



**Inter-Agency
Coordination**
Lebanon

National Inter-Sector meeting

2 March, 2018

Recommendations from previous coordination reviews

Leadership & Accountability

- Government leadership and policy setting through LCRP Steering Committee and sector coordination
- Accountability to affected people (AAP) should be brought to the centre of the crisis response.

Delivery Structure

- Need better integration of humanitarian and development nexus –lack of coordination between different platforms
- UN support to government leadership of sectors should be streamlined, and the total number of sectors reduced.
- Clarify the division of roles and responsibilities between the different coordination groups and fora at the national and regional level.

Cont.

-
- Social stability, conflict sensitivity and analysis should become a key part of inter-sector responsibilities
 - Sub-national coordination should be government-led (Governors, MOSA, municipalities)

Information Management

- A common IM work-plan is needed (tools, work streams and products) that facilitate coordination and decision-making
- High quality analysis presented regularly to the LCRP and wider humanitarian and development community

Donors

- Bi-monthly Lebanon development forum meetings

2018: Feedback from donors (UK, EU, Netherlands, Sweden)

- There should be an evidence-based, independent review process
- Proposed changes do not address issues of duplication
- Needs to better address data collection, analysis and M&E functions
- Needs to address policy development, system-building and accountability to affected populations
- Needs to take a step forward to facilitate coordination between humanitarian and development actors
- Worried that merging protection and social stability will water down the centrality of protection in the response
- Relief and Livelihoods: division of sectors hints at more UN cake-cutting and more convergence would be welcome

2018: Feedback from INGOs (LHIF)

- Review available evidence and identify best practices
- Tackle specific deficiencies that defy the current coordination structure (regular meetings, adequate representation and info-sharing)
- Needs to better address the humanitarian – development nexus
- Need stronger leadership at response management levels incl LCRP SC
- Increased engagement with development donors
- Need transparent and accountable decision-making to enable prioritization in the allocation of resources

Cont.

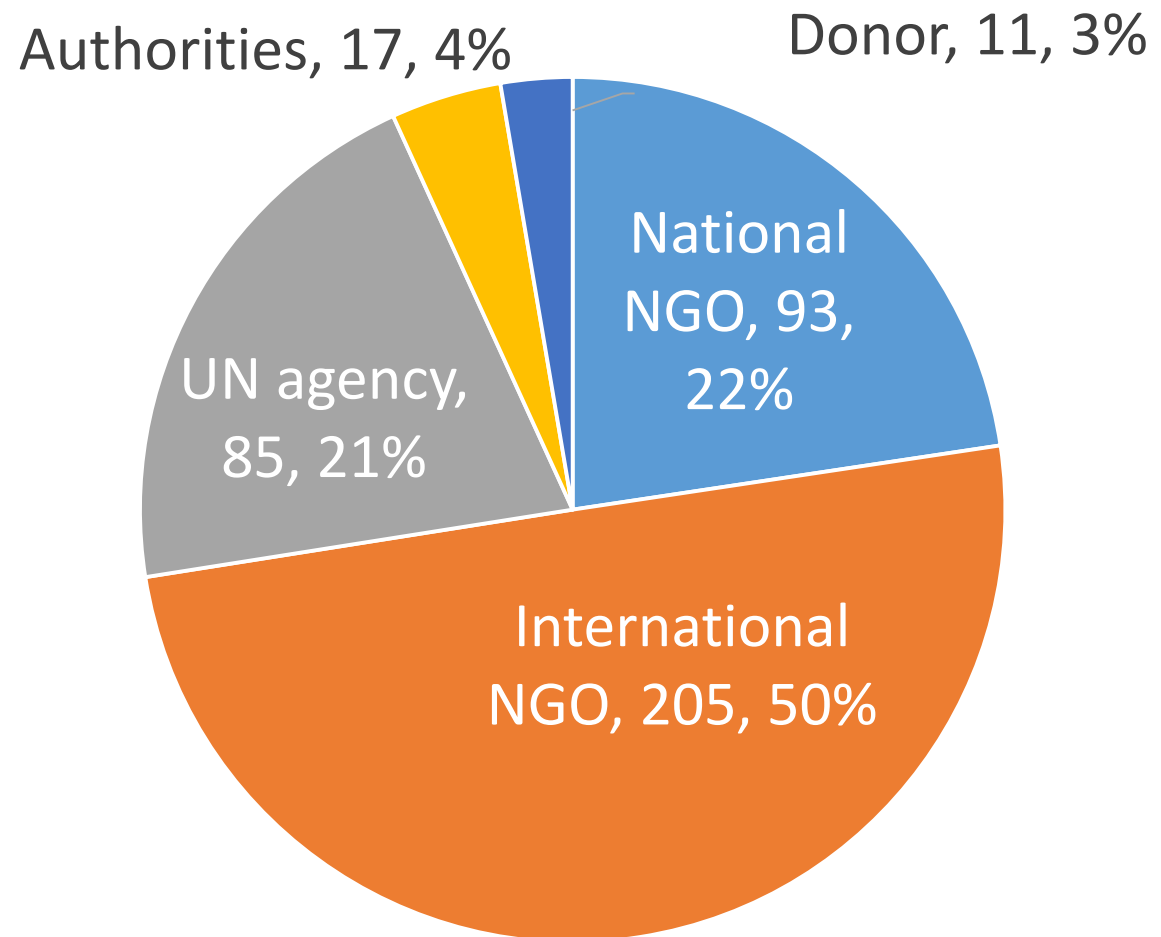
- Reinforce space for NGO and civil society actors in the response architecture
- Merging Water & Habitat needs to ensure emergency survival activities are not sidelined
- Thematic groups as a concept is supported, but requires more thought to operationalize
- Need to retain field level sector coordination
- Need stronger link between field and national level sector working groups
- Avoid proliferation of task forces

