UNHCR The UN Refugee Agency | **LEBANON**

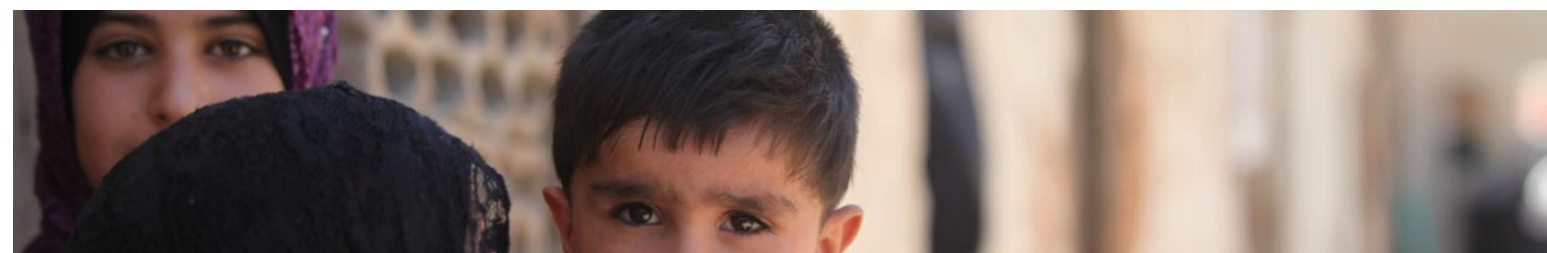# Inter-Agency Contingency Plan
for Syrian Refugees [V.2]

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Executive Summary

The aim of the contingency plan (CP) is to ensure that UNHCR and its humanitarian partners are prepared in case of a massive influx of refugees from Syria on a scale which threatens to overwhelm the capacity of the current humanitarian operation in Lebanon. The plan was originally drafted in late 2012 and shared with all partners, but the level of influx under that plan was a figure over and above the projection in Regional Response Plan version 4 (RRP4) and effectively it was recognised in early March 2013 that RRP4 had been superseded, hence it was succeeded by RRP5.

Following the RRP5 planning effort inter-agency partners recognised that the original CP was also outdated, and they agreed that it needed updating with new planning figures, inclusion of a range of new actors not involved in the previous plan and, above all, an effort to make it relevant to guide preparedness and response action at field level. The process of elaborating version 2 [V.2] of the refugee emergency CP was developed by UNHCR in consultation with key partners, and involved a national-level workshop on 30 April followed by meetings or workshops in the four field areas, Bekaa, the North, the South, and Beirut & Mt Lebanon. The objective of these workshops was to define the CP scenarios and characteristics of the response, and to detail a list of actions or tasks at national and area-level, that would guide action during the preparedness phase, and the response phase.

The scenario around which the plan has been developed is an influx of Syrian refugees more massive than that projected in RRP5. Three other potential scenarios – that of a significant internal displacement within Lebanon, a major epidemic disease outbreak, and a 'regional entanglement' involving Israel – are raised and briefly considered but since they fall beyond the scope of a 'refugee contingency plan', they are referred to the UN Country Team (UNCT) for inclusion in the overarching UN Contingency Plan, which has just been revised and covers a much wider range of possible scenarios than the single case presented here.

This Inter-Agency CP for Syrian Refugees is divided into four parts (including the annexes):

Part 1   Scenario Context, Description & Triggers

Part 2   Key Features of the Situation & Response

Part 3   Preparedness & Response Strategy (at national / field level: Bekaa, North, South, Beirut & Mt Lebanon)

Part 4   Annexes

The core element of the plan is the Preparedness and Response Strategy, which is outlined at Part 3 of the main document, and elaborated more fully at Annex F. The presentation is by issue/sector, with a list of preparedness actions and response actions detailed for both the national level, and the corresponding action that should be taken at field level. The emphasis of this CP is on thorough preparedness before the possible events occur rather than on detailed prescriptive response actions, since beyond the establishment of structures for implementation and coordination, the real value of any plan is in the planning process that creates it, not in the generation of a detailed script that will most likely be dispensed with as soon as it becomes apparent that the real event is not exactly as described in the scenario. Nevertheless, the Annex F is a flowchart of suggested actions for the initial response period following a decision that the trigger for activation of the CP has been reached.

1. Scenario

1.1. Context Analysis

This CP is produced in the context of the refugee emergency created by the conflict in Syria. It considers only eventualities directly caused by this emergency which are both likely and have very negative consequences should they actually occur. This plan does not consider underlying causes in any detail, since it is not a political analysis but a practical CP to be implemented by relief agencies. Nevertheless, based on Lebanon's recent history and the progression of the Syrian conflict to date, the following precipitating factors are considered to have a relatively high likelihood of occurring and seriously negative consequences if they do:

1.1.1. Mass influx of refugees exceeding current trends

A worsening of the conflict in Syria with even worse and more widespread violence directed against civilians, could lead to even greater levels of displacement within Syria and refugee outflow. More dramatically, the eventual collapse and defeat of one side or the other, could lead to much more sudden refugee flows either of a similar character to the current refugee profile, or of a very different character. This could possibly be precipitated by the fall of Damascus or the coastal cities where the regime has its remaining power bases.

This scenario, in either of its forms above, is the one considered in this Inter-Agency CP for Syrian Refugees.

1.1.2. Epidemic

The possibility of a major epidemic disease, for instance a cholera epidemic during the summer months when water supplies and hygiene are always at their lowest, is considered to be more likely now. Although more likely to emerge in the refugee population, given the poor living conditions in which large numbers are living, it would not be confined to the refugees but would also affect Lebanese (and long-time Palestine Refugee residents) as well, and the management of such an epidemic would be considerably complicated by the existence of the underlying refugee emergency.

The epidemic scenario is not covered explicitly under this CP, but is referred to the UNCT Contingency Planning Core Group for further consideration, and in particular to the Ministry of Public Health (MoPH) and WHO. When they have considered this particular scenario in the light of the existing refugee emergency, it is recommended that all Sector Working Groups and Area Teams should review the relevant annex to the UNCT CP and derive an additional set of preparedness and response actions to cover this possibility.

1.1.3. Internal displacement within Lebanon

The conflict in Syria and the consequent refugee emergency raise the potential for a serious outbreak of violence within Lebanese territory, caused either by a direct intervention by either of the combatants in Syria, by an outbreak of hostility between refugees and the host population due to differing sympathies in the conflict, or by the re-opening of longstanding fault-lines between different Lebanese groups now with new scores to settle. It could result in significant internal displacement, either of Syrian refugees or of Lebanese citizens, or both. Conflict within Lebanon could therefore involve almost any conceivable combination of Lebanese and Syrian fighters supporting the Syrian Government or the opposition, bringing their fight inside Lebanese territory. Initially this would most likely affect locations near the borders in the

North and East, but possibly it could then move deeper into Lebanon. An incursion near Hermel for instance would cause the Syrian refugees now there to move southwards in Bekaa, and then west to the coast. This scenario would thus change the current pattern of refugee presence across the country and, if the fighting was sufficiently fierce, could result in wider displacement of both Syrians and Lebanese. The level of displacement would depend on the location, scope, and intensity of the fighting – if prolonged it could be long-lasting. It could also result in populations that wish to flee but are unable, being effectively trapped.

The scenario just described is considered a 'complex emergency' and so is not covered under this CP. When a certain threshold is reached – which is the moment when the violence is beyond the level of a localised problem and/or the response to it is beyond the capacity of the existing system to manage, the Humanitarian Coordinator (HC) in consultation with the UNCT and the Government of Lebanon (GoL) will activate the UNCT-CP. Leadership of the humanitarian response will transition from UNHCR to the HC, and the current sector-based coordination structure (presented graphically at Annex C) will evolve into a cluster system, through a process to be determined by the UNCT.

