting solid waste recycling at schools and in the Municipalities in general are planned for the next phase of the CFCI in 2011.

3.2 Programme Components:

Title: *Social policy*

Purpose:

Under the overarching goal of bringing an explicit child rights dimension to the national socio-economic development agenda, the Social Policy Programme Component aims at achieving the following specific results by 2014:

(a) the national statistical system (including the Central Administration for Statistics (CAS), key ministries and other partners) is strengthened to generate and manage updated and disaggregated data on the situation of children, adolescents, and women, and

(b) the capacity of decision makers is strengthened to analyze and formulate child-centred policies with particular focus on the marginalized and the excluded.

In 2010, the main planned results included strengthening of policy-oriented focus of UNICEF-supported interventions in education and HIV/AIDS prevention, piloting "local governance for children" approaches in North Lebanon, completion of MICS3 survey and launching of a number of sector- or project-specific assessments. Outlining a broader scope of UNICEF's potential engagement in social budgeting for children was another task, linked to the recruitment of a Social Policy Officer.

Resources Used:

Total approved for 2010 as per CPD: RR US\$ 350,000; OR US\$ 150,000; Total US\$ 500,000

Total available for 2010 from all sources*:

RR US\$ 303,611; OR US\$ 1,328,706; Total

US\$ 1,632,317

*(*the above figures reflecting budgetary allocation as of December 2010)*

Any special allocations (list): none

List of donors:

--- Government of Italy (Italian Development Cooperation Office)

--- Government of Switzerland (Swiss Development Cooperation – SDC)

--- Italian National Committee for UNICEF

--- US Fund for UNICEF

--- The Big Ball Event (consortium of Lebanese and other donors from UAE)

Result Achieved:

The social policy analysis lens helped clarify and articulate the desired results in thematic areas of UNICEF's current involvement. In education, a critical transformation process took place in 2010, whereas UNICEF's technical advice inputs have been closely matched with the priorities of a recently adopted Education Sector Development Plan (2010-2015) – a first sector-specific framework officially endorsed by the Government. Guided by equity considerations, LCO prioritised its role in developing standards, tools and mechanisms to improve school retention rates, decrease grade repetition, prevent drop outs, provide safer environment (including, in WASH aspects), connect schools to communities and parents – with the ultimate goal of making public education facilities (i.e. those usually hosting less privileged children) deliver up to the standard expected in a middle-income country.

The same idea of strengthening the role of the state (including for building connectivity between municipal authorities, citizens in their constituencies and central government bodies) is shaping the main thrust of the CFC initiative in "forgotten" areas of Akkar where child-centered approach to local governance in being piloted.

On the social budgeting front, three areas of potential intervention for UNICEF have been explored: (i) analysis and monitoring of budgetary allocations having an impact on children (Children's Spending Monitor/Observatory), (ii) assist social Ministries in assessing expenditure patterns, costing their results and prepare performance-based budgets, and (iii) advocate for re-allocation of resources to benefit children. Initial discussions took place with the Ministry of Finance, Ministry of Social Affairs and the World Bank, and will continue in 2011.

By end-2010, after a considerable delay caused by technical and other constraints, a draft MICS3 survey report was compiled. Once officially released, it will assist Lebanon in assessing its progress towards MDGs and planning appropriate policies to reach the globally and nationally established development targets.

In 2010 a number of thematic data gathering exercises have been launched. To support the National AIDS Control Programme (NAP) with evidence for further policy-making, an assessment of adolescents' and young people's knowledge, attitudes and practices (KAP) towards STI/HIV/AIDS is being conducted (in collaboration with UNFPA and WHO). Also, the evaluation of a pilot group of 17 recently established HIV Voluntary Counselling and Testing (VCT) Centres is underway. In the water sector, the assessment of knowledge gaps and stakeholder roles (initiated in late 2009) has been finalised and utilised by the Ministry of Energy and Water for the formulation of the country's long-term Water Strategy (draft under discussion). LCO provided technical guidance to NGO partners investigating the situation of the "Dom" (gypsy) communities – an extremely disadvantaged group.

At the local level, a household survey is being conducted in three pilot Child Friendly Community (CFC) villages in North Lebanon (Akkar), to collect the basic set of demographic and social statistics and pave the way towards a plan for 2011 to test a mechanism for regular local data collection that would mainly rely on the municipalities' own capacity and commitment.

