

Minutes of Meeting

Ad-Hoc Inter-Sector Coordination Group Meeting

Meeting Location	Online: MS Teams	Meeting Date	2 Mar 2026
Chairpersons	Dr. Ola Boutros, LRP General Supervisor (MoSA) Stephanie Laba, Inter-Agency Coordination Officer (UNHCR) Eugena Song, Chief Technical Advisor (UNDP) Yanna Thay, LHF Fund Manager & Deputy Head of Office (OCHA)	Meeting Time	9:00 a.m. 10:00 a.m.
Minutes Prepared by	Jana Nasr, Senior Inter-Agency Coordination Assistant (UNHCR)	Meeting Duration	1.00 hr.
Participants	Inter-Sector Coordination Group Mailing List		
Agenda	<ol style="list-style-type: none"> 1. Opening Remarks 2. Emergency Response Updates 3. Questions & Answers 4. Closing Remarks 5. Action Points 		

1. Opening Remarks

Dr. Ola Boutros, LRP General Supervisor (MoSA)
Stephanie Laba, Inter-Agency Coordination Officer (UNHCR)
Eugena Song, Chief Technical Advisor (UNDP)
Yanna Thay, LHF Fund Manager & Deputy Head of Office (OCHA)

In their opening remarks, the Inter-Sector Coordination Group (ISCG) Co-Chairs welcomed the participants and thanked them for joining at short notice, acknowledging the challenging context and the busy schedule faced by colleagues. They presented the agenda and emphasized the importance of being solution-oriented, with the aim of addressing as many questions as possible throughout the meeting. They noted that the Prime Minister of the Government of Lebanon (GoL) has assigned the Ministry of Social Affairs (MoSA) to lead and coordinate the emergency response with the HCT, UN, NGOs, and sectors, through the Ministry, with Dr. Ola Boutros serving as the focal point, and operational coordination continuing through the ISCG and Operational Coordination Groups (OCGs). Subnational coordination is led by the Governors supported by subnational DRM units. They also highlighted the intention to build on previous experiences and streamline coordination from the outset to avoid past challenges.

2. Emergency Response Updates

Dr. Ola Boutros, LRP General Supervisor (MoSA)

Dr. Ola Boutros presented the decisions made on preparedness and humanitarian response and provided guidance:

- A meeting was convened by the Prime Minister of the GoL on Saturday to prepare for potential escalation following recent regional and national developments.
- The MoSA has been tasked with leading the emergency response, particularly on shelter and WaSH management, and will serve as the liaison with the UN and NGOs under the LRP framework.
- The Minister of Social Affairs nominated Dr. Ola Boutros as the liaison focal point between the GoL and the ISCG & OCG and Ms. Abir Assis, national emergency focal point at MoSA, as the focal point to attend meetings at the Grand Serail. The national Shelter Sector Co-Coordinator from MoSA, Ms. Nadine Najjar, was also requested to support coordination alongside Ms. Assis. The three essential sectors for phase one,

Shelter, Food Security & Agriculture, and WaSH will be requested to have focal points at the national operation room at the Serai.

- All sectoral requests should be channeled through MoSA, either at national or sub-national level through the OCGs, to avoid duplication and parallel coordination structures.
- Protection actors will be enabled to access shelters, building on mechanisms established during the previous emergency, to provide protection services including Protection from Sexual Exploitation and Abuse (PSEA), Gender-Based Violence (GBV), and other protection interventions.
- Guidance on emergency cash assistance during sudden shocks has been finalized, signed by the Minister, and is shared in attachment. The guidance was developed in consultation with the Cash Working Group (CWG).
- The shock-responsive social safety net will be activated to support affected populations, as previously implemented during earlier shocks.
- Shelters are currently inclusive and hosting all nationalities, including displaced Syrians, migrants, and other populations of concern. However, consideration is being given to designating specific shelters for non-Lebanese to mitigate potential tensions.
- Efforts are underway to address previous gaps related to accessibility for persons with disabilities by identifying and preparing accessible shelters.
- As of now, 325 shelters (primarily public schools) have been identified and designated for use.