1.1.4. 'Regional Entanglement'

Further complicating there is the possibility of a 'regional entanglement' involving renewed conflict with Israel, that may or may not be overtly connected to the current conflict in Syria. Although there is nothing to indicate that either of the parties in the 2006 war would be interested in initiating a new confrontation, there is always the possibility of an unexpected trigger followed by a rapid escalation. A scenario of this kind could affect up to 1.5 million people, including internal displacements exceeding 735,000 and external displacement of 250,000 people (based on numbers affected in 2006). Given the current refugee crisis, if there was a re-opening of this particular conflict the numbers affected – of Lebanese, Syrian, and Palestinians – could be still larger. Populations could be displaced in several directions at once, and the operational environment would be highly constrained. Alternatively, depending on the scope of the conflict, population movements could be inhibited by generalized insecurity across the country. As in 2006, even though not directly party to the conflict, central government institutions (and the security forces) would find their capacity weakened and their ability to direct the response to such crisis seriously circumscribed.

Further consideration of the response to a 'regional entanglement' involving renewed conflict with Israel is referred to the HC and the UNCT, since it is beyond the mandate of UNHCR and the scope of this CP.

1.2. Description & Triggers

A mass influx of refugees exceeding current trends could have a number of possible causes but in its consequences it could take two different forms, or a combination of both forms:

(a)   Continuous large influx of refugees (averaging 10,000 persons per day) over a period of 30 days, thus exceeding 300,000 individual arrivals (60,000 HH) in one month (whereas RRP5 projected a rate of about 86,000 individuals / 17,200 HH per month (an average of 2,900 individuals per day).

(b)   The escalation of violence and breakdown of law and order in Syria (such as might be precipitated by the fall of Damascus) leading to a mass influx of 50,000 or more individual arrivals (10,000 HH) into Lebanon through all legal and illegal crossing points in one single day.

The scale of the influx in (i) and rate of influx in (ii) would exceed the current capacity of national and international agencies now responding to the refugee crisis in Lebanon, leading to a significant deterioration of the current humanitarian situation for both refugees (Syrian, Palestinian, Lebanese returnees and other nationalities) and their Lebanese hosts. Either of these conditions should trigger a contingency response on national level, as it is considered that they would overwhelm capacity across the board.

A much lower rate and a lesser scale of influx into a single governorate or district would be sufficient to overwhelm the capacity at local level, and this is considered in Part 3. Part 3 also considers area-specific challenges for which the area-level contingency plan might need to be activated, such as a rapid change in the proportion of Lebanese and Syrians in a certain place/village.

2.   Key Features of the Situation

Monitoring at the Borders & Other Key Locations

Information from the borders is vital but lacking, so a monitoring system must be established. Although GoL supports border monitoring by the agencies, under the current arrangements/capacity a mass influx might occur but not be perceived immediately, since most new families do not become apparent for the first few days, and sometimes weeks. Currently the only way is to consult the municipalities, since most know the scale of the influx into their area. This reinforces the need for each place ('P-code') to have a single agency responsible for monitoring the number of new arrivals (and of refugees in total), and reporting this on a regular basis. These agencies should establish communication with and supporting the monitoring/management role of the municipalities in their nominated places. The plan for border monitoring, reception and registration in a mass influx is at Annex D.

Reception

Entry will continue at the existing border points but with at least five times more refugees entering than at present. The above border monitoring function should perform two additional functions. The first is a preliminary screening to assess their condition and needs, with particular attention to be paid to injured civilians and extremely vulnerable individuals (EVI), who may need to be fast-tracked to registration (i.e. to receive hospital treatment, if eligible). The second is to establish communication with the new arrivals, to explain to them what they should receive in terms of protection and assistance, and to refer them to relatives already present, or to transit sites.

Registration

Under a mass influx the existing registration capacity would be insufficient and the number of centres would not be able to meet the growing demand of refugees to register, causing the waiting period for registration to rise again. Mobile registration centres may be needed and the capacity for this should be created now. On the other hand, if the number of refugees becomes so large so quickly that radical targeting of assistance was inescapable (forced by lack of capacity and lack of resources), even more refugees than at present may no longer be persuaded to register if they felt it was of no practical benefit – unless they could see that it increased their level of protection.

Protection

With 14% of refugees already crossing into Lebanon via unofficial entry points, this percentage could rise dramatically. Cases of detention and possible deportation could also be expected to multiply, although GoL has

committed itself to the principle of non-refoulement even in a mass influx. Among the refugees there could be injured and wounded civilians (and combatants of both sides) increasing the potential for tension and conflict within the refugee population that could drag in elements of the Lebanese population. In a mass influx there will be more separated and unaccompanied children who will be at higher risk of lack of family support, shelter, food, etc. yet, at the same time, current protection capacity is already stretched – many problems go unreported let alone resolved. Protection actors should therefore consider how to tackle a considerably worse situation.

Shelter

Sufficient shelter of an adequate standard may simply run out. In summer this would result in people sleeping outdoors, along main roads and in public and private abandoned buildings, and many more of the Informal Tented Settlements (ITS) that are already mushrooming across the country (currently nearly 300 have been mapped). In winter refugees would have to be placed in community spaces such as mosques, churches, schools, and social development centres. Prioritisation of the most vulnerable (children under 5, pregnant women, old, sick) would have to be the basis of the support provided, but in a rapid mass influx situation the authorities might lose control, and new arrivals may then try to take over whatever shelter they could find, seizing property and squatting in empty buildings or on unoccupied land – a development GoL strongly opposes, as it considers that it would contribute to a further deterioration in the security situation.

WASH

There is already insufficient access to safe water and appropriate sanitation facilities. The refugee population would find it even harder to maintain hygiene in these conditions, increasing the likelihood of outbreak of waterborne diseases such as cholera, hepatitis A and typhoid. The refugees will increasingly be seen as competitors for water resources, possibly sparking localised conflicts. And women and girls will be at greater risk of SGBV due to the lack of privacy or of WASH facilities sufficiently close to their shelters.

Food

Lebanon is accustomed to hosting a large number of seasonal visitors, but much of its food is normally imported not domestically grown, a significant proportion not by sea but through Syria. This link is already curtailed and may be cut completely, in which case major importation of foodstuffs may be necessary to meet the needs of the refugees and host population. The potential for malnutrition to become apparent in the refugee population, especially among children, the elderly and sick, will increase the longer the refugee crisis continues.

NFI[1]

Although in all cases but the sudden mass influx it is likely that the Lebanese market is sufficiently elastic to cope with the increased demand for basic household items, the problem will be that the stocks of CRI held by agencies or the resources available to them to provide NFI will not nearly meet the needs of the increased number of refugees. Radical prioritisation may become necessary, again focusing on the most vulnerable first.

Health

The mass influx scenario could cause a significant deterioration in the current health status of the overall refugee population. The scenario described under the WASH sector as well as the general scarcity of food and clean water

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[1] NFI = Non Food Item, which includes those items defined by the Global Shelter Cluster as Core Relief Items (CRI).

could lead to rising morbidity and mortality rates which would be difficult to isolate in the refugee population, giving more certain elements more pretexts for inciting conflict between them and the local Lebanese population.

Education

Depending on the season in which the massive influx occurs, educational activities not only for Syrian refugees but also for many Lebanese children might have to be halted as there would be no alternative but for schools to be taken over for shelter or other purposes, such as registration centres or clinics.

Logistics

Lebanon's limited logistic capacity would further hamper the supply of all goods, delaying delivery or even making it impossible, and the serious limitation on entry points (only the ports of Beirut and Tripoli plus the airport) would hinder the rapid import of goods under this emergency scenario. Existing checkpoints could be increased or procedures tightened adding to administrative limitations. Inside the country the only means of transportation is by truck but road networks are poor condition and limited – there are only four roads from the coast to the Bekaa, and all of them could easily be controlled by forces which might wish to limit access. During the winter months the large refugee and host populations in the Bekaa have to rely on the lone main road that is kept free of snow, for all delivery of supplies. Finally, shortages of fuel are also likely as Lebanon relies on import by sea for all its fuel, leading to more power cuts and further limiting the operations of all actors.

Stocks

Many agencies currently procure relief items from local suppliers but, at the onset of a mass refugee influx, the sudden increase in demand could make the local market volatile and unreliable, as well as more costly. To mitigate this risk some agencies have been building stockpiles of locally procured goods for immediate use in an emergency. UNHCR has sourced/is sourcing supplies from global stockpiles in Brindisi and Dubai which ensures their value for money and quality. The delivery lead time of three to four weeks (unless airlifted in which it would be within a week) from Brindisi and Dubai necessitates the pre-procurement and storage of these items in Lebanon.