For all of the above activities, some common lessons learned and constraints could be identified, as follows:

- Joint UN platform for discussion with national counterparts is of great value, as confirmed by the experience of the UNDAF Governance, M&E and Statistics Working Groups;

- UNICEF will be increasingly engaged in negotiations with the donors, to avoid tied funding of a more traditional “project-oriented” nature but more in line with the Paris Declaration principles;
- Proliferation of donor-funded Project Management Units (PMUs) within the Government (especially, at the level of planning and policy making) creates a blurred vision of national ownership, solidifies vested interests of preserving a *status quo* and does stand the test of sustainability;
- Placing international technical expertise within public sector institutions on a temporary basis could be a pragmatic alternative (a secondment of WASH specialist to the MEHE by the Swiss Development Cooperation is currently being tested as a working modality);
- Dedicated in-house expertise in public finance management, M&E and statistics is critical to move UNICEF’s FA5 agenda forward.

Future Workplan:

Workplans for 2011 include provision of technical assistance to the Government in analysing and disseminating the results of ongoing surveys (including MICS3), establishment of basic elements of common Knowledge Management system within the UNCT, continuation of local governance piloting and documentation of lessons learned throughout this process, completion of Social Policy Officer recruitment to embark more systematically on social policy advisory role with the Government on performance-based planning and budgeting in education, protection, HIV/AIDS, as stipulated by the CPD 2010-2014.

Title: Child protection

Purpose:

In the Lebanon Country Programme, the aim of the Child Protection programme component is to strengthen government and civil society capacity to prevent and protect children against violence, abuse, neglect and exploitation by adopting a child protection systems approach. To support the key results of the programme component and in building protective systems covering all types of violations of children’s rights, it further aims to achieve the following specific results: (a) the capacity of service providers and the communities is strengthened to identify children at-risk and protect them from violence, abuse and exploitation, and (b) the capacity of the judicial and law enforcement systems is strengthened to provide sustainable diversion programmes for children in conflict with the law. For 2010, the main results planned were to build capacity of the government in establishing improved child protection legislation, standards and mechanisms in line with the CRC and international standards. The programme also aimed at strengthening the capacity of the government to offer alternatives to detention for children in conflict with the law.

In the Palestinian Area Programme, the main result in Child Protection planned for 2010 was to build elements of safety net for children and women through counselling/guidance/referral centre and hotline in Baddawi and Ain al Hilwa camps. Expected beneficiaries are 500 children and women. Reduction of UNRWA school drop-out rates was an objective of the Universal Primary Education programme. It also supported UNRWA to develop early childhood development and better parenting programmes. The main results planned for 2010 included provision of remedial education in UNRWA schools and in UNICEF-supported Youth Clubs, and introduction of a unified ECD curriculum in all Palestinian KGs.

Resources Used:

Lebanon Country Programme

Total approved for 2010 as per CPD: RR US\$ 125,000; OR US\$ 536,000; Total US\$ 661,000

Total available for 2010 from all sources*:

RR US\$ 152,800; OR US\$ 149,458; Total

US\$ 302,258

(*the above figures reflecting budgetary allocation as of December 2010)

Any special allocations (list): none

List of donors:

--- US Department of State / Population, Refugees and Migration (PRM) Bureau

--- SIDA - Sweden

Palestinian Area Programme in Lebanon (Child Protection)

Total approved for 2010 as per Palestinian APD: RR US\$100,000; OR none; Total: US\$100,000

Total available for 2010 from all sources*: RR US\$ 68,699; OR none; Total: US\$ 68,699

(*the above figures reflecting budgetary allocation as of December 2010)

Any special allocations (list): N/A

List of donors: N/A

Palestinian Area Programme in Lebanon (Universal Primary Education)

Total approved for 2010 as per Palestinian APD: RR US\$240,000; OR US\$100,000;

Total: US\$340,000

Total available for 2010 from all sources*:

RR US\$291,592; OR

US\$118,454; Total: US\$410,046

(*the above figures reflecting budgetary allocation as of December 2010)

Any special allocations (list): N/A

List of donors:

--- Italian National Committee for UNICEF

Result Achieved:

a) The focus of the Child Protection programme has been mainly on advocating for the establishment of a child protection system approach focusing on norms, processes and institutions. While limited progress has been achieved in developing/reviewing legislation and standards to improve the social services offered to children victims of violence, abuse, neglect and exploitation, UNICEF has actively participated in and positioned itself as a technical resource by commenting and proposing specific reforms in the current combined young offender and child protection legislation (Law 422), by identifying with the Minister of Social Affairs the key priorities to be jointly addressed in the coming years, by commenting on the National Social Development Strategy, by proposing assistance to improve the capacity building of the state-run Social Development Centres on critical issues related to child protection, and by establishing a coordinated working mechanism with the Higher Council for Childhood, under the leadership of the Minister of Social Affairs.