Stephanie Laba, Inter-Agency Coordination Officer (UNHCR)

Stephanie Laba reiterated communication lines:

- The ISCG Co-Chairs, including Dr. Ola, will maintain a direct communication line with the OCG Co-Chairs.
- For sub-national response requests at sector level:
 - If a sector has a sub-national coordination structure, OCG Co-Chairs should channel requests through that structure.
 - If not, OCG Co-Chairs should channel requests directly to the respective National Sector Coordinator.

It was further clarified during the meeting that the national sector coordinators and sub-national sector focal point both need to be looped in on communication with OCG co-chairs / OCG requests and requests from national/sub-national sector FPs to the OCGs need to be coordinated in advance.

In addition to the above, please refer to detailed updates below from the Coordination Meeting on Preparedness and Humanitarian Response that was held by the Government at the Ministry of Social Affairs on Saturday, 28 February 2026.

Minutes of the Government Meeting:

Background and Context

- Each ministry is currently working on its own preparedness planning.
- A coordination meeting was held at the **Ministry of Interior and Municipalities (MoIM)** with all eight Governors to discuss preparedness.
- The Minister of Social Affairs has been appointed as the **focal point for all UN agencies as already stated above.**
- While there is currently no confirmed intelligence on whether and how escalation may erupt in Lebanon, it is expected that the ongoing regional situation may have an impact on the country.

- The purpose of this meeting is to organize and coordinate response mechanisms in preparation for a potentially prolonged conflict scenario.

Anticipated Scenario and Preparedness Planning

- If escalation occurs in Lebanon:
- Population movements and internal displacement are expected.
- Discussions at MoIM included:
 - Facilitation of roads during population movement.
 - Organized relocation of displaced persons to shelters.
- Once individuals arrive in shelters:
- Their care and management falls under **MoSA's responsibility**, as agreed in the national response plan.
- Governors will direct displaced persons to designated shelters.
- Once inside shelters, **MoSA manages the shelters**.

Institutional Roles and Coordination Structure

National Level

- The Prime Minister has issued **clear instructions on roles and responsibilities**.
- Public statements confirmed that:
 - **Shelter, water, and humanitarian coordination** will be led by the **Minister of Social Affairs at the national level**.
 - DRM (Disaster Risk Management) will lead the **non-humanitarian response**.
 - The Government emergency coordination framework is activated through the National Disaster Response Coordination Committee (NDRCC) and the national DRM Unit.
- Beneficiary registration will be handled by **MoSA**.
 - Previous challenges included duplication of beneficiaries.
 - Multiple funding sources created complexity.
 - Some funding was tied to specific schools.

Governorate Level

- DRM units are active in each governorate.
- MoSA participates in these DRM units.
- UN agencies confirmed that they have coordination bodies at governorate level:
 - North & South: UNDP
 - Bekaa & Baalbek-Mel (BML): UNHCR
- At governorate level, coordination remains under **DRM leadership**

Shelter Strategy and Phased Activation

Lessons Learned

- The morning meeting was based on an **After-Action Review (AAR)** of the last response and lessons learned.
- Confusion during the previous response regarding shelters has now been addressed through:
 - Clear communication lines between MEHE and MoSA.
 - Defined phases for opening schools as shelters.

Phase 1

- 325 shelters identified.
- Total capacity: **43,000 individuals**.
- Clear list of schools prepared.
- Phases are **activated per governorate**, not nationally.

Phase 2 (Full-Scale War Scenario)

- Triggered once Phase 1 shelters reach full capacity.
- Managed directly by **MoSA**, based on guidelines agreed by the Government of Lebanon (GoL).
- IOM inquired about triggers — confirmation provided that capacity thresholds determine escalation.

Humanitarian Resources and Stocks

Available Stocks (HRC)

- 50,000 ready-to-use items (Nazih).
- 10,000 hot meals.
- 60,000 blankets.
- 20,000 mattresses.
- All UN agencies are requested to:
- Share lists of **Core Relief Items (CRIs)** and current stocks.