2018: Parameters for the coordination review

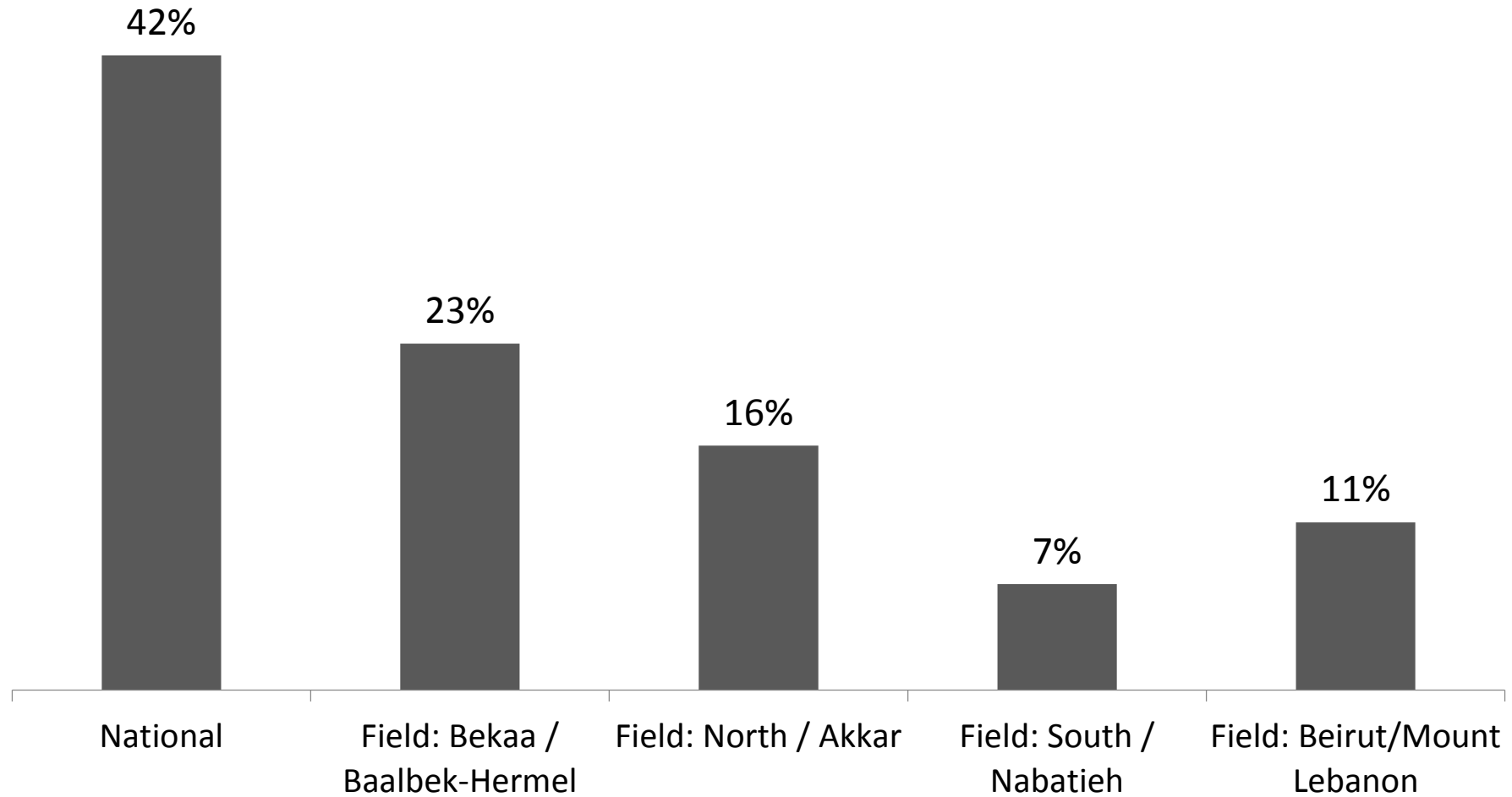
- Reflect the integrated nature of the response strategy
- Reduce duplication and fragmentation
- Enhance efficiency and relevance
- Step-up cross-sectoral, outcome-level data and context analysis
- Increase accountability to the most vulnerable