The collaboration with the Ministry of Justice concerning the children in conflict with the law has showed positive results. More than 250 juveniles have benefited from community alternative measures to detention, managed by 2 local NGOs and involving a national network of more than 400 partners. An evaluation of the alternative measures to detention project with UNICEF's support has been approved by the Ministry of Justice partnering with UNODC and UNICEF.

To address the protection needs of the Iraqi refugee children and families, UNICEF channelled its assistance through NGOs. Project beneficiaries were offered psychosocial assistance (125 cases), support classes (300 children), vocational training for the drop-outs (25 children), and awareness and referral (150 cases) for those in need of basic social services. Capacity building trainings for teachers and social workers (100 in total) in 4 SDCs are also offered to improve and sustain integration mechanisms and ensure accountability.

b) Building consensus with the government on the role and responsibility of state-run entities versus civil society and NGOs in delivering child protection social services and establishing a child protection system took time, which slowed down the pace of collaboration with the government. Convincing the key partners from the civil society and the major donors on the best way forward to strengthen the child protection system is a strategic option.

c) The programme has revisited previous studies carried out but not totally finalised in the prior programme cycle to strategically improve the focus and knowledge on critical protection issues, such as mapping child protection interventions to inform decision makers on existing resources and gaps.

d) The programme has intensified its relationship with the Government and its main line Ministries working on child protection (Social Affairs, Justice, Labour) and with the civil society that is currently the main child protection service provider. UNICEF has also been actively participating in different meetings and thematic groups working under the Higher Council for Children. This inter-ministerial forum is an opportunity to influence the main stakeholders from the Government and the civil society working on child rights issues. The programme has been working closely with INGO (Children Alliance, World Vision, Terre des hommes Lausanne Foundation) and local NGOs to advocate for a shared vision on child protection systems and improved child protection service provision. UNICEF has engaged UN agencies (UNIFIL, UNHCR, OHCHR, UNICEF) in an inter-agency training on Monitoring and Reporting Mechanism (MRM) for children in armed conflict(s) organised by UNICEF's Regional Office.

e) UNICEF has revitalised the Child Protection in Emergency Working Group (CPiEWG) composed of representatives from line ministries, UN agencies, civil society and INGOs. The group has completed the Early Warning / Early Preparedness plan based on UNICEF Core Commitments for Children.

Two counseling centers to help victims of violence and abuse in the camps of Ain al Hilwa and Baddawi provided assistance in nearly 400 cases. Remedial education programme for Palestinian children contributed to improving the academic performance of 75% of UNRWA's primary cycle students at risk of failing. UNICEF recruited 227 Learning Support Advisors for all UNRWA schools and supported 30 remedial education classes in UNICEF's youth clubs in 8 camps and 2 safe-play areas (focussing on grades 2 and 5 not currently covered by remedial education programme in UNRWA schools).

Future Workplan:

In 2011 Lebanon Country Programme will mainly focus on:

- Mapping of the child protection system;
- Capacity building of state bodies and NGOs as child protection service providers, including for specific marginalised groups;
- Child protection law reform and policies;
- Technical assistance for the development of specific standards for children in residential care;
- Support the Government in drafting the CRC periodic report;
- Finalise the Juvenile Justice assessment on alternatives to detention;
- Establish a framework for the implementation of a MRM for children in the context of conflict.

The Palestinian Area Programme will start a new programme cycle in 2011 and will focus on the following:

- Support listening/counselling/referral centres within a child protection network in all camps;
- Capacity building of partners in strengthening child protection networks in the Palestinian camps;
- Expand the initiatives for alternative measures to detention promoted by Lebanon Country Programme to include Palestinian children in conflict with law;
- Support remedial education;
- Capacity building of parents and preschool teachers for better early childhood development and learning outcomes;
- Upgrading of KGs in Palestinian camps;
- Supporting UNRWA in setting up monitoring, evaluation and support mechanism for the ECD programme.

Title: Life skills for adolescence

Purpose:

In the Lebanon Country Programme, the Life Skills for Adolescence Programme Component's results anticipated by 2014 include:

- *At the national level*, policy makers, service providers, local leaders, communities and families are mobilized to create space and opportunities for adolescents to take their rightful place as active agents of social change, enjoying equal opportunities to health, education, protection, livelihood, and development, and
- *At the local level*, at least 70% of adolescents in targeted underserved areas are equipped with life skills to avert the threats to their health (including HIV infection), develop social and cultural tolerance, master techniques in conflict resolution, apply creativity in identifying resources for self-development and enable them to participate in decision-making affecting their lives and communities.

