

Minutes of Meeting Inter-Sector Coordination Group Meeting

Meeting Location	Hybrid: MS Teams & ESCWA Room F500	Meeting Date	4 July 2025
Chairpersons	Dr. Ola Boutros, LRP General Supervisor (MoSA) Stephanie Laba, Inter-Agency Coordination Officer (UNHCR) Marianne El Haibe, Coordination Officer (UNDP) Eyram Dzitrie, Humanitarian Affairs Officer (OCHA)	Meeting Time	10:00 a.m. 12:00 p.m.
Minutes Prepared by	Jana Nasr, Senior Inter-Agency Coordination Assistant (UNHCR)	Meeting Duration	2.00 hrs.
Participants	Annex 1		
Agenda	1. Opening Remarks 2. LRP Updates a. Return b. Steering Committee c. 2026 Planning Timeline 3. Streamlining Coordination Exercise 4. Critical Needs & Funding Gap Analysis: Way Forward 5. Mid-Year Dashboard Guidance & Timeline 6. Crisis Definition and Scope of Analysis: JIAF and PiN, Severity 7. Housing, Land, and Property Documentation in the South of Lebanon: A Rapid Needs Assessment 8. AoB: Accountability to Affected Populations		

1. Opening Remarks

Dr. Ola Boutros, LRP General Supervisor (MoSA)
Stephanie Laba, Inter-Agency Coordination Officer (UNHCR)
Marianne El Haibe, Coordination Officer (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. They also congratulated Stephanie Laba on her appointment as ISCG Co-Chair from UNHCR.

Dr. Ola Boutros expressed appreciation for the continued hard work of all partners in making the response more efficient despite limited resources. In particular, she acknowledged the contributions of the Basic Assistance and Food Security sectors in supporting the Ministry of Social Affairs (MoSA) to provide cash assistance to IDP-affected and most vulnerable households. She highlighted the official launch of this initiative last week in the Cash Working Group (CWG), chaired by the UN Resident Coordinator/Humanitarian Coordinator (RC/HC) Mr. Imran Riza, and the Minister of Social Affairs, Ms. Haneen El Sayed, as a significant achievement in linking humanitarian aid to strengthening the social safety net. She emphasized the importance of collaborating with MoSA on this dedicated dataset to uphold humanitarian principles, reduce costs, minimize aid bias, support public institutions, and address communal sensitivities. Dr. Ola also shared positive updates: the government issued a decision on return, in cooperation with the UN and international community, designating MoSA to play a bridging role aligned with its leadership on the Lebanon Response Plan (LRP). Furthermore, the exchange of letters between MoSA and UNHCR has been finalized, and the return chapter is under review to incorporate necessary adjustments in preparation for the Steering Committee, expected to convene later this month.

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

2. LRP Updates

Return

Amalina Majid, Repatriation Officer (UNHCR)

Amalina congratulated the Government of Lebanon (GoL) on their decision regarding returns, recognizing MOSA's role as a bridge between the international community, UN, and humanitarian agencies, and UNHCR's readiness to support. She then provided an update:

- UNHCR updated its position on returns to Syria in December 2024.
- The Durable Solutions Working Group (DSWG) prepared an inter-agency plan on returns, also presented to ISCG.
- The GoL established inter-ministerial and technical committees to develop operational modalities for returns.
- An exchange of letters has been signed between UNHCR and GoL clarifying roles and responsibilities.
- On 1 July 2025, the General Directorate of the General Security (GSO) issued a circular waiving fees, fines, and re-entry bans for Syrians and Palestinian Refugees from Syria (PRS) returning between 1 July–30 September.
- Two Return Modalities:
 - Self-organized voluntary return:
 - Refugees known to UNHCR can request return, receive information, undergo voluntariness assessment, and receive a \$100 per person cash grant.
 - Refugees arrange their own travel through official border points.
 - Officially launched on 1 July; processing is ongoing.
 - Organized voluntary return:
 - Same as above but includes transport organized by IOM.
 - Discussions with IOM and GoL are ongoing to operationalize this modality.
- Over 6,600 return-related calls were received via hotline prior to the launch.
- More than 3,000 families (~12,700 individuals) expressed interest in facilitated return, mainly 56% from North, 30% from Bekaa, and 14% from Beirut/Mount Lebanon and South.
- UNHCR updated its [Help](#) site and communication materials; further outreach ongoing.
- The first repatriation forms have been issued and the first round of return cash grants was disbursed. First self-organized returns are expected next week.
- The return cash grant in Lebanon is \$100 per returning individual and the reintegration cash grant in Syria: \$400 per family. Once a family returns and receives the cash grant, their case in Lebanon is closed and assistance in Lebanon stops.
- Concerns raised about possible inefficiencies in assistance and impact of providing cash to newcomers; to be discussed in Cash Working Group (CWG).

Steering Committee

Stephanie Laba, Inter-Agency Coordination Officer (UNHCR)

Stephanie Laba provided updates on the return chapter and steering committee:

- Following the launch of the government's voluntary return programme, the LRP return chapter needs to be finalized.

- New comments on the return chapter were received from MoSA and the Inter-Ministerial Committee yesterday. The team is currently addressing these comments and incorporating language from:
 - The recent exchange of letters between UNHCR and GoL.
 - The decision of the Council of Ministers.
- The return chapter will be sent back to MoSA for final approval by mid-next week. Once approved, the LRP Steering Committee for 2025 will be convened by end of July.
- This meeting will mark the formal endorsement of this year's plan and kick off the planning process for next year. More details will be shared as they become available.

Planning Timeline

Stephanie Laba, Inter-Agency Coordination Officer (UNHCR)

Stephanie Laba discussed the planning timeline and next steps:

- The draft planning timeline for LRP 2026 was shared during the previous ISCG meeting and no comments were received from participants except to increase the duration from two weeks to three weeks between the LRP 2026 Planning & Needs Analysis Workshop and the submission of Sector Strategies & Logframes.
- The proposed timeline will be presented to the HCT on July 17 for consideration. After endorsement, the planning process for LRP 2026 will be formally launched.

Action Point:

1. Inter-Sector Co-Chairs to account for 3 weeks between the planning workshop and the sector strategies submission in the LRP 2026 Planning Timeline.

3. Streamlining Coordination Exercise

Stephanie Laba, Inter-Agency Coordination Officer (UNHCR)

Stephanie presented the streamlining coordination exercise:

- The ISCG Co-Chairs drafted proposals for a streamlined coordination structure which have been revised by LRP lead agencies, Sector leads, and HCT members. The draft proposal is now endorsed by the HCT.
- Next steps include developing detailed actions with clear responsibilities, refining timelines for each component, and identifying focal points. ToRs are also to be updated based on the proposed changes.
- Sectors are requested to review elements under their sector's responsibility and begin planning for implementation. Input will feed into actionable, phased plans.
- Streamlining is a gradual transition, not an overnight change and continued collaboration needed (especially to clarify area-based coordination).
- Details on the exercise can be found on the following slides [here](#) respectively:
 - Slide 11: Sector Working Groups and Sector Meetings
 - Slide 12: Sub-National ISCG Coordination
 - Slide 13: LRP and Support to Government as LRP Lead
 - Slides 14 & 15: Shift in Coordination Capacity

Discussion

- Process Concerns:
 - Concerns were raised about how national coordinators will ensure sub-national responsibilities are maintained despite slimmed-down structures

and called to ensure coordination remains balanced across sectors and inclusive of NGOs, given their key role.