What is your role in the inter-agency coordination context?

411
Respondents



Respondents by Geographical Region



Information Management in the response

Key findings on performance:

- Relative strength in supporting data and gap analysis, providing technical support on Activity Info reporting
- Partners would like to see more 4W products made available on a regular basis
- Improve sector-specific IM support
- Information sharing through email alerts, monthly email updates or as presentation at inter-agency meetings

- A suggestion was made to explore Activity Info as a tool for referrals

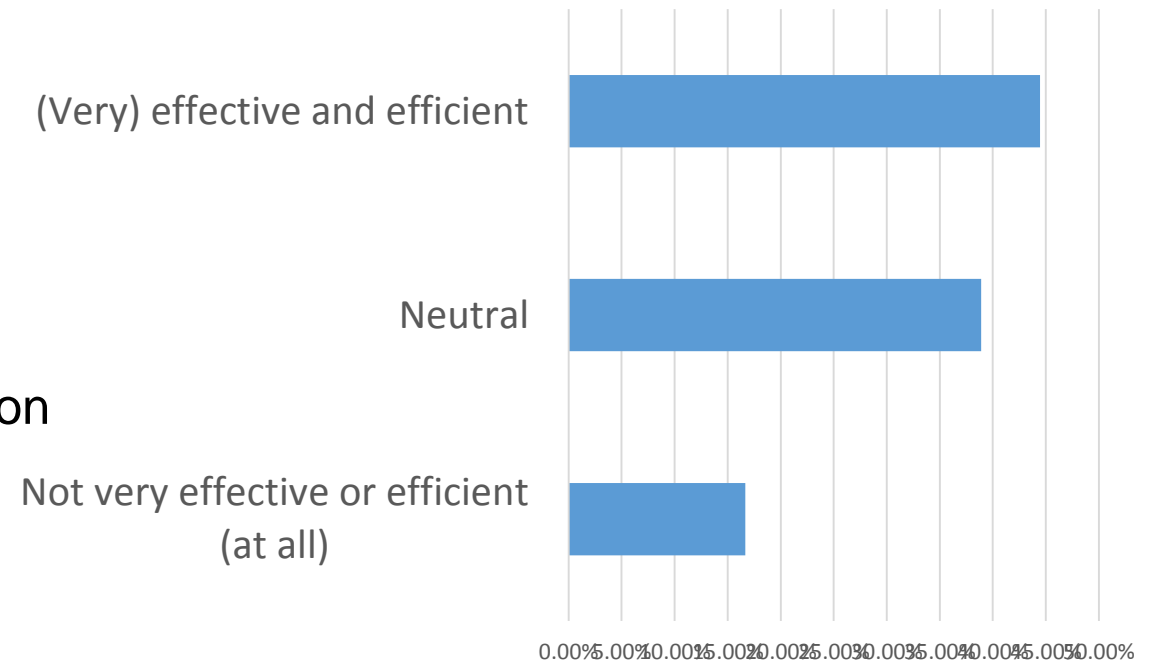
TOTAL NUMBER OF RESPONDENTS: 126

Inter-Sector coordination

Key findings on performance:

- Relative strength: country-level needs-based response strategy and broad strategic priorities
- Relative strength: operational delivery, IM and protection mainstreaming
- Improve gap analysis and cross-sectoral prioritization
- Improve advocacy
- Two specific recommendations
 - proactive in lifting issues/challenges that get stuck at sector level;
 - focusing on the operational response rather than information sharing.