In 2010, the results of the Life Skills for Adolescence programme were grouped around:

- Consolidation of analysis and advocacy for policy shifts with the Ministry of Youth and Sports and Ministry of Social Affairs, on the National Youth Policy Recommendations and Adolescent Friendly Services, respectively;
- Testing of initiatives that contribute to preventing violence and conflict and promote a culture of tolerance and peace among adolescents and youth in selected areas in North Lebanon

The Palestinian Area Programme component on Development and Participation of Adolescents seeks to create an environment that enables adolescents to participate and become pro-active. The main results planned for 2010 included:

- Training up to 1,000 adolescents and young people on life skills;
- Networking among adolescents (members of 56 libraries and youth clubs) and NGOs during the "Janana Spring Week - Touring Carnival";
- Peer education training for UNRWA students focusing on the best practices to deal with violence (target: 150 UNRWA students with an expected outreach of 1,500 peers).

Resources Used:

Lebanon Country Programme

Total approved for 2010 as per CPD: RR US\$ 125,000; OR US\$ 480,000; Total US\$ 605,000

Total available for 2010 from all sources*:

RR: US\$ 79,000; OR: US\$ 352,868;

Total: US\$ 431,868

*(*the above figures reflecting budgetary allocation as of December 2010)*

Any special allocations (list): N/A

List of donors:

--- SIDA Sweden

---MDG-F Spain (managed by UNDP-USA Administrative services section)

Palestinian Area Programme in Lebanon

Total approved for 2010 as per Palestinian APD: RR US\$ 0; OR US\$100,000; Total: US\$100,000

Total available for 2010 from all sources*: RR US\$10,000; OR US\$97,406;

Total: US\$107,406

*(*the above figures reflecting budgetary allocation as of December 2010)*

Any special allocations (list): N/A

List of donors:

--- Government of Norway

Result Achieved:

In addressing policy, UNICEF continued following up on the review of the National Youth Policy recommendations (developed under a joint project of UNESCO, UNICEF, UNDP and ILO) by relevant ministries before its endorsement and approval by the Council of Ministers. A comprehensive Lebanon's Youth Profile report has also been updated and edited, awaiting publication in 2011. The National Youth Policy's endorsement by the government is awaited. The development of a feasibility study for a Youth Discount Card to allow youth to benefit from different services (transportation, leisure, internet, mobile communication, etc.) at affordable rates has progressed.

Parallel to developing the Youth Card, to maximise the utilisation of available public sector resources, UNICEF encouraged the Ministry of Social Affairs and the Higher Council for Childhood to promote Adolescent Friendly Services (AFS) using the existing infrastructure of the Social Development Centres (SDCs). Youth participation is envisaged in all the aspects, from needs assessment and development of a handbook and toolkits to action planning to scale the AFS up and to make all SDCs youth friendly.

Another UN initiative was pursued in 2010 under the umbrella of the Conflict Prevention and Peace Building project in North Lebanon (implemented jointly with UNDP, UNFPA, ILO and UNESCO and financed by the Government of Spain through the MDG Fund) aimed at testing tolerance promotion and conflict resolution techniques to reduce tension within and between Lebanese and Palestinian communities in the neighbourhoods of Tripoli. The project is being implemented in 10 Lebanese and 8 Palestinian schools, targeting a total of 1,300 Lebanese and 1,450 Palestinian young people. Its innovative nature consists in an attempt, through collaboration with two experienced NGOs, to understand and tackle delicately the prevailing attitudes towards and perceptions of communities about each other and promote active dialogue and mutual understanding and respect between them. Aimed equally at children, their parents and teachers, the project is using simple but effective ways to promote tolerance such as, getting to know more about each other, being involved in joint activities, cultural trips, school "twinning" days, etcetera. Some promising signs of attitudinal change have already been noticed based on which, UNICEF intensified its advocacy with MEHE to commit to this conflict prevention approach that seeks to broaden and supplement the government's conventional reliance on the curriculum of citizenship education to promote positive

behaviours. In addition, to address the administrative, planning and M&E challenges of a multi-partner UN project, a number of remedial measures were taken by the UNCT as a follow up to the MDG-F monitoring mission in late 2010.