Host Communities

At the time of writing about 45,000 Lebanese families are supported by the Lebanese government, through the NPTP, living below the poverty line (estimated to be $3.84 per day), but the economic situation of the poor in Lebanon has been worsening. Overall, the deterioration in the security situation coupled with increasing lack of funds to pay for an adequate level of humanitarian response at the same time as price inflation of rent and basic staples, is already leading to growing tensions between the host communities and the refugees. The Lebanese population is not the only category which will be affected by the situation, which will also catch up domestic workers and Third Country Nationals (TCNs), some of whom might require documentation and evacuation.

Security Concerns

Security will inevitably become more tenuous and unpredictable as the situation develops. The existing influx of refugees already puts the country under immense pressure and, if the one side or the other gets the upper hand in the conflict in Syria, the chances of Lebanon being dragged into the conflict rises drastically. Already there have been isolated incidents between Lebanese factions in certain high risk areas, such as Tripoli and Saida, but there are many other parts of the country with the potential for similar violent outbreaks. Even if the proximate causes differ in detail in different localities, the biggest worry is that the sporadic incidents connect and the violence becomes more generalised. This would result in a serious reduction in law and order across the country. Given the heavy reliance in this situation on INGOs and UN Agencies which have many international staff, this

means that security could become one of the main limitations on humanitarian response.

Continuity of Operations

If certain parts of the country are rendered too insecure for normal operations, INGOs and UN Agencies may only be able to implement life-saving humanitarian programmes by 'remote control', shifting the burden to local organisations, most with very limited capacity. The Lebanese Red Cross is an untapped resource and other local partners do exist (e.g. local charities, universities), but they may wish to concentrate their efforts on assisting affected Lebanese civilians, not refugees. Nevertheless, this potential capacity needs to be mapped and they need to be brought into partnerships now. The planning must also be coordinated or the relatively few local organisations will become the objects of competition between the agencies wishing to implement through them.

Response in general

An influx on the scale posited or even lower than this, at 300,000 or more individuals across the whole country in one month will make a camp situation almost inevitable. The Council of Ministers is deliberating on the establishment of 'transit sites' and, in case of an emergency, urgent authorisation for the establishment of such sites would be sought. Almost by definition all people who are forced to resort to living in a 'transit site', ITS or camp of any sort would need assistance. It would be neither logical nor cost efficient to try to target the assistance, which should be on a blanket basis to all such sites, whether formally endorsed by GoL or not. The mass influx situation would probably necessitate a response pared down to the provision of essential life-saving assistance only (healthcare, water and sanitation, food and essential NFIs, shelter). Furthermore, such assistance may have to be provided only at key locations where the numbers of refugees will be the greatest, and agencies would inevitably focus their efforts on these key centres, rather than raging widely across the country seeking refugees wherever they have gone to stay, as at present.

Improving the Quality of Planning

Preparedness would be made easier if there was better understanding of the absorption capacity of different municipalities / districts (which may depend on their willingness to host refugees more than on their actual physical capacity, since they will always ask for financial and physical assistance, as well as on the number of refugees compared with the size of the pre-existing Lebanese population). The HRC and IOM are currently mapping the locations of Lebanese returnees and an analysis of mobility patterns would assist planning, particularly if it could be extended to Syrian refugees, since such an analysis has so far been lacking, and it would be useful to consider where the refugees might go, or be able to go, in the event of further displacement within Lebanon.

Planning for contingencies has also been hampered by a dearth of information and analysis on what is happening in Syria. Suppose the regime does fall – what are the implications for Lebanon? Would there be a big swap of population, or rather a new layer of influx on top of the pre-existing refugee population, and what would be the indicators to tell us that such a 'swap' is occurring? In general, a good analysis of the situation in Syria is needed – of the pre-conflict demographics and the trends of displacement movement from Syria to Lebanon, and within Lebanon since the conflict started (secondary and tertiary displacement) – to tell us what might happen in the event of various dramatic changes in the conflict in Syria. All these questions need to be answered, and the UN should commission a suitable body to provide a relevant usable study on where refugees enter Lebanon and where they go once they are here, including in the event of localised conflict within the country.

Coordination Arrangements

In the current situation an Inter-Agency Coordination meeting is held every two weeks at Beirut level, and every

month in the field. At national level cross-sectoral coordination meetings are also held at two-weekly intervals, and Sector Working Group meetings every month. At field level Sector Group meetings are held on a four week cycle, the frequency within the four week cycle depending on the activities covered by each group.

In the event of a mass influx a core group of sector leaders would meet on a more frequent basis, but with an agenda limited to essential decisions and disseminating guidance for action. Adjustments may be made to the sectoral coordination cycle in order to allow agencies to focus on essential life-saving activities. The aim will be to achieve an optimum balance between the need to collect timely and accurate information and make key coordination decisions, while maximizing the time for the managers of implementing agencies to be in the field supervising the delivery of assistance. The coordination structure is shown graphically at Annex C

New Resource Requirements

A heightened emergency on the scale posited in this contingency plan will require activation of out-of-country contingency mechanisms to reinforce existing capacity. Many agencies maintain emergency response teams – ERTs. They should now define the level at which to activate them and pre-arrange their entry with the Government, since NGOs experience difficulties in reinforcing even now. In addition to the extra human resources needed, it is clear that additional financial resources will be needed and it is the task of UNHCR management to ensure that the Sector Leads estimate both of the cost of preparedness and of responding as detailed in this CP. In terms of both human and material resources (i.e. stocks of relief items) the objective is to create sufficient reserve capacity controlled at national level to enable rapid support to any field location where the scale of influx could overwhelm the capacity of the actors on the scene. This appeal for support to preparedness actions is separate from the major new needs that would arise in the event of one of the scenarios, which would most likely result in another revision of the Regional Response Plan, or even the possible preparation of a Flash Appeal, to be launched jointly by GoL (the MoSA Coordination Unit), the UN and participating NGOs.

3.   Preparedness & Response Strategy

The Contingency Plan will operate at two control levels (national/Beirut level and area level). The preparedness phase commences with the publication of this plan while the response phase will be launched as soon as the onset of a mass refugee influx emergency/outbreak of disease is recognized and continues until the situation is stabilized to the extent of allowing resumption of the current Regional Response Plan (RRP5) or of a new post-emergency plan (involving repatriation of refugees or other measures contingent on the new situation).

Each level of responsibility has defined a set of preparedness actions to be taken now, and some pre-planned responses to guide action in the early days of any activation of the CP, organised on a sector by sector (or issue by issue) basis. The aim is ensure that the necessary physical resources, relationships and procedures are already in place to ensure rapid implementation of the plan in each area and sector, whichever actual scenario occurs.

List of National / Area level Preparedness & Response Tasks – Strategy at national level / area level

STRATEGY at NATIONAL LEVEL

And at AREA LEVEL

	Management, Coordination, Info Management & Fundraising			Bekaa, North, South, Beirut & Mt Lebanon
	Preparedness Actions (National)	Deadline	Responsible	Preparedness Actions (Area)
1	Determine & agree any special additional coordination mechanisms to manage response to a mass influx, particularly with key actors in GoL (MoI, MoD, LAF, ISF)	To be determined	GoL (MoSA) & UNHCR	Agree coordination modalities with local actors, authorities and NGOs, political parties (& UNIFIL), for 'remote control response' in certain dangerous locations
2	Map possible displacement scenarios, liaise with GoL to be prepared in case of restricted humanitarian access	To be determined	UNHCR	Hold simulation exercise for an influx into the respective area with a scenario involving a combination of difficult factors, & ensure GoL involvement
3	Agree on early warning signals that will trigger deployment of resources from outside Lebanon to agencies operating here, & from the national to area level	To be determined	UNHCR	Consult UNIFIL & verify it will continue to provide assistance in support of the hosting / local community, as well as emergency medical care to Syrian refugees
4	Develop a strategy for agencies to mobilize additional resources quickly (eg a revision of the RRP)	To be determined	UNHCR to call IA meeting	Pre-prepare more ERF applications (= OCHA administered life-saving fund)
5	Obtain from all agencies on a regular basis a self-assessment of their current level of preparedness (i.e. how many HH they can support, any physical reserve stocks &/or financial resources above and beyond this)	To be determined	UNHCR (Beirut) to design template	Support the agencies' self-assessment, making it clear whether stocks are national level or area level, & not to duplicate this info
6	Continue to discuss the issue of 'Transit Sites' with GoL, to ensure all actors understand the pros & cons of establishing them to cope with a mass influx	Ongoing	UNHCR	Continue to identify additional locations within the area, suitable for potential Transit Sites
7	Map possible displacement scenarios, liaise with GoL so as to be prepared in case of limitations of humanitarian access	To be determined	UNHCR & GoL (MoSA)	Establish inter-area agreements on mutual support and particularly for data sharing
8	Strengthen the current border monitoring system / introduce it ASAP with GoL support & LAF agreement	To be determined	UNHCR	Agree on permanent presence & a public information function at the border to facilitate access to the refugees