Cash Assistance (SRSN and Emergency Scaling)

Current Status (WFP)

- 2,000 households (approx. 10,000 individuals) currently supported.

Emergency Proposal

- Proposal submitted to WFP HQ for:
 - 75,000 households (300,000 individuals)
 - 1 month emergency support
 - Activation possible within **48 hours**

Existing Database Capacity

- 90,000 households (~500,000 individuals) already registered and reachable immediately upon GoL approval.

Shelter Operations and Standards

Key operational considerations include:

- Area managers working with MoSA to verify:
 - Structural integrity of shelters
 - Access to water, energy, and lighting
- Aid monitoring
- Protection and inclusion standards (including inter/intra community sensitivities)
- Addressing political constraints or restrictions imposed by governors
- Waste management pressure
- Cash assistance coordination

UNICEF emphasized:

- Shelters must be available for all those in need.
- Minister inquired whether dedicated arrangements can be made for refugees.
- Available materials include:
 - Tents
 - Partitioning materials

However:

- Implementation capacity remains a challenge, not only material availability.

The Minister requested:

- Pre-identified shelters prepared and accessible for **Persons with Disabilities (PWDs)**.
- MoSA to share a list of required items for PWD support.

Data Management and Registration

- Beneficiary registration handled by MoSA.
- Previous duplication issues must be resolved.
- UNDP suggested that **Data Management is already handled by DRM.**
- Need to consolidate funding sources and avoid fragmentation.

Financing and Resource Mobilization

OCHA

- Entry point for coordination with Governors/DRMs: **OCG → UNHCR (Bekaa, BML) and UNDP (North, South).**
- Lessons learned from last war to be shared.
- Flash Appeal discussions have started with HQ.
- Pool Fund:
 - Contingency line: USD 1.2M (immediate activation possible)
 - HC reserve allocation: ~USD 15M (LHF)
 - Emergency Fund under the UN Secretary-General also accessible.
- Cash-for-rent used previously and could be reactivated.

UNDP

- Suggested MoSA convene a **donor meeting** to prepare and align resources.

Logistics and Customs

- Customs clearance was a major bottleneck during the last response.
- Issue remains unresolved.
- If processes can be agreed upon, HRC can facilitate.
- Focal point: **Elie Khoury Hanna**

Communications

- Communications strategy to be developed.
- Clear public messaging required to avoid confusion experienced during the previous response.

Summary of Immediate Action Points

- UN agencies to share CRI stock lists.
- Clarify customs clearance procedures.
- Finalize shelter readiness verification (water, energy, access).
- Prepare PWD-accessible/Refugees shelter list.
- Confirm emergency cash activation mechanism
- Launch a shelter protection activities coordination mechanism.
- Convene donor coordination meeting (proposed by UNDP).
- Share lessons learned document from previous war.
- Finalize data management framework (MoSA vs DRM roles).

3. Questions and Answers

Detailed discussion points from the Q&A session are outlined below:

Communication Lines:

- Alain Chatry stressed the importance of formally disseminating the agreed communication flow in both Arabic and English to all response partners and authorities to streamline engagement. He noted that several actors had already

begun contacting authorities bilaterally, creating confusion and risking parallel coordination structures. Stephanie Laba confirmed that the communication flow would be formally shared with partners and that MoSA would work on issuing an official memo to authorities to institutionalize the agreed coordination structure.

- Sophie Etzold requested clarification on communication channels with affected communities and proposed sharing an updated emergency response flyer including hotline numbers and key messages. Dr. Ola confirmed that OCGs remain the main operational channel at field level. Protection partners were encouraged to coordinate with sub-national structures and share mapping information with MoSA for approvals.