In terms of emergency preparedness, the Life Skills for Adolescence Programme has joined efforts with the Child Protection Programme and included youth NGOs in the existing Child Protection in Emergencies Working Group (CPiEWG). The Group is composed of representatives from line ministries, UN agencies, international NGOs and Lebanese civil society organisations. The Group has completed its Early Warning / Early Action plan based on UNICEF's Core Commitments to Children in emergencies.

UNICEF's support to the 8 youth clubs and 2 safe-play areas in nine Palestinian camps continued in 2010. Activities included trainings on life skills for 1,100 adolescents on topics such as HIV/AIDS, communicable diseases, substance abuse, assertiveness, leadership, decision-making, and ways to deal with violence. The Janana Spring Festival took place in April. Members of the Janana network include NGOs and activists from the Palestinian camps and gatherings. The carnival visited 6 locations and included interactive activities using arts (music, drama, storytelling, games, puppet theatre, story writing, mural painting, clowning and magical tricks). Reading and networking week benefited 3,500 children, while networking involved 72 Palestinian NGOs, libraries and youth clubs.

Future Workplan:

In 2011, the Lebanon Country Programme will mainly focus on:

- Documentation of lessons learned in the Conflict Prevention and Peace Building project in North Lebanon;
- Technical assistance for the development of an extra-curricular toolkit on Conflict Prevention and Peace Building techniques for consideration by the Ministry of Education;
- Building the capacity of the newly recruited school counsellors on conflict prevention mediation and techniques;
- Technical assistance for the development of a handbook on provision of Adolescents Friendly Services; mapping and capacity assessment of Social Development Centres;
- Capacity building of SDCs staff, service providers and youth volunteers on provision of Adolescents Friendly Services;
- Advocacy for the endorsement and launch of the National Youth Policy, to articulate the commitment of the Government to a youth-sensitive development agenda.

The Palestinian Area Programme will start a new programme cycle in 2011 and will focus on the following:

- Recreational and cultural activities including summer training for adolescents on life skills;
- Strengthened networking and exchange amongst Palestinian adolescent/youth from different Palestinian camps and between Palestinian and Lebanese adolescents/youth;
- Adolescent-led initiatives and projects on issues of interest to adolescents and youth, including mapping of socio-economic conditions in Rashidiya camp.

Title: Cross-sectoral costs

Purpose:

The purpose of the Cross-Sectoral Programme Component is linked to programme management results of cross-cutting nature, such as the provision of operational support for programme delivery in terms of administration, HR, finance, IT, and transportation services. In addition, UNICEF Office location in its own premises implies costs related to building maintenance, security, cleaning, electricity backup system and parking space lease to secure minimum stand-off between the building and the adjacent parking lot.

In the Palestinian Area Programme, the cross-sectoral section also accommodates 50% of salary costs of each of the Chief of the Palestinian Programme/Child Protection IP Officer (L4) and Youth Officer (NOB), as well as 100% of the Programme Assistant (GS-7) HR cost. Functional accountabilities of the first two positions are split between the Lebanon Country Programme and Palestinian Area Programme.

Resources Used:

Lebanon Country Programme

Total approved for 2010 as per CPD: RR US\$ 150,000; OR US\$ 334,000; Total US\$ 484,000

Total available for 2010 from all sources*:

RR US\$ 214,589; OR US\$ 265,785; Total US\$ 480,374

Palestinian Area Programme in Lebanon

Total approved for 2010 as per APD: RR US\$ 280,000; OR US\$ 0; Total US\$ 280,000

Total available for 2010 from all sources*: RR US\$ 290,783; OR US\$ 0; Total US\$ 290,783

*(*the above figures reflecting budgetary allocation as of December 2010)*

Result Achieved:

Management results associated with cross-sectoral costs serve the needs of daily operational support and oversight, business continuity, emergency preparedness and risk mitigation. In the Palestinian Area Programme HR costs related to programme management and implementation also were part of the Cross-Sectoral budget. Details are provided in the corresponding sections of the Operations and Management chapter.

Future Workplan:

Priority plans for 2011 include the Office move to the new premises, finalisation of recruitment for vacant posts, activation of the BCP, PBR submission to reflect evolving staffing needs, planning and team building retreat.

4. OPERATIONS & MANAGEMENT

4.1 Governance & Systems

4.1.1 Governance Structure:

Lebanon Country Office CMT met eight times during 2010, to ensure accountability and transparency, as well as proper implementation of rules and regulations throughout the year. The Staff Association has always been represented in CMT meetings. The CMT discussions covered the areas of PERs, work processes, premises and security, emergency preparedness, emergency supplies, follow up on audit report, staffing, management indicators, reviewing the budget and expenditures, etc. The Table of Authority was reviewed systematically and reflected into ProMs DAT.