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#	Preparedness Actions	Deadline	Responsible	Response Actions (Area)
9	Continue to enhance coordination with the Red Cross (ICRC, LRC & other societies) on contingency planning	Ongoing	UNHCR	Liaise with Lebanese Red Cross, and other national organizations in every district in the area
10	Review & clarify level of authority of Senior Field Coordinators & their staff in area offices - specifically for managing the contingency response to the scenarios	To be determined	All actors	Strengthen relationships & improve data collection at municipality level - continue building trust
11	Review requirements for information management in a contingency response, particularly reporting from and to the field, & continue to develop SOPs & templates	Ongoing	UNHCR	Review IM, agree reporting protocols / standardized assessment templates & other forms to improve info flow
12	Complete the 3W mapping, and produce maps of key facilities in each area, including locations of SDCs & Lebanese Red Cross	To be determined	UNHCR	Strengthen info sharing protocols between agencies/service providers, & outreach to local authorities, refugees & host communities
13	Create a core group to oversee 'operationalization' of the CP, and follow-up with Sector Leads & Senior Field Officers to ensure they complete all assigned taskings	31/07/2013	UNHCR, GoL (MoSA)	Establish an Area Crisis Management Team with key actors (e.g. MoSA Regional Coordinator), to follow up on CP preparedness actions & take executive decisions
14	Add contingency planning as a standing item to each sectoral & inter-agency working group meeting agenda	Immediately	Sector Leads	Add contingency planning as a standing item to each sectoral & inter-agency group meeting agenda
15	Pre-agree vulnerability & targeting criteria for sectors (Protection, Health, Shelter & WASH, Food & NFIs)	Ongoing	Sector Leads	Endorse group level assessment forms reflecting pre-agreement of vulnerability for relevant sectors
16	Determine the core tasks to be fulfilled in a crisis & prepare rosters of key staff to perform them	To be determined	All actors	Determine the core tasks to be fulfilled in a crisis & prepare rosters of key staff to perform them
	Response Actions (National)	**Deadline**	**Responsible**	**Response Actions (Area)**
1	GoL & UNHCR activate CP response after verification of numbers & inform UNSCOL, UNIFIL, OCHA & partners	On Day 1	GoL (MoSA) & UNHCR	Implement the strategy to obtain information directly from the border, 24/7
2	GoL to provide population movement data on a daily basis (entries & exits)	Daily, starting ASAP	GoL	Liaise with relevant authorities in areas of concern, to ensure humanitarian access (problem is staff safety)
3	Adjust and re-deploy staffing for initial 24 hrs response by relevant actors / prepare & share lists of staff	24 hrs	All actors	Redeploy staff from centre, another area or within it to respond adequately, particularly at transit sites

4	Seek urgent authority from the Council of Ministers to establish 'transit sites' at predetermined locations	Within 48 hrs	GoL (MoSA)	Reconfirm potential of all predetermined locations for 'transit sites', & activate plans for their establishment
5	Review existing national / field level coordination structure & adapt as necessary to the actual situation	Within 1 week	UNHCR	Decide whether activities can be reduced in one sector in order to increase in other sectors
6	Ensure regular consultation with ICRC, the Red Cross Movement & any other relevant actors not formally in the coordination structure	Weekly	UNHCR	Regular consultation with ICRC, Red Cross Movement & other relevant actors, especially local CBOs
7	Coordinate any inter-agency or cross-sectoral rapid assessment & present a 'gap analysis'	Within 1 month	GoL, UNHCR	
8	Sector working groups review priorities & capacities in the light of the early response to the new emergency, & report any alarming shortcomings	Within 1 month	Sector Leads	
9	Liaise with relevant members of the UNCT to assess impact on other population groups (IDP, PRS, Host, etc)	Within 1 month	UNHCR, IOM	
10	Liaise with embassies regarding TCNs & assist with issue of documentation / evacuation through transit centres	Within 1 month	IOM	

EXTERNAL RELATIONS & PUBLIC INFORMATION				Bekaa, North, South, Beirut & Mt Lebanon
Preparedness Actions (National)		**Deadline**	**Responsible**	**Preparedness Actions (Area)**
1	Revitalise the working group concerned with PI policy, to produce common messaging & template Q&As	To be determined	All agencies	Prepare area-specific PI lines / Q&As for quick response, in accordance with agencies' PI policies & the common messaging agreed at national level
2	Develop mass communication capacity, strategy, tools & messages, designed for use in the current emergency but also in case of any heightened crisis	Ongoing	UNHCR	Tailor messages to area, & communicate systematically with the refugees (at transit sites, community centres & upon registration) on the services they should expect

	Preparedness Actions	Deadline	Responsible	
3	Pre-identify a Comms / Reporting Officer for rapid deployment to any area facing a new emergency	To be determined	UNHCR	Prepare media response by clarifiying who may speak to the press, pre-identification of spokespeople & training

	Response Actions (National)	**Deadline**	**Responsible**	**Response Actions (Area)**
1	Deploy the identified Comms / Reporting Officers to each area	Within 24 hours	All agencies	Call forward Comms / Reporting Officers from national / Beirut level, to support the area
2	PI staff issue daily updates, with information feed from field & sectors through the IMU	Daily, starting ASAP	UNHCR	
3	Issue a joint press statement / conference with GoL following consultation with agency PI units	Within 48 hours	GoL, UNHCR	
4	Initiate joint GoL-UN donor meeting & repeat periodically	Within 1 week	GoL, UNHCR	

SECURITY OF OPERATIONS (including the physical means of communication)				**Bekaa, North, South, Beirut & Mt Lebanon**
Preparedness Actions (National)		**Deadline**	**Responsible**	**Preparedness Actions (Area)**
1	Liaise with Lebanese security forces (ISF, LAF) to assess the security situation for refugees, staff & host communities	Ongoing	UNDSS	Contact local authorities (including security forces) in advance, to ensure they understand IHL & that they are responsible for the security of humanitarian personnel
2	In coordination with the UNDSS & following SMT decisions to establish an internal security plan & SOPs for staff movements & contingency response	Ongoing	UNHCR	Collect a comprehensive list of satellite telephone numbers in order to set up a satellite 'communication tree' covering each agency/location
3	Ensure that the warden system is updated & wardens are properly briefed on the changing environment	Ongoing	UNHCR	Establish clear coordination between UNHCR, UNRWA, UNIFIL & UNDSS (eg exchange Liaison Officers), & a back-up comms system for support
4	Ensure that all staff & partners are briefed on the latest security developments	Ongoing	UNHCR	Agree on a communications & coordination system for rapid passage of security information, to increase the safety of UN & NGO staff in the area

5	Seek clarification from GoL on the process to follow for NGOs to use radios for operations & safety, provided they meet the requirements of the LAF & ISF	To be determined	UNDSS & UNHCR	Review the possibility of allocating an existing UN radio channel to NGOs, to enable them to communicate for staff safety & operational purposes
6	Validate the training & briefing that has gone on, & test the communications 'trees' by implementing a country-wide security drill	To be determined	UNDSS	Determine whether it is possible to share (UN) radios with key (non-UN) counterparts in certain locations to enable remote control response
7	Assess telecomms equipment requirement of UN agencies & partners, & procure necessary equipment	To be determined	UNDSS & UNHCR	
8	Ensure that the prescribed field security equipment is in place for all locations & staff	To be determined	All agencies	
	Response Actions (National)	**Deadline**	**Responsible**	
1	Advise on issues of illegal land occupation by refugees	As necessary	UNHCR FSU	
2	Advise on possible relocation of staff to the safer areas within the country &/or, ultimately, on evacuation	As necessary	UNDSS	