- Some felt the process appeared top-down and lacked sufficient consultation with sectors, particularly on sensitive changes like area-based coordination and the role of sub-national mechanisms.
- Concerns about Sub-National Sector Coordination & Area-Based Coordination:
 - One of the proposals endorsed by the HCT is for Sector coordination to take place at the national level only, once per month, with national meetings to be organized quarterly or in case of emergency. Some participants noted that sub-national sector coordination was particularly important for their sectors noting the importance of maintaining effective coordination at the field level.
 - Another key proposal to streamline coordination is for sub-national ISCGs to shift to an interagency structure, bringing together the heads of sub-office/area office of partners operational in a specific geographic area. To make this transition, Subnational ISCGs are expected to include heads of field offices in their engagements by end of July, with a gradual shift towards area-based/interagency coordination by end of December. There was skepticism about whether area-based coordination is appropriate for Lebanon's context given its complexity and funding constraints.
 - Participants highlighted risks of area-based coordination devolving into agency-driven rather than truly needs-based coordination, as seen in other countries.
 - Agreement that area-based models need to be contextualized, drawing lessons from other countries, and not applied in a one-size-fits-all manner.
- Recommendations:
 - Participants sought clarity on “minimum standards” — agreed to frame as “core functions” aligned with IASC guidance rather than minimum expectations.
 - Conduct a working session to collectively review area-based coordination options, learn from other contexts, and adapt to Lebanon's needs.
 - Allow sufficient time for sectors to consult within their agencies and prepare considered feedback.
 - Ensure NGO perspectives are integrated into the planning, given their operational realities and funding constraints.

4. Critical Needs & Funding Gap Analysis: Way Forward

Eyram Dzitrie, Humanitarian Affairs Officer (OCHA)

Eyram Dzitrie provided a quick recap of previous discussions (including feedback from the HCT and Donors) and presented the way forward regarding the critical needs and funding gap analysis exercise:

- The objective of this exercise is to help identify the most pressing and critical activities, quantify funding needs, and highlight the impacts of these gaps on affected populations.
- The analysis will inform prioritization, operational planning, donor advocacy, and coordination efforts across the response.
- Sectors should list the most critical priority activities within the sector where funding gaps have to be urgently addressed (avoid listing numerous activities and limit the listing to three or four activities per sector).

- There are three levels of criticality, noting that these are broad definitions of criticality per activity while noting that within sectors, more nuanced criteria may apply.
 - High: Life-saving or essential activities that cannot be suspended and must continue regardless of the situation.
 - Medium: Activities that may be temporarily suspended or reduced with minimal impact.
 - Low: Activities that can be scaled down in the medium term or reprioritized due to funding constraints.
- There are three types of activities (see slide 19 [here](#) for details): Life saving activities; continuing activities; and other critical activities for the response.
- For each activity or set of activities, the following needs to be identified:
 - Required Funding for the whole year (2025): Estimate the funding needed for the activity in 2025 based on your sector's plan.
 - Available Funding as of end of Q2 2025: Indicate available funding (i.e., received and carryover) by end of Q2 2025. Providing this at activity level is encouraged, especially for high-severity activities.
 - Funding Gap: This is the difference between required and available funding.
 - *E.g. The required funding for Critical Activity X in 2025 is \$25K and funding available as of/by end of Q2 is \$ 10K, so the funding gap for the rest of 2025 is \$15K.*
- While there is no requirement to disaggregate funding data by location, sectors are encouraged to draw on their coordination knowledge, field consultations, and existing data to indicate where a particular locality, area or structures (see slide 21 [here](#) for details).
- The exercise to conduct the analysis update for July to December will be launched next week. It is meant to be light-touch but strategic.

