

## Minutes of Meeting Inter-Sector Coordination Group Meeting

<b>Meeting Location</b>	Hybrid: MS Teams & UNHCR 8 <sup>th</sup> Floor Conference Room	<b>Meeting Date</b>	3 Oct 2025
<b>Chairpersons</b>	Dr. Ola Boutros, LRP General Supervisor (MoSA) Stephanie Laba, Inter-Agency Coordination Officer (UNHCR) Eugena Song, Chief Technical Advisor (UNDP) Eyram Dzitrie, Humanitarian Affairs Officer (OCHA)	<b>Meeting Time</b>	10:00 a.m. 12:00 p.m.
<b>Minutes Prepared by</b>	Jana Nasr, Senior Inter-Agency Coordination Assistant (UNHCR)	<b>Meeting Duration</b>	2.00 hrs.
<b>Participants</b>	<a href="#">Annex 1</a>		
<b>Agenda</b>	<ol style="list-style-type: none"> <li>1. <a href="#">Opening Remarks</a></li> <li>2. <a href="#">LRP 2026 Planning</a> <ol style="list-style-type: none"> <li>a. <a href="#">Planning Timeline</a></li> <li>b. <a href="#">LRP 2026 Planning &amp; Needs Analysis Workshop</a></li> <li>c. <a href="#">LRP Introduction</a></li> <li>d. <a href="#">LRP Return Chapter</a></li> <li>e. <a href="#">PiN Indicators &amp; Severity Estimation</a></li> </ol> </li> <li>2. <a href="#">Coordination Streamlining: Updates &amp; Next Steps</a></li> <li>3. <a href="#">Decommissioning of Inactive Informal Settlements</a></li> <li>4. <a href="#">Winter Preparedness and Response 2025-2026</a></li> <li>5. <a href="#">AoB</a></li> </ol>		

### 1. Opening Remarks

Dr. Ola Boutros, LRP General Supervisor (MoSA)  
Stephanie Laba, Inter-Agency Coordination Officer (UNHCR)  
Eugena Song, Chief Technical Advisor (UNDP)  
Eyram Dzitrie, Humanitarian Affairs Officer (OCHA)

In their opening remarks, the Inter-Sector Coordination Group (ISCG) Co-Chairs welcomed the participants and presented the agenda. New members (Mia Kisic, UNFPA/GBV Coordinator; Faten Makhoul, WFP/FSAS IM; and Haydar Haddad, NRC/Shelter co-Coordinator) were introduced. ISCG co-Chairs also thanked outgoing colleagues (Tesfaye Koyra, UNFPA/GBV Coordinator and Aamer Bassmaji, WFP/FSAS IM) for their immense contributions to the work of the ISCG and response in Lebanon.

Dr. Ola Boutros expressed gratitude to all team members for their dedicated efforts. She highlighted key developments in the education sector, noting that the issue of out-of-school displaced Syrian children has been resolved, with a decree expected soon for new arrivals. She added that the Inter-Ministerial Committee on Return has tasked the Technical Committee with preparing a paper for cabinet presentation, which will engage all relevant stakeholders once it is finalized. Dr. Boutros also emphasized that assessments for new arrivals should be coordinated with the Ministry of Social Affairs (MoSA) in line with the Inter-Ministerial Committee's directive for the LRP process. She reminded attendees that the next steering committee meeting is scheduled for December 5<sup>th</sup> and that the planning timeline needs to adhere to this date. She also noted that on October 5<sup>th</sup>, she and the Minister of Social Affairs will present Lebanon's update alongside the permanent mission in Geneva for the UNHCR Executive Committee.

Eyram Dzitrie then reviewed the pending action points on slide 4 of the presentation [here](#).

## 2. LRP 2026 Planning

### Planning Timeline

Stephanie Laba, Inter-Agency Coordination Officer (UNHCR)

Stephanie Laba provided an overview of the current planning milestones, noting that LRP 2026 Planning and Needs Analysis Workshop is scheduled for October 14<sup>th</sup> and that sectors are requested to submit their strategies and logframes by October 28<sup>th</sup>. The Planning Timeline is available on slide 7 [here](#).