	LOGISTICS			**Bekaa, North, South, Beirut & Mt Lebanon**
	Preparedness Actions (National)	**Deadline**	**Responsible**	**Preparedness Actions (Area)**
1	Cover the responsibilities of the Logistics Cluster normally led by WFP (i.e. by expanding the TOR of the NFI Sector Working Group	To be determined	UNHCR, WFP	Amend the TOR of the Area Distribution Working Group, to include logistic issues of common concern
2	Inventorize existing stocks of shelter materials, food & NFIs held by all agencies in country, to produce combined stock figure & be the basis of a common plan	To be determined	All Sector Leads	Confirm stocks of shelter materials, food & NFIs held by all agencies at area level, & map locations / quantities of these stocks / their availability to respond to a crisis
3	List 'frame agreements' of all agencies/sectors & ask relevant agencies to check that they will actually work	To be determined	(Proposed) Logistics WG	Ask all agencies to share their 'frame agreements' - during the distribution coordination meeting

		Deadline	Responsible	
4	Identify hubs across the country for supplies to be stockpiled, & look for common warehousing, in existing facilities or by creating new ones (eg with Rubb Halls)	To be determined	(Proposed) Logistics WG	Map the locations of all significant existing warehouses (including UNRWA, etc) in the area & find locations for new warehouses if possible (eg Rubb Halls)
5	Draw upon the scenario planning & mapping work done by UNHCR to identify key locations where reserve stockpiles are needed, because they may be cut-off	To be determined	(Proposed) Logistics WG	Engage local partners for response & consider establishing stocks in local warehouses & in areas that may be inaccessible (e.g. Arsal, Hermel, Masharii Qaa)
6	Analyse the transportation network in Lebanon, for choke points & possible solutions to avoid logistic paralysis in an insecure environment	To be determined	(Proposed) Logistics WG	Establish a monitoring system looking at transportation costs in the area, & keep a consolidated record tracking this (i.e. when the security situation changes)
7	Establish protocols for common re-supply from regional humanitarian stockpiles, and drawing upon global suppliers using common procurement agreements	To be determined	(Proposed) Logistics WG	

	REGISTRATION			**Bekaa, North, South, Beirut & Mt Lebanon**
	Preparedness Actions (National)	**Deadline**	**Responsible**	**Preparedness Actions (Area)**
1	Develop a database for emergency registration, a border screening methodology, form & database (also in Access?) for systemization of data	In progress	UNHCR Registration	Share the emergency registration strategy / process with local actors for information purposes
2	Prepare a roster of UNHCR staff to cover border monitoring, reception & registration, & prepare existing registration centres to absorb more staff	To be determined	UNHCR Registration	Train existing Area Registration Centre staff in the emergency screening & registration methodology
3	Negotiate secondment to UNHCR of volunteers, available for deployment on short notice, from the Red Cross, World Vision, Arc en ciel, UNRWA	To be determined	UNHCR Registration	Identify partner staff (incl. from MoSA) for deployment to support emergency screening & registration, & organise training in the methodology / processes

4	Develop capacity by training roster staff (UNHCR & partner) in emergency registration	To be determined	UNHCR Registration	Host & support the training of UNHCR & partner staff rostered for emergency registration
5	Request Rubb Halls (up to three) + furniture for the transit centre(s)	To be determined	UNHCR Registration	Identify potential areas for emergency registration (eg transit sites, community centres, & mobile locations)
6	Prepare, procure & preposition a stock of registration materials (family cards, fixing tokens, manifests)	To be determined	UNHCR Registration	Distribute the contingency stock of registration materials to registration centres at area level
7	Develop mass info (e.g. on registration, or visibility material) leaflets & other media for dissemination at borders, transit centre(s) & where needed	To be determined	UNHCR Protection / Mass Comms	Distribute the stock of mass info materials to border crossings, registration & (potential) transit centres at area level
8	Scrutinize mapping of official & unofficial border crossings / make contact with CBOs in those areas	To be determined	UNHCR Area Offices	Identify & establish contact with CBOs in those areas that can report on groups arriving
9	Negotiate with LAF &/or GSO for UNHCR to access border crossings / ensure LAF &/or GSO designates liaison officers to UNHCR	To be determined	UNHCR Management	
10	Identify partners to assist in logistics & distribution at transit centre(s) (possibly DRC)	To be determined	UNHCR Registration	
11	Discuss with MSB registration & office work spaces for the camps	To be determined	UNHCR Registration	
12	Identify partners to provide emergency health care at transit centre(s) (possibly Red Cross)	To be determined	Health Sector Lead (UNHCR)	
13	Liaise with IOM regarding their preparedness / plan to transfer, accommodate & evacuate TCNs	To be determined	IOM	
14	Liaise with UNRWA regarding their preparedness / plan to record, transfer & accommodate PRS	To be determined	UNRWA	
15	Identify personal contractor(s) for bus services between transit centre(s) & camps	To be determined	UNHCR Admin	
16	Draw up inventory of IT equipment available for screening & registration - if nec., procure 40 laptops	To be determined	UNHCR Admin	

		Deadline	Responsible	
17	Identify / allocate vehicles & drivers	To be determined	UNHCR Admin	

	Response Actions (National)	**Deadline**	**Responsible**	**Response Actions (Area)**
1	Switch to emergency registration process at all transit sites & registration centres	Within 24 hours	UNHCR Registration	Carry out emergency registration, collecting basic bio-data & specific needs, at designated locations
2	Activate roster of standby registration staff & redeploy some of the existing capacity to predetermined points	Within 24 hours	UNHCR Registration	Mobilise & redeploy required emergency registration staff to new locations, & mobilise partner staffing
3	Mass information mechanism engaged at borders, transit centres & community centres	Within 24 hours	UNHCR Registration	Provide mass information regarding registration processes at the border & transit locations
4	Depending on size of influx, prepare manifesting or fixing tokens at border points for refugee transportation	Within 48 hours	UNHCR Registration	Utilise basic fixing tokens at border locations in order to transport refugees to transit locations
5	Engage additional local partners to support reception, registration & identification of the vulnerable	Within 72 hours	UNHCR Registration	Identify vulnerable persons at the entry points & during registration [refer to protection section below]

	PROTECTION			**Bekaa, North, South, Beirut & Mt Lebanon**
	Preparedness Actions (National)	**Deadline**	**Responsible**	**Preparedness Actions (Area)**
1	Develop the system for border monitoring & rapid pre-screening for vulnerability (i.e. before registration), & to try to track refugee flows after they have entered	To be determined	Protection Sector	Agencies agree to establish a focal point from a single agency for liaision at borders & other key locations, & additional staff (from all agencies) to monitor
2	Continue to liaise with Lebanese security forces to keep all official crossing points open & prevent refoulement	Ongoing	UNHCR	Establish a physical presence at Cheba'a' Hasbaya for monitoring, pre-screening, protection, referral & mass communication, & advocate to keep it open
3	Liaise with GoL (LAF, ISF, MoSA) & UNIFIL to plan & manage a remote response south of the Litani River, in case UNHCR & NGOs have no access	To be determined	UNHCR	Identify, map & brief CBOs beyond the Litani River so that they can collect basic bio-data & respond as necessary if UNHCR & NGOs cannnot cross the river
4	Confirm the policy, process & capacity to handle high risk or sensitive cases, including use of 'safe houses'	To be determined	Protection Sector	Identify / create 'safe houses' for high risk protection cases / train staff in 'light' case management