Effectiveness and Efficiency of Inter-Sector Team



TOTAL NUMBER OF RESPONDENTS: 36

Inter-Agency Group

Key findings on performance:

- Relative strength: sharing information on needs, impact assessments, gaps, and capacity assessments; and continuously keeping all partners informed on recent events and strategic planning of the sectors.
- Improve reporting on efforts of prevention of overlap in interventions and gap analysis.

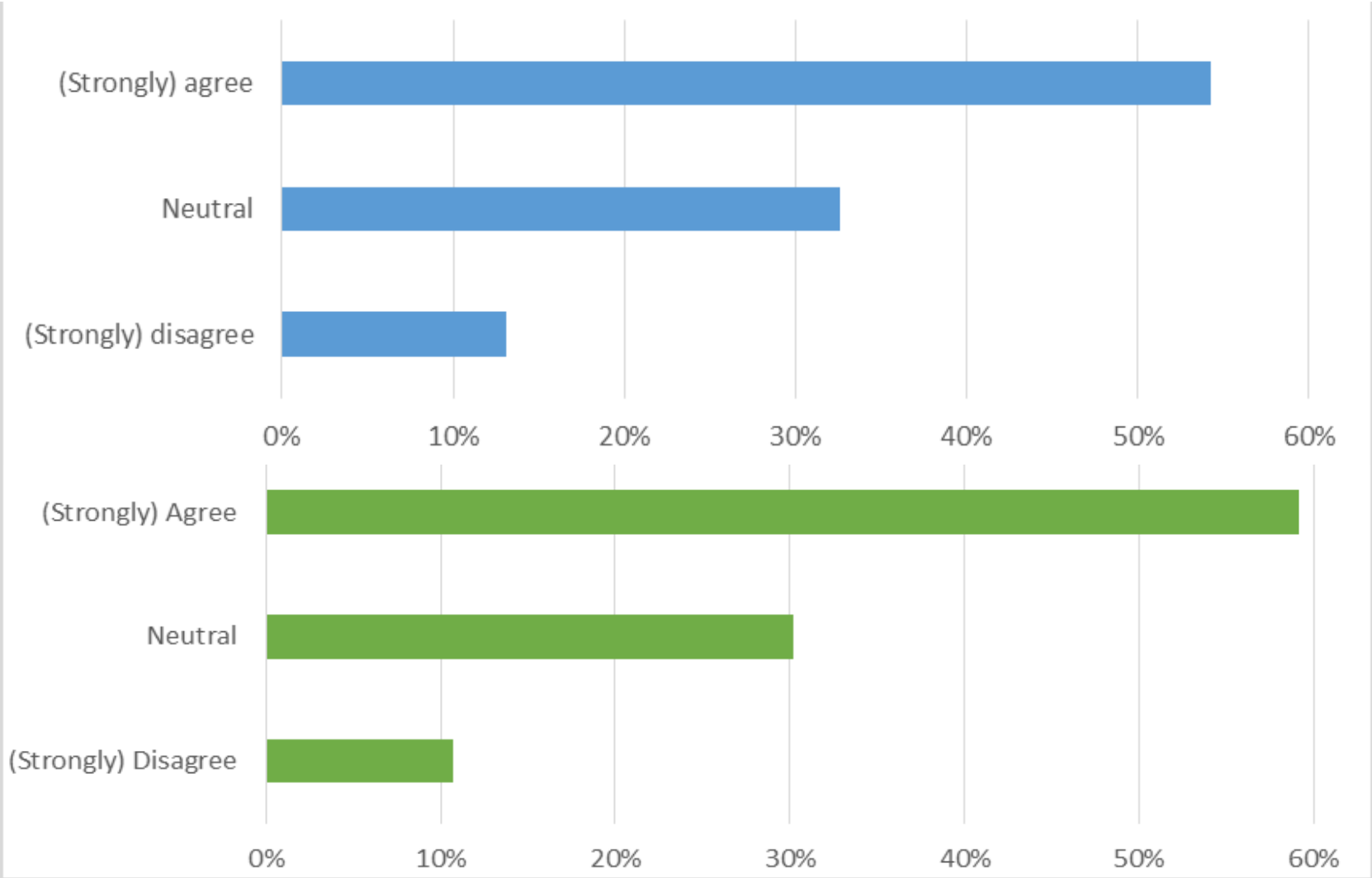
Priorities recommended for the Inter-Agency group 2018:

- Localization and the role of INGOs/NNGOs in protracted crises
- Fundraising challenges and donor engagement
- Thematic discussion on TB and HIV prevention
- Palestine Refugees from Syria

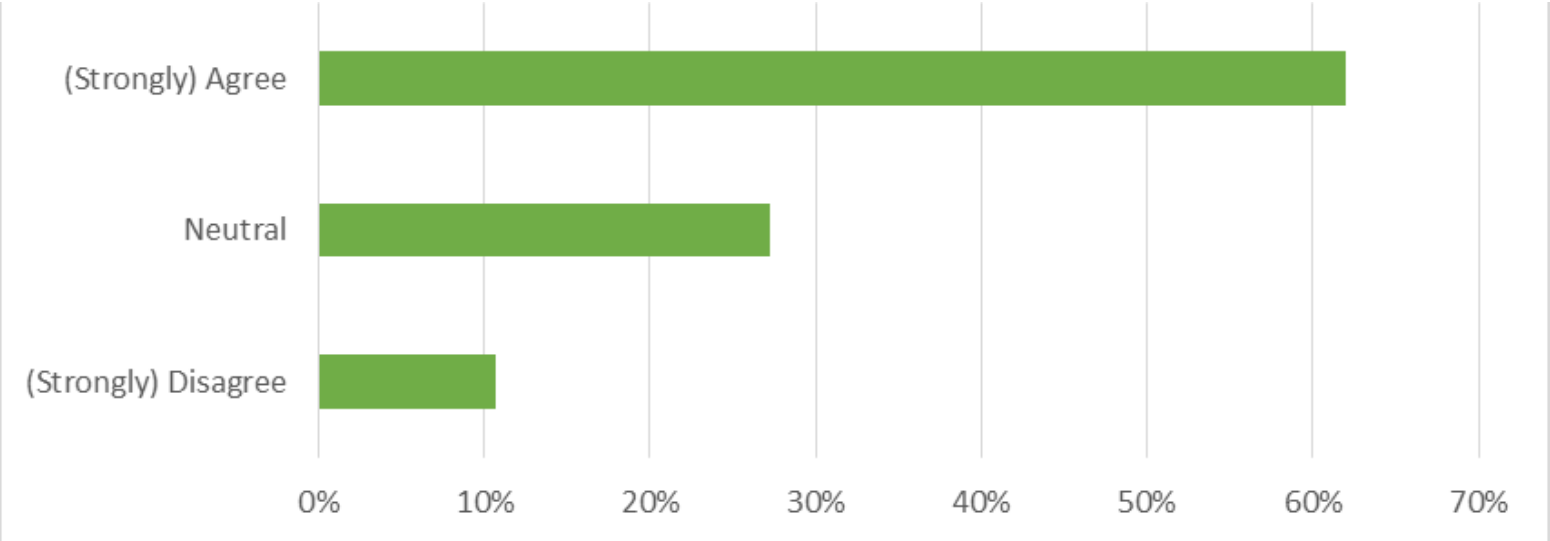
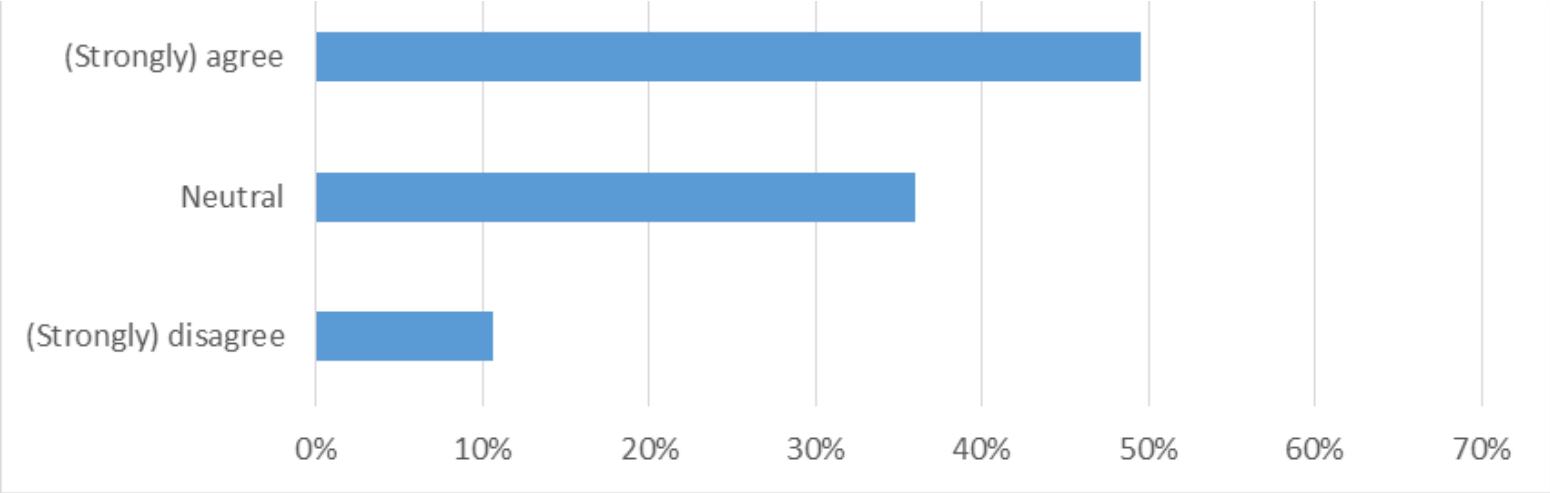
Evolution of Coordination