In the second half of 2010 the LCO management, in consultation with the CMT, agreed that Office business processes have to be reviewed, updated and shared understanding of all the steps to be ensured among all staff members, including those who came on board in 2010. A two-day brainstorming session was held on 19 and 20 August to review the PCAs and SSAs work processes, facilitated by the Operations Officer from Moldova CO. The reviewed work processes were documented, and shared with the Regional Office and LCO staff members. This has strengthened the quality of submissions and corresponding accountabilities. Management indicators were sent on a quarterly basis to the Regional Office and reviewed and checked by the CMT. Monitoring of office expenditure was done on a continuous basis.

One of the critical CMT and management decisions during 2010 was to move the Office to a new location, where MOSS compliance standards can be reached. After a thorough search, a convenient location was identified. The lease was signed on 21 October 2010. Bidding started for contracts related to the Office move; a budget estimate was prepared and shared with the RO for financial support. The Office move is expected to take place by the end of March 2011.

In terms of management risk mitigation, the LCO management has been periodically revisiting the findings of the 2008 audit (although by 2010 no outstanding recommendations remained) paying particular attention to measures that supported the elimination of identified eleven moderate risks and one high risk.

4.1.2 Strategic Risk Management:

Operations performance was shaped by the ambition of not only ensuring compliance with rules and regulations, but to also provide more strategic support to programmes. In the context of HACT implementation, 18 of the UNICEF NGOs and partners were assessed in 2008 and reports were submitted on the level of risk for each partner. Currently, before signing any PCA, UNICEF makes sure that this NGO has the required micro-assessment (i.e. assessing the financial management systems and internal controls and their capacity to maintain accurate accounts). Spot checks are being undertaken by UNICEF staff members. The office is planning to hire an audit firm in 2011 to audit all the partners which were assessed in 2008, so that the file of each partner is ready for any future cooperation.

The Early Warning/ Early Action (EWEA) system is being increasingly used for uploading preparedness resources and tools. The EPRP revision has been a continuous process during 2010 and many of its elements (demographic data files, GIS codes for all urban and rural settlements, NGO partner mapping, early preparedness indicators for each sector. logistical capacity assessment, contact lists of partners, etc.) are already in place, although a consolidation of a full set of required materials will require additional effort in 2011 and, possibly, external temporary assistance from another UNICEF office (a staff member on loan).

The LCO's BCP document is currently being updated. In line with the RO recommendation, a simulation exercise was conducted in November to test the IT connectivity. A back-up server will be placed in UNDP's Office in Beirut; alternative IT management and operational arrangements (including, processing bank transactions and effecting supply functions) are being discussed with the Syria Office. Consultations on this have been held in Beirut and Damascus.

4.1.3 Evaluation:

Filling the M&E Officer vacancy in mid-2010 helped regularise the important function of evaluation in office management. Although the programme cycle of 2010-2014 has just started and needs to unfold, to provide enough programmatic material for evaluations, the LCO's IMEP for 2011 may consider including evaluations of thematic components of some cross-cutting management issues. The one evaluation included in the plan is underway, examining the effectiveness of juvenile justice approaches (namely, the pilot effected in 2005-2010 to promote alternative measures to detention of young law

offenders). The evaluation is conducted jointly with UNODC and Ministry of Justice, with a clearly stated purpose of informing decision-makers on developing strategic directions the Ministry may apply in implementing a diversion programme and non-custodial measures in cases involving juveniles. The UN Country Team capacity in evaluation, possibilities for joint evaluations, as well as resources available in-country and regionally will be explored more systematically in 2011, in close coordination with the UNDAF M&E Working Group.

4.1.4 Information Technology and Communication:

LCO migrated to IPSec during 2010. A connection of 2M up and down is in place. An automatic failover system is implemented with switching between Leased Line (LL) and Wireless broadband, within 5 seconds, without users noticing. Additional backup security measure is implemented using the Idirect (1.8 m dish, Infiniti 3000 model), which currently provides Internet connectivity to the Office http, while the LL is used for corporate systems solely. In case of using this connection for IPSec, a separate Firewall is already configured to allow corporate connectivity, in coordination with HQs.

As part of the BCP, LCO is following up on measures to use independent ICT resources. In this regard, two BGAN units are active, with one connected to the PABX directly, providing access to the whole office extensions.