#		Deadline	Responsible	
5	Create a comprehensive list of contacts with respect to the border monitoring function	To be determined	Protection Sector	Identify / prepare a list of & train community focal points to monitor areas close to the border / flow points
6	Discuss with GoL protection issues in a mass influx (treatment, follow-up, detention, etc.) including vulnerable/undocumented TCNs who may be detained	To be determined	UNHCR, IOM	Mainstream protection in transit sites (layout, buildings) & ensure it is considered in all sectoral meetings
7	Review staffing requirements at national level to provide the field with more support for protection	To be determined	UNHCR	Partners confirm number of protection staff per location & identify who to deploy rapidly to transit sites, etc
8	Create a 'training package' for new UNHCR Protection Staff & appropriate staff from partner agencies	To be determined	Protection Sector	Conduct a training session for UNHCR & partner staff in pre-screening & vulnerability identification
Response Actions (National)		**Deadline**	**Responsible**	**Response Actions (Area)**
1	Mobilize full-time presence at borders to ensure unhindered & safe entry, immediate identification of vulnerable persons & provision of information	Within 24 hours	GoL, UNHCR	Mobilise monitoring presence at borders / entry points to identify vulnerable, disseminate information, refer to Registration & relevant service providers
2	Monitor protection situation / identify protection issues on ground, including physical safety at transit sites, etc	Within 24 hours	GoL, UNHCR	Station protection focal points from NGOs to set up 'protection desks' at transit sites / other locations for monitoring, identification, basic counselling & referral
3	Ensure safe transport from border areas to transit sites, camps, other designated areas away from borders	Within 24 hours	GoL, UNHCR, IOM	Ensure safe transport from border areas to transit sites, camps, other designated areas away from borders
4	Centralize tracking of refugee movement from entry points within the country, & communicate this rapidly	Within 48 hours	UNHCR	Utilise border monitoring, pre-screening & IM capacity to try to trace & inform about onward movement
5	Coordinate with relevant partners regarding voluntary returns, possible third-country evacuation & repatriation	Within 72 hours	GoL, UNHCR, IOM	IOM will coordinate with embassies TCN evacuation & issue of travel documents for undocumented migrants
6	Coordinate relocation of populations in need of relocation - if necessary establish humanitarian corridors	Within 72 hours	GoL, UNHCR	

7	Liaise with Lebanese security forces on documentation, detentions, application of guidelines on the quick identification & treatment of persons with special needs	Within 72 hours, then on a daily basis	GoL, UNHCR

CHILD PROTECTION				**Bekaa, North, South, Beirut & Mt Lebanon**
Preparedness Actions (National)		**Deadline**	**Responsible**	**Preparedness Actions (Area)**
1	Identify emergency interim care for unaccompanied minors (UAM) & appropriate sites/locations & partners to provide emergency shelter for children at risk	Ongoing	UNHCR, UNICEF, GoL (MoSA)	Identify / create emergency interim care for UAM & appropriate sites / locations to provide emergency shelter for children at risk
2	Prepare & disseminate to partners SOPs, assessment & monitoring forms for Child Protection monitoring, identifying children at risk, tracing, reunification	To be determined	UNHCR, UNICEF, GoL (MoSA)	Train staff & partners in the methodology for CP in emergencies & use of assessment & monitoring forms
3	Identify & disseminate to all actors emergency referral pathways of child protection services per 'hub'	To be determined	UNHCR, UNICEF, GoL (MoSA)	Train staff & community volunteers in basic PSS / referrals
4	Prepare & procure contingency stocks of recreation & early childhood development (ECD) kits	To be determined	UNICEF	Establish a contingency stock of recreation & early childhood development (ECD) kits in the area
5	Develop IEC material with key messages on emergency child protection to raise awareness	To be determined	UNHCR, UNICEF, GoL (MoSA)	Identify appropriate CP actors & create lists of staff who can be deployed to create Child Friendly Spaces (CFS)
Response Actions (National)		**Deadline**	**Responsible**	**Response Actions (Area)**
1	Set up child protection monitoring at the border entry points to identify UAM / SC / children at risk	Within 48 hours	UNHCR, UNICEF, GoL (MoSA)	Protection monitoring & identification of UAM / SC / children at risk at reception, registration & transit sites
2	Disseminate IEC materials & conduct awareness raising on child protection concerns	Within 48 hours	MOSA, UNHCR, UNICEF	CP concerns: birth registration, parental care, psychosocial support; UXO risk, childhood exploitation

		Deadline	Responsible	
3	Conduct psychosocial & recreational activities - in transit sites, & through mobile outreach	Within 72 hours	MOSA, UNHCR, UNICEF	Create Child Friendly Spaces (CFS) in transit sites
4	Tracing & family reunification for UAM / SC & referral to alternative care, particularly if in transit sites	Within 72 hours	ICRC, UNHCR, MOSA, UNICEF	Tracing & family reunification for UAM / SC & referral to alternative care, particularly if in transit sites
5	Implement the emergency interim care arrangements for UAM & provide emergency shelter for children at risk	Within 72 hours	MOSA, UNHCR, UNICEF	Temporary emergency shelter/child safe houses for UAM/children at risk
6	Case management of children at risk (child recruitment, physical & sexual violence/exploitation, trafficking)	Within 72 hours	MOSA, UNHCR, UNICEF	

	PREVENTION & RESPONSE TO SEXUAL & GENDER BASED VIOLENCE (SGBV)			**Bekaa, North, South, Beirut & Mt Lebanon**
	Preparedness Actions (National)	**Deadline**	**Responsible**	**Preparedness Actions (Area)**
1	Update contact information of SGBV-TF members including GoL counterparts & chairs of field SGBV coordination mechanisms	To be determined	SGBV-TF Coordinator	Update contact information of faith-based organisations, refugee FPs, women's & youth groups, SDCs & UPEL staff for info dissemination
2	Order & distribute a stock of PEP Kits to the PHCs & hospitals vetted for inclusion in the referral pathways	To be determined	UNFPA	Monitor PHC & hospitals identified to deliver clinical management of SV to ensure up to the standard
3	Continue ongoing training of medical personnel on clinical management of sexual violence	To be determined	SGBV-TF Coordinator	Provide induction on SGBV prevention / response to other sector staff (including non-medical)
4	Disseminate minimum standards for the Dignity Kit & review the sanitary items provided through WASH Sector	To be determined	SGBV-TF Coordinator	Map the stocks of Dignity Kits & sanitary items held at area level, & pre-position more if deemed insufficient
5	Advocate that each case management agency has clear protocols on data security in case its personnel are evacuated	To be determined	SGBV-TF Coordinator	Develop internal protocols to continue managing data & protecting confidentiality, including data security, in case personnel are evacuated
6	Finalize key messages & IEC/visuals on the prevention of SGBV	To be determined	SGBV-TF Coordinator	Disseminate key messages & IEC to community / train social workers in emergency response

		Deadline	Responsible	
7	Disseminate to members SOPs, safety audit templates & emergency GBVIMS intake forms	To be determined	SGBV-TF Coordinator	Disseminate repertoires of services & referral pathways with contact details to other agencies / frontline workers
8	Translate the PSEA module into Arabic	To be determined	SGBV-TF Coordinator	Continue to train staff in PSEA
Response Actions (National)		**Deadline**	**Responsible**	**Response Actions (Area)**
1	Liase with other sector lead agencies to mitigate risks / ensure SGBV prevention & response is integrated into their own response	On Day 1	UNHCR, UNICEF	Increase mobile intervention to strenthen access to psycho-social / health services including set up of temporary safe spaces, esp. in transit sites
1	Ensure SGBV is integrated into any emergency protection monitoring & any inter-sectoral assessment	Within 72 hours	UNHCR, UNICEF	Identify more options for temporary shelter arrangements for women & girls at risk / SGBV survivors

SHELTER				**Bekaa, North, South, Beirut & Mt Lebanon**
Preparedness Actions (National)		**Deadline**	**Responsible**	**Preparedness Actions (Area)**
1	Agree in advance on shelter vulnerability criteria; then create & use a standardised assessment approach	To be determined	Shelter, Protection & WASH Sectors	Apply the standardised assessment approach & form to assess vulnerability in the area; respond accordingly
2	Shelter capacity assessment & mapping: identify, map & rehabilitate all potential transit sites, collective shelters	To be determined	Shelter & WASH Sectors, GoL (MoSA)	Make 1 agency responsible per locality for coordination, info sharing with municipalities & communities, etc.
3	Open space assessment': identify, assess & plan the layout of all possible transit sites / other locations along road sides, on unoccupied land, agricultural land, etc	To be determined	Shelter & WASH Sectors, GoL (MoSA)	Identify more transit sites (in addition to any already identified) especially where high influx is anticipated
4	Map existing stocks of building 'sealing-off' kits available with all actors across all areas, & increase the stocks	To be determined	UNHCR	Increase the stock of 'sealing-off' kits in the area, to 5,000 HU's &/or 3 months stock (at current rate)
5	Assess the stock of tents &/or shelter boxes & increase to sufficient for at least 20,000 HH (5,000 in each of the 4 areas + 10,000 as a strategic reserve at national level)	To be determined	UNHCR	Preposition tents &/or T-shelters sufficient for 5,000 families in each of the 4 areas; coordinate their storage