Action Point:

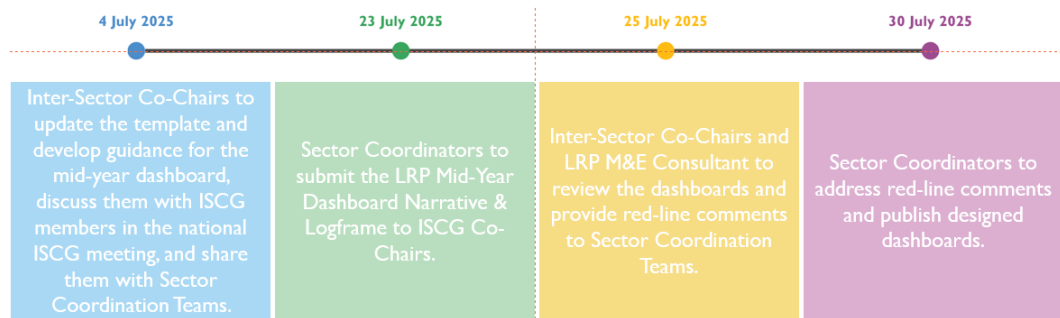
2. Inter-Sector Co-Chairs to share an internal report on Q1 funding gap analysis with sectors before sharing with HCT.

5. Mid-Year Dashboard Guidance & Timeline

Stephanie Laba, Inter-Agency Coordination Officer (UNHCR)

Stephanie provided guidance on the mid-year dashboard exercise:

- This exercise is a commitment to the government, donors, and partners to ensure accountability, transparency, and effective monitoring of the response's progress.
- Through the dashboard, sectors Report on populations reached versus targets set, funding status, key achievements, challenges, and ongoing priorities.
- Sectors used to produce these detailed narrative dashboards every quarter, but in our efforts to simplify the process for 2025 we agreed on the following:
 - Q1 & Q3: One page summary 'At a Glance' document.
 - Mid-year (Q2): Full dashboard (excluding case-study).
 - End of year (Q4): Full dashboard (including case-study).
- The template and review process have also been simplified for 2025.
- The timeline for the 2025 mid-year dashboard is available here:



- Guidance and examples are provided on slides 26 to 37 [here](#). Additionally, the updated template with detailed guidance will be shared via email.

Action Point:

- Sector Coordination Teams to submit their Mid-Year Dashboards. Deadline: 23 July 2025.

6. Crisis Definition and Scope of Analysis: JIAF and PiN, Severity

Eyram Dzitrie, Humanitarian Affairs Officer (OCHA)

An overview of the Joint and Intersectoral Analysis Framework (JIAF) was presented. JIAF has been applied in the Lebanon context in 2022 and 2023, and will be used to conduct the joint needs analysis to inform 2026 planning based on agreement within the HCT.

- The JIAF helps structure, analyze and synthesize information to determine the humanitarian needs of people affected and determine the key characteristics of the crisis. It includes 3 modules:
 - Module 1 Contributing Factors and Scope: Identifying common parameters including defining shocks, impacts and scope of the analysis.
 - Module 2 Interoperable Sectoral Analysis: Sectors identify indicators and severity thresholds to conduct sectoral needs analyses (estimating sectoral People in Need (PiN) and Severity), submit sectoral findings and methods.
 - Module 3 Intersectoral Analyses: Joint working session(s) to examine sectoral analyses and conduct intersectoral analyses.
- The scope of analysis is defined by the geographical coverage (whether the whole country or specific parts will be covered), the unit of analysis (how data will be broken down and disaggregated), the need to assess different regions and population groups differently, the definition of critical needs in the response context, and the implications for data collection.
- To be able to define the crisis, we need to identify shocks and impacts for Lebanon (examples on slide 43 [here](#)):
 - Shock: An event impacting people and systems, disrupting lives and livelihoods, resulting in human suffering and requiring urgent humanitarian response.
 - Impact: Negative consequences and impacts of a disaster (shock) on people and systems who are vulnerable to them (context).
- The draft context and contributory factors, shocks and impacts, and scope of analysis for Lebanon are outlined on slides 44 to 26 [here](#). This will be developed further with the ISCG under the guidance of the HCT.

Discussion:

- Need for more clarity and updated data on targeted population groups (e.g., conflict-affected, displaced Syrians, host communities).