Accessibility of Shelters:

- Haya El Rawi requested clarification on shelters accessible to persons with disabilities, noting that displaced individuals in Beirut were facing difficulties identifying suitable shelters. Dr. Ola Boutros clarified that while accessibility had been discussed during the meeting on Saturday, the recent escalation prevented immediate preparation of specifically accessible shelters. For the time being, all shelters are open to all populations, including persons with disabilities. She confirmed that MoSA will raise the issue again with the Minister and work toward identifying and preparing more inclusive shelters.
- Stephanie reiterated that shelters are currently open to all nationalities, and that the situation is being closely monitored by MoSA and the Ministry of Interior and Municipalities. Alternative shelter options identified under preparedness planning remain available if needed.
- Dr. Ola requested the following from protection partners:
 - Support with assistive devices and equipment for persons with disabilities.
 - A mapping of protection actors (who does what and where), to be shared with MoSA to facilitate formal approvals for shelter access.

Shelter Data, Occupancy and P-Codes:

- Several participants (including Mohie Al Wahsh, Maroun Sader, Jinan Chinder, and Hussein Younes) emphasized the urgent need for:
 - An updated list of active collective shelters,
 - Occupancy figures,
 - P-codes (official school codes),
 - Identification of empty but pre-identified shelters.
- Maroun Sader informed the group that 59 sites were currently open and populated. He highlighted the importance of using P-codes to avoid inconsistencies in school naming and confirmed that updated figures would be shared via the DRM dashboard link.
- Dr. Ola requested that the updated list be shared with the ISCG and directly with her, Nadine Najjar, and Abir Assis to ensure alignment with coordination at the Serail level.
- Stephanie confirmed that ISCG would work with DRM and IM colleagues to maintain an up-to-date online sheet including P-codes and occupancy.
- DRM Dashboard (Shelter):
 - <https://lebaneseredcross.maps.arcgis.com/apps/dashboards/f0f29c53249340c5984a2425d69cfd77>
 - Username: items.viewer
 - Password: [ItemsViewer@2023](#)

Shelter and Ministry of Education and Higher Education (MEHE) Coordination

- Haydar Haddad noted discrepancies between the 325 listed schools and previously identified schools (297), emphasizing the need for harmonized databases and P-codes.
- Concerns were raised about delays in MEHE approval processes for shelter repairs.
- Abed AbdulGhani requested advocacy to accelerate approvals or issue bulk approvals to avoid operational delays.
- Dr. Ola confirmed MoSA would coordinate with the Minister of Education to expedite approvals and requested partners share details directly with her. Coordination between MoSA and MEHE was described as strong and ongoing.
- Julien Jalkh confirmed that:
 - MEHE focal points are being finalized.
 - Communication on continuous learning arrangements for affected students will follow shortly.
 - SOPs for school usage are already reflected in the DRM guidance based on previous experience.
 - Education partners highlighted risks to inclusion investments and the need for clear SOPs to protect school infrastructure and ensure continuity of learning.
- Clarification was requested regarding site-level focal points. Dr. Ola clarified that:
 - MEHE remains responsible for school infrastructure and facilities.
 - MoSA is responsible for protection, assessments, in-kind and cash interventions.
 - There is no overlap between mandates.
 - MoSA will deploy 600 social workers across shelters.
 - Official nomination of focal points at caza and governorate level will be issued.

Funding and Resource Availability

- In response to questions on funding capacity, Dr. Ola noted:
 - \$50 million is available under the Lebanon Humanitarian Fund (LHF).
 - \$1.2 million remains under the LRP allocation.
 - Immediate priorities include food, core relief items, hygiene kits, and shelter support.
 - Activation of the shock-responsive safety net remains under discussion, depending on scale and available resources.
 - In the previous emergency, 1 million were displaced but only 260,000 were supported under vulnerability criteria.
 - Consideration may be required this time for inclusion of non-Lebanese under assistance mechanisms.

Cash Assistance and Registration Link

- Dr. Ola confirmed:
 - The Minister has signed guidance for in-kind and cash assistance in sudden shocks.
 - MoSA piloted a registration link under the shock-responsive safety net.
 - The link will be activated to allow affected households to apply directly.
 - Further details will be shared by end of day.