- Overall responses centred around neutral/ agree to the proposed changes, with few alternative suggestions identified.
- There are no *major* issues highlighted either with existing coordination structure or the proposed way forward.

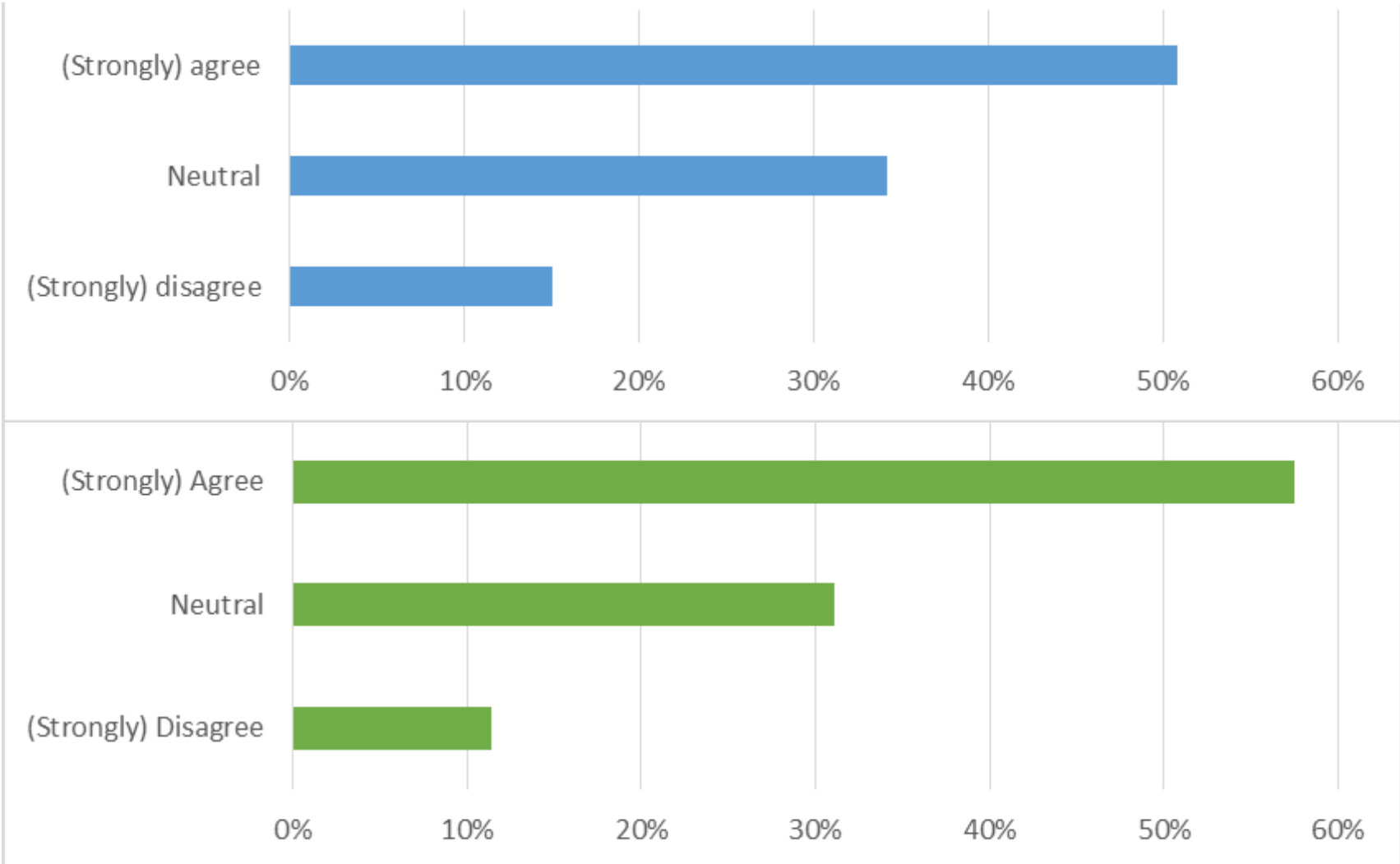
Merging of Water, Shelter and Energy into 'Water & Habitat' sector