	Response Actions (National)	Deadline	Responsible	Response Actions (Area)
1	Utilise agreed vulnerability criteria in order to radically prioritise most vulnerable for provision of shelter	On Day 1	UNHCR	In summer, coordinate with NFI partners for distribution of blankets; in winter open mosques, churches, schools
2	Open new 'transit sites' & extend existing ones to double their planned size if possible	Within 24 hours	UNHCR, GoL (MoSA)	Extend any existing 'transit sites' / open new sites where pre-identified & planned
3	Initiate an immediate rapid assessment of the locations of families on the move elsewhere	Within 72 hours	UNHCR	Carry out immediate assessment of location of families on the move elsewhere

WASH				Bekaa, North, South, Beirut & Mt Lebanon
	Preparedness Actions (National)	Deadline	Responsible	Preparedness Actions (Area)
1	In cooperation with Shelter Sector, identify options / locations to accommodate a mass influx, including sites for potential collective centres, transit sites & 'camps'	To be determined	Shelter & WASH Sectors, GoL (MoSA)	In accordance with the division into different localities (as per Shelter), assign responsibility in that location also for WASH interventions to the same unique agency
2	Review & update lists of current stocks & available capacity for critical rapid response (eg water tankers)	To be determined	UNHCR, UNICEF	Review & update lists of current stocks at area level
3	Review staffing requirements & support mechanisms against current capacity	To be determined	UNHCR, UNICEF	Review staffing requirements & support mechanisms against current capacity at area level
4	Pre-position critical WASH materials for response at pre-identified key locations including potential transit sites	To be determined	UNHCR, UNICEF	Pre-position WASH materials for water storage & purification, garbage containers, at key locations
	Response Actions (National)	Deadline	Responsible	Response Actions (Area)
1	Rapid needs assessment particularly of ITS & potential transit sites not already been assessed & planned	Within 24 hours	UNHCR, UNICEF, GoL	Rapid needs assessment particularly of ITS & potential transit sites not already been assessed & planned
2	Hygiene promotion / awareness raising	Within 48 hours	UNHCR, UNICEF, GoL	Hygiene promotion / awareness raising
3	Provision of water to all main sites through connection to existing network / water trucking	Within 48 hours	UNHCR, UNICEF, GoL	Provision of water to all main sites through connection to existing network / water trucking

#	Preparedness Action	Deadline	Responsible	Preparedness Action (Area)
4	Set up water storage facilities at all main sites	Within 48 hours	UNHCR, UNICEF, GoL	Set up water storage facilities at all main sites
5	Mass water treatment (chlorination)	Within 48 hours	UNHCR, UNICEF, GoL	Mass water treatment (chlorination)
6	Distribute aquatabs / water purification filters	Within 48 hours	UNHCR, UNICEF, GoL	Distribute aquatabs / water purification filters
7	Test water quality	Within 48 hours	UNHCR, UNICEF, GoL	Test water quality
8	Distribute hygiene kits (including water containers or buckets) & baby kits to those with infants	Within 48 hours	UNHCR, UNICEF, GoL	Distribute hygiene kits (including water containers or buckets) & baby kits to those with infants
9	Construct emergency latrines (using pre-fabricated sanitation units) / defecation fields if no alternative	Within 72 hours	UNHCR, UNICEF, GoL	Construct emergency latrines (using pre-fabricated sanitation units) / defecation fields if no alternative
10	Set up water distribution tapstands including pipe networks	Within 1 week	UNHCR, UNICEF, GoL	Set up water distribution tapstands including pipe networks
11	Construct emergency showers	Within 1 week	UNHCR, UNICEF, GoL	Construct emergency showers
12	Undertake drainage works	Within 1 week	UNHCR, UNICEF, GoL	Undertake drainage works
13	Install solid waste bins & arrange garbage disposal	Within 1 week	UNHCR, UNICEF, GoL	Install solid waste bins & arrange garbage disposal
14	Distribute latrine / camp cleaning kits	Within 2 weeks	UNHCR, UNICEF, GoL	Distribute latrine / camp cleaning kits

	FOOD SECURITY & NUTRITION			**Bekaa, North, South, Beirut & Mt Lebanon**
	Preparedness Actions (National)	**Deadline**	**Responsible**	**Preparedness Actions (Area)**
1	Maintain market monitoring system to track price increases/inflation, taking a baseline before the influx	Already in place	WFP	Assess & map Food & Nutrition Sector partner capacity & stocks in the area

		Deadline	Responsible	
2	Confirm feasibility of scaling-up production, & make standby agreements for a total of 6,000 parcels/week	Done by 01/07/2013	WFP	Maintain a fixed level of contingency stocks at 7,500 parcels (50% of the required quantity) at all times
3	Predefine simple targeting criteria for a mass displacement, based on current Vulnerability Assessment, in order to target 'on-arrival' food parcels	To be determined	WFP	Drawing upon the plans of the Shelter & WASH Sector working groups, plan distribution points at or near to likely sites for collective centres, transit sites & 'camps'
4	Estimate likely volume & locations, particularly in urban areas, for use of one-off food vouchers for new arrivals	To be determined	WFP	
5	Warn donors that a mass influx could result in short term food price inflation, so the vouchers' purchasing power may reduce at the same time as more will be needed	To be determined	WFP	
	Response Actions (National)	**Deadline**	**Responsible**	**Response Actions (Area)**
1	Prioritise in-kind food distributions at ITS, transit sites, collective centres, etc., having already mapped out the likely locations & planned associated distribution points	On Day 1	WFP	Closely coordinate Shelter, WASH, Food & NFI response at area level so that the assistance is coherent, consistent, & does not create unrealistic expectations
2	Utilise the simplified targeting criteria to quickly identify the other vulnerable &/or needy families, who are not living in an ITS, transit sites or collective centres	Within 48 hours	WFP	Distribute food parcels or E-vouchers as appropriate, to refugees not living in 'camp' type situations, & continue assisting the registered, if funds permit
3	Set up a system to monitor for malnutrition	Within 1 month	WFP	Support malnutrition monitoring mechanism, as needed

	NON-FOOD ITEMS (NFI), including CORE RELIEF ITEMS (CRI)			**Bekaa, North, South, Beirut & Mt Lebanon**
	Preparedness Actions (National)	**Deadline**	**Responsible**	**Preparedness Actions (Area)**
1	Standardize the NFI kit contents & specifications of individual items, provided by all agencies	Ongoing	NFI Sector Working Group	Assess & map NFI Sector partner capacity & stocks in the area, based on the quantity of standard kits available

		Deadline	Responsible	
2	Predefine simple targeting criteria for a mass displacement, based on current Vulnerability Assessment, in order to target 'NFI New Arrival' Kits	To be determined	NFI Sector Working Group	Drawing upon the plans of the Shelter & WASH Sector working groups, plan distribution points at or near to likely sites for collective centres, transit sites & 'camps'
3	Warn donors that contingency stocks requested under RRP5 (for 44,000 HH) by all agencies will be quickly exhausted & make them agree to strategic reserves	To be determined	NFI Sector Working Group	Establish a reserve stock of all NFIs sufficent for 10,000 HH actually within each area, & seek funds for more
	Response Actions (National)	**Deadline**	**Responsible**	**Response Actions (Area)**
1	Prioritise in-kind NFI distributions at ITS, transit sites, collective centres, etc., having already mapped out the likely locations & planned associated distribution points	On Day 1	UNHCR	Closely coordinate Shelter, WASH, Food & NFI response at area level so that the assistance is coherent, consistent, & does not create unrealistic expectations
2	Utilise the simplified targeting criteria to quickly identify the other vulnerable &/or needy families, who are not living in an ITS, transit sites or collective centres	Within 48 hours	UNHCR	Distribute NFI kits or E-vouchers as appropriate, to refugees not living in 'camp' type situations, & continue assisting the registered, if funds permit