Regarding ICT projects, LCO is part of pilot offices for deployment of Windows 7. Accordingly, all user equipment is standard and Windows 7-ready. The office is purchasing laptops with docking stations, to provide ICT resources mobility. In this regard, the Office did a simulation exercise and users were to access ICT resources remotely. Lessons learnt were considered and measures implemented. A second simulation will take place early next year.

ICT training is done periodically, through light plenary sessions and on-the-job. Topics covered were Scheduling through Lotus Notes, PowerPoint presentations, central storage, etc.

LCO participated in Windows 2008 core group for testing features and implementation in UNICEF; the LCO ICT Officer provided input about Direct Access module and will coordinate further contribution when the project plan is in effect.

The Regional Office is playing a key role in building ICT staff capacity related to eminent projects and to current situation; so ICT Officer participated in two important training events on MS Exchange 2007 (e-mail system) and Advanced Telecoms.

As the Office will be moving to new premises, ICT plan for the move was formulated and constituted a base for contract ToRs with a professional local company. Grounding for all electric equipment and satellite will be installed.

4.2 Fin Res & Stewardship

4.2.1 Fund-raising & Donor Relations:

As a middle-income country, with limited allocation of RR funds and high costs of maintaining operational presence, Lebanon has been predominantly relying on OR in delivering both development and humanitarian programmes (emergency funding accounted for 73% of USD 46 million spent on programmes in 2006-2009). As a result, the Office has a well-established practice of OR management, PBA follow up, donor reporting status updates, quality assurance and review, etc. (in line with the OR Management Audit recommendations issued in 2005). RoverBook tool is largely used to generate reports and updates; as a result, the timeliness of donor reports is usually observed, with 6 reports out of 7 submitted on time in 2010. No PBA extension requests have been generated by the Office in 2010; the only PBA being extended is a regional funding source where Lebanon is part of a larger group of MENA recipient countries.

For the first two years of the 2010-2014 programme cycle the Office managed to secure the amounts of OR, actually surpassing the established annual ceilings. Gradual

optimisation of funding sources, i.e. reduction of donor-driven allocations for specific projects (typical to individual and corporate funding), and increasing share of flexible/thematic funding, is believed to help the Office more efficiently respond to the priorities identified by the national development agenda. Lessons have also been learned from participation in joint fundraising (and programming) exercises involving ECHO, MDG Fund, and, more recently, the Peace Building Fund. One of the key lessons is the demonstrated need to accommodate the Paris Declaration principle of national ownership in joint project design from the outset, which prevents breaks in implementation while ,also upholding the credibility of the project and of UN agencies. The quality of planning is fundamental to seamless budgetary performance and programme execution.

The Office has committed to produce, by early 2011, a comprehensive fund-raising strategy to systematically address different aspects of donor funds management, document lessons learned and share good practices.

4.2.2 Management of Financial and Other Assets:

Management indicators, which were sent to the RO on a quarterly basis, were used by the LCO management as a tool to assess the performance of the Office in Finance, HR, IT, work process compliance and expenditure monitoring.

In the Finance area, there were no delay in payments, bank reconciliation met the assigned deadline, and cash flow estimates were submitted by programme to the Operations for timely cash replenishment.

Budget monitoring updates were prepared on a regular basis and presented to CMT and programme meetings. By end-2010, 100% utilisation of RR is expected in both Lebanon and Palestinian programmes. Re-phasing of OR to 2011 has been done gradually and initiated as early as in October, to allow for a smooth and well-thought process. Programme staff's active involvement offered an opportunity to LCO newly recruited colleagues to start grasping the basics of budget management.

The distribution of outstanding DCTs in terms of cash advances maturity stood as follows, by end-December:

< 3 months = 60%;

3-6 months = 40%;

6-9 months = 0 %;

> 9 months = 0 %.

4.2.3 Supply:

With the technical/policy advice focus of the current programme of cooperation, the supply component of UNICEF's assistance in 2010 has been very limited. The responsibilities for supply activities were administered by the Operations/Programme staff, mainly by the Finance/Admin/HR and Programme Assistants. All supply matters have been handled relatively smoothly for standard procurements. In terms of timeliness, 62.8% of the LCO programme supplies (through local, direct order and offshore procurement) have been requisitioned by June 2010, for the balance 37.2% - by 15 December 2010. Hence 2.0 % of the programme supply orders are expected to be OBO-ed.