### LRP 2026 Planning & Needs Analysis Workshop

Stephanie Laba, Inter-Agency Coordination Officer (UNHCR)

Stephanie presented the tentative agenda for the LRP 2026 Planning and Needs Analysis Workshop (displayed on slide 9 [here](#)) and invited participants to share their thoughts and/or suggest additional topics.

### Discussion

- A question was raised about whether the access-to-services presentation would come from sectors or from the inter-sector team. It was clarified that a resource person will be identified to consolidate sectoral information and present key findings, after which sectors will discuss guiding questions provided by the ISCG Co-Chairs. Notes from these discussions will then be presented to the workshop participants.
- It was recommended to share the planning assumptions in advance to allow participants to review them before the workshop. In response, it was confirmed that these assumptions are included in the [00. 2026 LRP - Planning Guidance Note](#) within the [LRP 2026 Planning Guidance Package](#). Moreover, key documents to support sectors' planning are available on Dropbox [here](#).
- A proposal was made to have a dedicated discussion about delivering multisectoral packages of services and how this can be improved, such as joint distributions involving multiple sectors. This was noted and will be integrated either under the Access to Services session or as an additional thematic discussion.
- A suggestion was made to dedicate a separate session to Accountability to Affected Populations (AAP), as combining it with protection, gender, and PSEA often limits focus and actionable outcomes. This was acknowledged, and ISCG will consult with PSEA/AAP focal points to determine how best to emphasize AAP, either by splitting it into its own session or strengthening it within the existing agenda.

### Action Points:

1. **LRP 2026 Planning & Analysis Workshop:** ISCG Co-Chairs to share Agenda and Background Docs with ISCG members, incorporating inputs from the October ISCG meeting. **Deadline:** 7 October 2025.

### LRP Introduction

Stephanie Laba, Inter-Agency Coordination Officer (UNHCR)

Stephanie updated that the ISCG Co-Chairs are in the process of developing the LRP 2026 Introduction:

- The introduction will include the following sections: Overview; Coordination & Humanitarian Reset; Transition to the Cooperation Framework; Planning & Operational Assumptions; Situation Analysis (Multi-Sectoral & Sectoral); and Way Forward.
- The final version is pending the following:

- Refining the multi-sectoral situation with additional data sources.
- Sectors to revise their specific paragraph and add sector specific data where relevant and if available.
- Clearance by MoSA, LRP Operational Lead and LRP Lead Agencies.
- The ISCG Co-Chairs will be sharing the Sectoral Situation Analysis with the sectors for their revision and clearance.

#### Action Points:

2. **LRP 2026 Introduction Document:** ISCG Co-Chairs to share the Sectoral Situation Analysis from the LRP Introduction document with sector coordination teams for revision and clearance. **Deadline:** 3 October 2025.

#### LRP Return Chapter

Stephanie Laba, Inter-Agency Coordination Officer (UNHCR)

Stephanie noted that the Return Chapter will remain a stand-alone section in the 2026 LRP:

- Return activities will be implemented through the sectors, and funding will be channelled through their logframes.
- A matrix summarising sector activities and budgets will be annexed to the Return Chapter.
- Sectors are expected to:
  - Include and cost return activities in your sector strategy.
  - Highlight these activities in the designated narrative text box.
  - Develop clear return-related indicators in the logframe to allow mapping across sectors.
  - The planning figure on return for 2026 is **200,000**, to be revised by mid-June 2026.

#### Cash Working Group

Stephanie Laba, Inter-Agency Coordination Officer (UNHCR)

Stephanie explained that the Cash Working Group (CWG) will be represented in the LRP 2026 through a Multi-Purpose Cash Assistance (MPCA) stand-alone chapter and simplified logframe.

- The chapter will cover context and rationale, strategic objectives, targeting and coverage, transfer values and modalities, and implementation arrangements.
- Sector-specific cash interventions will continue to be reflected under the specific sectors (e.g. cash for rent).
- Sectors are requested to use harmonized cash indicators in their logframe to facilitate cash mapping.
- The M&E Specialist, Cynthia Rahy, will support sectors in developing their logframes and make sure they align with cash indicators (and return).
- Draft guidance on cash indicators is under final review and expected **next week**.
- Sectors were reminded to book bilateral logframe support sessions with the M&E Specialist.