	HEALTH			**Bekaa, North, South, Beirut & Mt Lebanon**
	Preparedness Actions (National)	**Deadline**	**Responsible**	**Preparedness Actions (Area)**
1	Map current capacity of partners at national level, set up info / coordination agreements & a matrix of services dividing roles according to comparative advantage	To be determined	UNHCR, WHO, GoL (MoPH, MoSA)	Map current capacity of partners at area level, set up info / coordination agreements & a matrix of services dividing roles according to comparative advantage
2	Define key medical items for the contingency response, & inventorize the stocks held at national level	To be determined	UNHCR, WHO, GoL (MoPH)	Define key medical items (medicines, supplies & equipment), & inventorize the stocks held at area level
3	Map out existing Primary Health Care (PHC) & Secondary Health Care (SHC) facilities at country level	To be determined	UNHCR, WHO, GoL (MoPH)	Map out existing PHC & SHC facilities at area level
4	In consultation with MoPH assess the risk of Scenario 3, & ensure that the response is properly planned	To be determined	UNHCR, WHO, GoL (MoPH)	Ensure the response to a major epidemic, complicated by the refugees, is properly planned by all area offices

	Response Actions (National)	Deadline	Responsible	Response Actions (Area)
1	Establish teams at entry points to conduct triage / epidemic control / health monitoring / rapid assessment	Within 24 hours	UNHCR, WHO, GoL (MoPH, MoSA)	Establish teams at entry points (legal & illegal) with security coverage at critical locations
2	Referral system for stabilised cases, on to the network of existing PHC & SHC, & extend their opening hours	Within 24 hours	UNHCR, LRC	Referral system to the network of existing PHC & SHC, & extend their opening hours
3	Monitor & control health of population, particularly epidemic monitoring & control	Within 48 hours	UNHCR, WHO, UNICEF, MoPH	Monitor & control health of population, particularly epidemic monitoring & control
4	Mobile clinics/outposts to deliver emergency response & PHC at new sites or personnel, equipment & medicines at existing facilities to increase capacity	Within 48 hours	UNHCR, WHO, GoL (MoPH)	Mobile clinics/outposts to deliver emergency response & PHC at new sites or personnel, equipment & medicines to increase capacity at existing facilities
5	Establish staffed, equipped & properly resourced field hospitals	Within 72 hours	MSF, IMC, GoL (MoPH)	Establish staffed, equipped & properly resourced field hospitals
6	Health education & outreach to the population	Within 1 month	UNHCR	Health education & outreach to the population

	EDUCATION			Bekaa, North, South, Beirut & Mt Lebanon
	Preparedness Actions (National)	**Deadline**	**Responsible**	**Preparedness Actions (Area)**
1	Assess & map tented settlements for access to education, number of school age children, proper studying environment & space for school tents	To be determined	GoL (MEHE), UNICEF, UNHCR	Set up temporary schools in tents at likely sites for collective centres, transit sites & 'camps' through site assessment, planning & prepositioning stocks in the area
2	If the mass influx is very large or overwhelming, especially if in winter, as a last resort use schools for shelter	To be determined	GoL (MEHE), UNICEF, UNHCR	Map & divide the area into school-clusters & designate a focal point (i.e. 1 IP) per school-cluster in case schools might have to be suspended to use them for shelter

#	Response Actions (National)	Deadline	Responsible	Response Actions (Area)
3	Raise awareness, provide vaccines, hygiene kits, medication, shampoo to all schools	To be determined	MEHE, MoPH, UNICEF, UNHCR	Support the awareness raising & practical measures to combat lice, scabies & other infectious conditions
4	Conduct a Joint Education Capacity & Needs Assessment, looking at all public & private schools across the country	To be determined	MEHE, UNICEF, UNESCO, UNHCR	Support Joint Education Capacity & Needs Assessment - map school situation, locations & capacity, across area
5	Plan how to set up child-friendly spaces in collective centres, transit sites, ITS & other forms of 'camps', where some educational activities can continue	To be determined	GoL (MEHE), UNICEF, UNHCR	Map locations, centres, partners who are capable (& build the capacity of other partners) to do remedial classes & ALPS for newcomers & children outside schools
6	Map availability of incentive teachers & provide them with training, facilities & supplies	To be determined	GoL (MEHE), UNICEF, UNHCR	Support mapping of availability of incentive teachers & provide appropriate training, facilities & supplies
7	Preposition 'Schools-in-a-Box', Recreational Kits & school tents/prefabs at key locations across the country	To be determined	GoL (MEHE), UNICEF, UNHCR	Map suitable warehouses ito preposition 'Schools-in-a-Box', recreational kits and school tents/prefabs
8	Procure additional education supplies sufficient for 1 month's mass influx (e.g. ~150,000 school age children)	To be determined	GoL (MEHE), UNICEF, UNHCR	Pre-position education supplies in each area
9	Confirm with MEHE & communicate the curriculum defined for Syrian refugee children in Lebanon	To be determined	UNICEF, UNHCR	
10	Obtain authorisation from GoL (MEHE) for educational activities to take place in any form of tented settlement	To be determined	UNICEF, UNHCR	
11	Prepare for a mass influx by providing teacher training, enhanced facilities, school supplies, & rehabilitation	To be determined	GoL (MEHE), UNICEF, UNHCR	
12	Reinforce MEHE through deployment of an Emergency Education Team	Ongoing	GoL (MEHE), UNICEF, UNHCR	
	Response Actions (National)	**Deadline**	**Responsible**	**Response Actions (Area)**

1	Include Education in any rapid inter-sectoral assessment	ASAP	UNICEF, UNHCR	Include Education in any rapid inter-sectoral assessment
2	Ensure that education data is collected, consolidated, analysed & disseminated, & perform M&E regularly	Within 1 week	GoL (MEHE), UNICEF, UNHCR	Ensure that education data is collected, consolidated, analysed & disseminated, & perform M&E regularly
3	Initiate Two-Shift schooling country-wide, ensuring that fees, equipment & running costs are covered	Within 2 weeks	GoL (MEHE)	Initiate Two-Shift schooling country-wide including in private schools
4	Set up child-friendly spaces in collective centres, transit sites, & ITS, so that some educational activities continue	Within 1 month	GoL (MEHE), UNICEF, UNHCR	Initiate remedial classes & ALPS for newcomers & children outside schools
5	In a mass but gradual refugee influx, establish tented schools in collective centres & transit sites, & enlarge existing school facilities to expand capacity	Within 1 month	GoL (MEHE), UNICEF, UNHCR	Support the establishment of temporary schools in tents at collective centres & transit sites, & also inside existing school facilities to expand capacity
6	If the influx is more sudden/overwhelming, use schools for shelter but initiate Education's plan to get all refugee & Lebanese children back to school within 3-6 months	Within 1 month	GoL (MEHE), UNICEF, UNHCR	Support implementation of Education's contingency plan to get all refugee Syrian children & all Lebanese children back to school within 3-6 months
7	Intensify community outreach to ensure enrolment	Within 2 months	GoL (MEHE), UNICEF, UNHCR	
8	Advertise for, select & recruit additional teachers as necessary	Within 2 months	GoL (MEHE), UNICEF, UNHCR	

4. Annexes

Annex A – Refugee Population Projection (Mass Influx Scenario a + b)

Annex B – Maps

- Thematic Maps of Key Infrastructure in Lebanon

- Who-What-Where (partner) maps

- Current Registered Refugee Distribution & Influx Points

Annex C – Contingency Plan Coordination

- Diagram of Coordination Structure

- Contact List

Annex D – Border Monitoring, Reception & Registration Plan

Annex E – Rapid Assessment Forms

- Newcomer Household Assessment Form

- Multi-Sectoral Rapid Assessment - Group Form

Annex F – Area-Specific Descriptions (Bekaa, North, South, Beirut & Mt Leb.)

- Scenario Triggers

- Assumptions

Annex G – Table of Suggested Actions for Initial Response Period

Annex H – Preparedness & Response Matrix

- National level / Field level

Annex I – Contingency Stocks (held by all agencies, not just UNHCR)