- Concerns about having limited data besides Multi-Sectoral Needs Assessment (MSNA) data.
- Agreement to supplement quantitative data with qualitative inputs and expert judgment when needed.
- Importance of distinguishing between humanitarian and recovery/stabilization needs in the analysis.
- JIAF refresher training for Sector Coordinators and IM focal points is planned for week of 14-18 July.

7. Housing, Land, and Property Documentation in the South of Lebanon: A Rapid Needs Assessment

Diego Redondo Cripovich, Protection Officer (IOM)

Diego Redondo Cripovich presented the findings from IOM's rapid needs assessment on housing, land, and property documentation in the south of Lebanon:

- The escalation of hostilities in Lebanon during and after September 2024 led to severe destruction, affecting approximately 100,000 housing units and resulting in an estimated USD 3.2 billion in damages, according to the World Bank.
- Evidence on housing, land and property (HLP) issues, particularly regarding the loss or damage of HLP documentation, is limited in Lebanon, especially following the September 2024 hostilities.
- HLP rights are one of the core components of the Inter-Agency Standing Committee (IASC) framework for Durable Solutions for IDPs. Accordingly, IOM conducted this rapid assessment to understand whether:
 - HLP ownership documentation was lost or destroyed during the recent iteration of conflict;
 - Affected populations and stakeholders see the lack of HLP ownership documentation as a challenge to rebuild their lives after displacement;
 - Communities and government counterparts believe there is a role for the humanitarian community to address these challenges;
 - Affected communities identify any potential risks to social cohesion due to the damage and destruction of property and documentation.
- The methodology followed a qualitative approach: focus group discussions (FGDs) with the affected population, key informant interviews (KIs) with government stakeholders as well as a focus group interview with legal practitioners. Further details on methodology and limitations are listed on slide 50 [here](#).
- Key finding include (details on slides 51 to 55 [here](#)):
 - Finding 1: participants from affected communities lived in houses directly owned by them or a family member prior to displacement.
 - Finding 2: most Internally Displaced Populations (IDP) households interviewed whose houses were destroyed also lost HLP documentation
 - Finding 3: Inconsistent land surveying by state authorities and erasure of boundaries could lead to potential land disputes
 - Finding 4: Participants had varying degrees of information about the processes to restore missing HLP documentation, often expressing contradicting views.
 - Finding 5: Participants expressed different views on the need for legal and financial support. while some believed they could recover documents independently, others requested support from key stakeholders in their communities, including mukhtars and municipalities.

- Finding 6: HLP issues were typically managed by men, with both women and men reporting that women had limited access to information on ownership documentation.
- Finding 7: Damage of state facilities hinders the capacity to process administrative requests, including those related to documentation.
- Finding 8: Secondary occupation did not take place during displacement.
- Finding 9: Other issues.
- Recommendations include (details on slides 56 to 57 [here](#)):
 - Target HLP assistance for heavily impacted areas.
 - Facilitate community-centered awareness on documentation retrieval.
 - Assess the need for individualized legal and administrative assistance.
 - Consider financial barriers to accessing HLP documentation.
 - Advocate for housing and infrastructure recovery.
 - Support local Government stakeholders.
 - Consider supporting delimitation of property boundaries where needed.
 - Further research.

8. AoB: Accountability to Affected Populations (AAP)

Elisa Cappelletti, AAP & PSEA Network Coordinator (OCHA)

Elisa Cappelletti presented an update on efforts to strengthen collective accountability:

- A task team was created as a collective approach to accountability processes and has developed a prototype of a feedback database to collect and analyze feedback.
- Starting next week, an email will be sent to the ISCG to aggregate feedback received, and well as to analyze and share feedback trends with partners for correction, action, or information.
- The initiative aims to enhance collective accountability by informing partners of feedback from affected populations.
- A more detailed presentation on the AAP database and process will be provided in a future meeting.
- ToRs of the AAP WG will be circulated and an upcoming meeting will be convened to bring together agency focal points and specialists.

Annex 1

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