#### Action Points:

3. **Bilateral Sessions on Logframes:** Sector coordination teams to book bilateral sessions with the LRP M&E Specialist; logframes to include indicators on return and harmonized cash indicators where applicable.

4. **Cash Indicators Guidance:** ISCG Co-Chairs to provide guidance on harmonization of cash indicators. Guidance to be hyperlinked to the logframe template in the guidance package and discussed in bilateral sessions. **Deadline:** 3 October 2025.

#### PiN Indicators & Severity Estimation

Eyram Dzitrie, Humanitarian Affairs Officer (OCHA)

Eyram Dzitrie presented on next steps regarding People in Need (PiN) indicators and severity estimation:

- Preliminary MSNA data from REACH has been shared (Dahieh and Hermel districts will be excluded for the time being due to access challenges). However, Sectors are to draw on other available data sources for areas not covered by the MSNA.
- Efforts are underway to compile information on the needs of New Arrivals and Palestine Refugees. This data will be shared with Sectors as soon as possible to ensure these groups are also included in the analysis.
- Sectors to share PiN and Severity estimates, indicators, PiN calculation methodology and severity thresholds by 6 October (a few days extension possible upon request). This is also an HCT meeting action point. Sectors are encouraged to consult subnational sector counterparts to validate sector results.
- The presentation walked through the steps for jointly arriving at final overall PiN and intersectoral severity estimates. Based on the inputs received from Sectors, OCHA will prepare the preliminary overall PiN and severity which would be presented and reviewed jointly in the Joint Planning and Needs Analysis Workshop. Further details on the “Mosaic” multisectoral aggregation method, flags and decision tree for overall PiN estimation, and global common scale and preliminary classification for intersectoral severity are available on slides 19 to 26 [here](#).

#### Discussion

- It was suggested that areas along the southern border (within 5–10 km) exhibit distinct levels of severity and should be treated separately within district-level classifications. OCHA agreed, noting this is where contextual and expert judgment should be applied. Sectors may also spotlight area-specific vulnerabilities (e.g., IDPs, new arrivals) within the LRP narrative.
- Participants raised concerns that the traditional method may not yield accurate intersectoral PiNs. It was suggested to explore a more analytical, correlation-based approach that identifies interlinkages between sectoral vulnerabilities (e.g., socioeconomic status, Shelter, and WaSH). It was also proposed to consider shared indicators across sectors to produce a more data-driven intersectoral estimate.
- The importance of aligning as much as possible with the global JIAF guidance was highlighted, noting that it stipulates (1) calculating intersectoral severity first, followed by the PiN for populations in severity 3 and above, and (2) incorporating target calculations based on funding limitations and prioritization, pending high-level discussions before the workshop.
- A request was made to provide adequate time for sectors to prepare the data and analysis before the workshop to enable cross-sector review. OCHA confirmed that if the exercise cannot be finalized in the workshop, a follow-up ad hoc session will be organized.

#### Action Points:

5. **PiN & Severity Estimates:** Sectors to submit PiN and severity estimates to ISCG Co-Chairs. Sectors requiring additional time to contact ISCG Co-Chairs. **Deadline:** 7 October 2025.

### 3. Coordination Streamlining: Updates & Next Steps

Eugena Song, Chief Technical Advisor (UNDP)

Eugena Song shared updates and next steps on coordination streamlining:

- Sector Coordination:
  - Central level, with flexibility for sub-national arrangements
  - Alternative proposals for sub-national arrangements, with clear rationale, were due to the HCT by end-August.
  - The example from the Protection Sector was shared by email. Sectors were reminded that the feedback needs to be provided in writing to the HC, copying ISCG co-Chairs who will then compile these inputs, as requested during the working session on 11 September.
  - Sector Coordination Teams are requested to update their Working Group and Core Group ToRs by 30 Oct 2025 to reflect the new sector structure (Guidance and Template shared via email).
- Sub-National Operational Coordination Groups (OCGs):
  - At the sub-national level, inter-sector coordination will shift to an inter-agency operational/area-based coordination model (OCGs), tailored to regional needs.
  - TORs are almost finalized. An annex clarifying roles and responsibilities between the OCG and Sectors will be added (here for reference).
- Sector Mergers:
  - Basic Assistance → merged with Cash Working Group. Draft ToRs for the new CWG are under discussion with relevant stakeholders.
  - Energy sector phased out.
  - All other sectors remain standalone in line with various communications made between sector lead representatives to the HC/RC.
- LRP Sectors for 2026: Education, Food Security & Agriculture, Health, Nutrition, Livelihoods, Protection (including CP & GBV), Shelter, Social Stability, and WaSH.
- LRP Working Groups for 2026: AAP, AAWG, AWG, CWG, DSWG, GWG, IMWG, LWG.