Logistics Coordination

- Thomas Vanommen requested clarification on logistics coordination lines and Dr. Ola confirmed:
 - MoSA is the main government focal point at national and sub-national levels.
 - Regional coordinators and designated focal points at governorate and caza levels will be formally appointed by ministerial decree.
 - At national level, Dr. Ola and her colleagues (including Abir Assis and Maria) serve as focal points.
 - From the Higher Relief Council, Mr. Elia Hanna is the logistics focal point for incoming international supplies and customs facilitation.
- Thomas confirmed that while the Logistics Sector is not formally activated, preparedness measures are in place and partners should share transport and fuel needs for coordinated solutions.
- Health sector highlighted the critical fuel dependency of hospitals and indicated that formal fuel requests are being submitted through ministerial channels.

Coordination with Governors and DRM

- Questions were raised regarding engagement with Governors. Stephanie reiterated that the agreed structure is: Prime Minister → MoSA → ISCG → OCGs → Sectors.
- Requests from DRM/DRR should ideally be channeled through MoSA and OCGs. However, ad hoc requests may occur temporarily until communication lines are fully institutionalized. Sectors were encouraged to redirect such requests back through agreed channels.
- Dr. Ola added that sectors should continue mobilizing immediate assistance to fill urgent gaps during the first two days while formal structures are being finalized.

Assessments and Dashboard Activation

- Mira El Mokdad asked whether the 2024 rapid needs assessment tool and dashboard would be reactivated. After clarifying with MoSA, the Ministry will assign focal points as site managers who will be responsible for RNA. Tool to be shared by IM to MoSA.

Meeting Frequency

- Participants requested more frequent coordination meetings.
- Stephanie proposed: A follow-up meeting mid-week (Wednesday), Regular ISCG meeting on Friday, Additional ad hoc meetings as required.

The discussion concluded with confirmation that:

- Outstanding questions will be followed up and updated in subsequent communications.
- Partners were encouraged to adhere strictly to agreed coordination channels while continuing immediate life-saving support.

4. Closing Remarks

Stephanie Laba, Inter-Agency Coordination Officer (UNHCR)

In her closing remarks, Stephanie thanked all participants for joining the meeting on behalf of the ISCG Co-Chairs, acknowledging the heavy workload and ongoing operational pressures. Appreciation was expressed for colleagues' dedication and continued commitment to the response.

Participants were informed of updates to the ISCG Co-Chair structure following the departure of Efram Dzitrie. Yanna Thay has temporarily assumed the role of ISCG Co-Chair

from OCHA, with Khouloud Mahdi supporting the emergency response functions. It was also announced that Kiri Ginnerup has joined UNDP and will be supporting ISCG functions. Participants were informed that the ISCG mailing list has been updated to reflect the new OCG focal points and team members. The updated contact list is available online and will also be circulated by email for ease of reference.

The meeting concluded with a reminder to remain in close coordination and to stay safe.

5. Action Points

1. MoSA to share with ISCG and sectors the list of nominated focal points and coordination lines with DRM/DRR once issued.
2. ISCG Co-Chairs to share the updated list of collective shelters (with occupancy figures and P-codes) with ISCG for circulation to sectors.
3. ISCG co-chairs to share short written communication protocol including between national & sub-national ISCG, OCG, sectors & with Governors/DRM as requested by OCG co-chair in the North.
4. MoSA to share the signed guidance on cash and in-kind assistance during sudden shocks with partners.
5. MoSA to activate and share the shock-responsive safety net registration link for affected populations based on assessment and needs.
6. Sectors to redirect ad hoc requests back to the agreed coordination channels (MoSA and DRM → ISCG/OCG → sectors) and OCG Co-Chairs (sub-national) to channel sector-specific requests through sub-national coordination structures while copying national sector leads.
7. Shelter sector to coordinate with MEHE to clarify and accelerate the approval process (potentially in bulk) for school repairs/partitioning works and to ensure SOPs governing school use as shelters are applied and communicated to partners.
8. MEHE to share finalized list of school focal points and communicate plan for continuity of learning for affected students.
9. Logistics Working Group to collect and assess transportation and logistics gaps (including fuel and convoy preparedness) and coordinate with sectors accordingly.