LTA's

Following the good performance evaluation with regard to the quality and timeliness of services provided by vendors, LCO issued a number of LTAs (of one year duration) covering the services of printing, photocopying, typing, IT and audiovisual equipment maintenance, interpretation and graphic design.

Procurement Services

The volume of UNICEF procurement services for the Ministry of Public Health has increased from US\$1,036,000 in 2009 to US\$3,921,991 this year. Two agreements were signed with the MoPH during 2010 amounting to US\$2,514,726 for essential drugs and US\$1,407,265 USD for vaccines.

Palestinian Area Programme

As part of the Palestinian Area Programme (Child Survival, Growth and Development Component), supplies of vaccines, vitamin A supplements and medical equipment (intensive neonatology care units) were provided to UNRWA health clinics and the Palestinian Red Crescent Society (PRCS) hospitals. It contributed to maintaining the vaccination coverage in the camps at the level of up to 99% (according to UNRWA's records), provision of emergency care to 2,000 infant patients in PRCS hospitals, vitamin A supplementation for 22,600 children and 5,000 lactating and pregnant women. The total of US\$218,925 from RR was used for these purposes.

4.3 Human Resource Capacity:

A number of vacant positions have been filled during the year, such as that of the Operations Officer (at NOB level), Admin/HR Assistant (at GS6 level), Child Protection Officer (at NOB level), Programme Assistant /Child Protection (at GS6 level). Currently two positions are still vacant, i.e. the M&E Officer (at NOB level) and the Social Policy (at NOD level), in addition to four national UNVs. Three temporary appointments were finalized during the second half of the year, i.e. Education Officer (at NOB level), HIV/AIDS Officer (at NOB level), M&E Officer (at NOA level). In addition, four interns assisted the Office during the year, including one on secondment (WASH in Schools Expert) from the Swiss Development Cooperation and SSA Consultant on Social Policy. All recruitments were done based on the new modality of competency-based interviewing.

A two-day UNICEF induction training for newly recruited staff was held in October. Based on the feedback received, follow up sessions are planned to address in more detail such issues as HR policies, staff entitlements, ethics, harassment prevention, code of conduct, leave and attendance, etc. The first session took place early November on UNJSPF and coming sessions are planned for 2011.

Most of the staff members had training during 2010, whether on-line or on-the job, either offered locally or by attending regional training workshops (on programme, communication and operations). Training on competency-based interviewing was organized by the RO for two days in Beirut for Lebanon and Syria COs during the first quarter of 2010; eight LCO staff members attended the training. Internal training by IT Officer was done whenever needed for new staff members on UNICEF systems, such as Proms, P&P, Lotus Notes, RoverBook.

International staff members started their 2010 PERs using the e-PAS on-line system.

"UN Cares" will be implemented in 2011.

4.4 Other Issues

4.4.1 Management Areas Requiring Improvement:

In light of the Office move to the new premises in early 2011 and taking into account the level of prices for most goods and services in Lebanon commensurate with the country's middle-income status, no savings are envisaged.

4.4.2 Changes in AMP:

As stated above, the following is planned for 2011: orientation sessions on staff entitlements, empowerment of implementing partners in financial management, finalize

the move of the Office, conduct a Self-Assessment Risk Control workshop as part of the ERM, activate the BCP through simulation exercises (including an emergency relocation drill) and practical updates to ensure the maximum level of readiness. The potential risks to security require the LCO to further strengthen and update its Emergency Preparedness and Response Plan (including regular updates of the Early Warning/Early Action on-line profile. Other on-line features also will be increasingly used, such as Lotus Notes calendar and travel planner, Business Information Reports (BIRs), communities of practice (CoPs) platforms, etc. A team building exercise is envisaged (as part of the Office retreat planned for early 2011).

5. STUDIES, SURVEYS, EVALUATIONS & PUBLICATIONS

5.1 List of Studies, Surveys & Evaluations:

1. *Household survey on violence in the society and at home in the Palestinian camps and gatherings in Lebanon*

5.2 List of Other Publications

1. *UNICEF Participation in joint UN Project on Conflict Prevention and Peace Building (MDG Fund Project)*
2. *UNICEF in Lebanon*
3. *Sawtna TV programme (January July issues)*
4. *Municipality Charter Video*
5. *Passport For Life*
6. *Back To School Video*
7. *Juvenile Justice Video*
8. *Municipality Charter Brochure*
9. *Facts For Life*
10. *UNICEF Micro-Credit Programme in Palestinian Camps Documentary*
11. *Banners for Municipality Charter Launch event*
12. *Municipality Charter Launch Event Folders*