#### Action Points:

6. **Coordination Streamlining:** Sectors that have not yet done so should finalize their internal reviews of sector coordination structures, in consultation with their Representatives and Country Directors. **Deadline:** 31 August 2025. This should be shared in writing with the HC, copying ISCG co-Chairs.
7. **Extension of TOR Deadline:** ISCG Co-Chairs to revert on the extension of the deadline for sectors to submit their ToRs. New **Deadline will be:** 28 November 2025.
8. **Consolidation of Sector Changes:** ISCG Co-Chairs to compile the results of all changes across sectors and inter-sector into one consolidated document. *Note: This step can only be completed once sectors have finalized their internal reviews.*

### 4. Decommissioning/clearing of Inactive Informal Settlements

Abed Abdulghani, Shelter Sector Coordinator (UNHCR)

Abed Abdulghani presented the paper on Decommissioning/clearing of Inactive Informal Settlements:

- The Shelter, WASH, and Social Stability sectors jointly developed a draft Decommissioning Guidance Note in response to requests from the HCT and repeated concerns raised by government counterparts.
- The note aims to provide a coordinated approach to decommissioning inactive informal settlements (IS) following spontaneous refugee returns.

- As of January 2025, more than 6,000 informal settlements existed across Lebanon. Many have since been fully or partially vacated, particularly in areas such as Aarsal, where 99 sites have already closed. These closures have raised environmental and public health concerns due to the presence of abandoned shelters, WASH infrastructure, and waste.
- The primary objective of the guidance is to establish a clear, coordinated framework for the decommissioning of informal settlements, focusing on:
  - Clarifying roles and responsibilities among Shelter, WaSH, Social Stability sectors, landlords, and local authorities.
  - Outlining a step-by-step process for safe dismantling, debris removal, and risk mitigation.
  - Minimizing environmental and public health hazards arising from abandoned sites.
  - Preventing social tensions through community engagement and conflict-sensitive approaches.
- Key definitions include:
  - Decommissioning: Formal closure and clearance of an IS, including removal of shelters, WaSH and infrastructure.
  - Public land: State-owned land (includes Waqf and lands under LRA); Public authorities/entities regulate use.
  - Private land: Owned by individuals/entities; owners bear responsibility for decommissioning.
  - Active sites: Currently inhabited.
  - Inactive sites: vacated or abandoned >2 months.
- The decommissioning exercise focuses on sites vacated as of January 2025. Sites vacated prior to this date for unrelated reasons (e.g., security measures or land repurposing) are considered out of the scope.
- For publicly owned land decommissioning is led by humanitarian partners, while for private land, decommissioning will be carried out by landlords, under municipal supervision (this point remains under discussion pending final agreement).
- Prioritization criteria scoring is explained on slide 34 [here](#).
- An overview of proposed roles and responsibilities across the Shelter, WaSH, and Social Stability sectors, as well as the land lords and local authorities is provided on slide 35 [here](#).
- The decommissioning process involves site selection, coordination with local authorities, setting a decommissioning timeline, initiating site clearance debris removal, notifying local authorities of completion, and reporting completion on the designated platform. The detailed process is listed on slide 36 [here](#).
- Five guidance notes will be developed jointly by sectors, covering:
  - Safe dismantling procedures.
  - Environmental risk mitigation.
  - Rubble management and waste disposal.
  - Community engagement and conflict sensitivity.
  - (Tentative) Land rehabilitation guidance (potential contribution from Food Security Sector).
- With regards to resources, existing humanitarian funds will not be reallocated due to prioritization of life-saving interventions. Sectors and agencies will pursue additional funding through targeted advocacy with donors focused on environmental mandates.



- Monitoring indicators for decommissioning will be integrated into ActivityInfo post-endorsement and partners will report on progress against the agreed list of priority sites.
- Recommendations and next steps are listed on slide 40 [here](#).

#### Action Points:

9. **Decommissioning of Inactive Informal Settlements:** Shelter Sector to incorporate meeting inputs into the decommissioning paper and present final draft to MoSA & MoIM for endorsement. **Deadline:** 15 October 2025.

## 5. Winter Preparedness and Response 2025-2026

Jana Nasr, Senior Inter-Agency Coordination Assistant (UNHCR)

- Jana Nasr provided an overview of preparedness and response for the upcoming winter season: Winter support at the household level will continue to focus on life-saving and protective interventions, including:
  - Winter cash assistance to help vulnerable households meet seasonal needs.
  - Distribution of core relief items (CRIs) such as thermal blankets, insulated mattresses, and winter clothing.
  - Provision of food assistance for households facing reduced access during winter months.
  - Shelter weatherproofing and repair kits to improve insulation and mitigate storm impacts.
  - Temporary relocation of families from high-risk sites to safer locations where required.
  - Community engagement and information campaigns, ensuring timely communication with affected populations and local authorities.
- At the site and community level, the response will focus on:
  - Enhancing site infrastructure, particularly in informal settlements, to address flood risks, improve drainage, and ensure accessibility during storms.
  - Supporting municipalities to strengthen preparedness and repair local infrastructure.
  - Mapping potential tension risks and implementing conflict mitigation measures in areas where winter-related vulnerabilities may heighten community tensions.
- In the event of severe weather impacts, the winter response will include:
  - Provision of shelter repair kits for damaged shelters.
  - Distribution of floor-raising kits to mitigate flooding and dampness.
  - In-kind food distributions for affected households.
  - Referrals through established inter-agency mechanisms, including hotlines, rapid assessments, and partner coordination for timely response.
- In line with streamlining efforts to improve efficiency, the RNA tool survey has been reviewed for this year to facilitate data collection and simplify the overall response process.
- A recap of key winter response achievements from 2022-2025 to date includes:
  - 404 informal settlement sites improved for flood mitigation and accessibility.
  - 126 municipalities supported with infrastructure preparedness measures.
  - USD 74 million in cash assistance distributed to vulnerable households.
  - 870,000 Core Relief Items (CRIs) distributed.
  - 149 families temporarily relocated from unsafe to secure locations.

- Current stock levels for the winter response under the shelter sector includes the following, however, an urgent funding gap of USD 1 million remains to replenish shelter kits and ensure readiness:
  - 1,000 New Arrival Kits available for immediate deployment in cases of fire or flooding.
  - 3,000 Repair Kits prepositioned for weatherproofing and collective site partitioning.
  - USD 10 million worth of CRI stock currently available for distribution.
- Subnational ISCG Co-Chairs were requested to review regional-level preparedness and contingency planning based on local vulnerabilities (e.g., flood-prone areas, high-altitude zones). They were also asked to highlight operational considerations in their specific regions that must be address across the full scope of the response. The verbal inputs provided by the Subnational ISCG Co-Chairs will be captured in the Winter Preparedness and Response Paper for 2025-2026.
- Sectors were requested to provide an update on their capacity to deliver winter services, reflecting on their current level of preparedness, anticipated challenges, and estimated required to cover the identified needs.

#### Action Points:

10. **Winter Preparedness and Response (2025–2026):** ISCG Co-Chairs to draft paper based on October ISCG inputs from sectors and regions and share for it for clearance with concerned stakeholders. **Deadline:** 8 October 2025.

## 6. AoB

Eyram Dzitrie, Humanitarian Affairs Officer (OCHA)

Eyram reminded sectors that for Q3, they are requested to prepare, publish, and share a one-page summary (“**At a Glance**”). *ISCG Co-Chairs review will not be required (same as Q1)*. He also informed sectors that the Lebanon Aid Tracking exercise for Q3 2025 reporting on funding will be launched and partners will be asked to submit or update their inputs on [ActivityInfo](#) by Friday 10 October 2025, COB.



## Annex 1

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