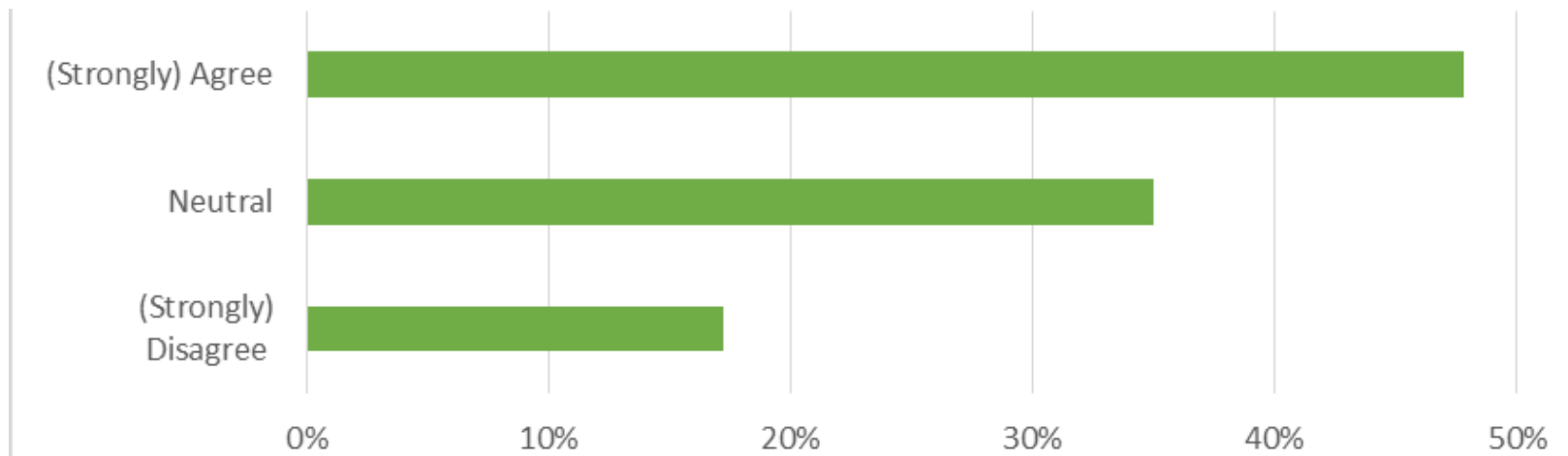
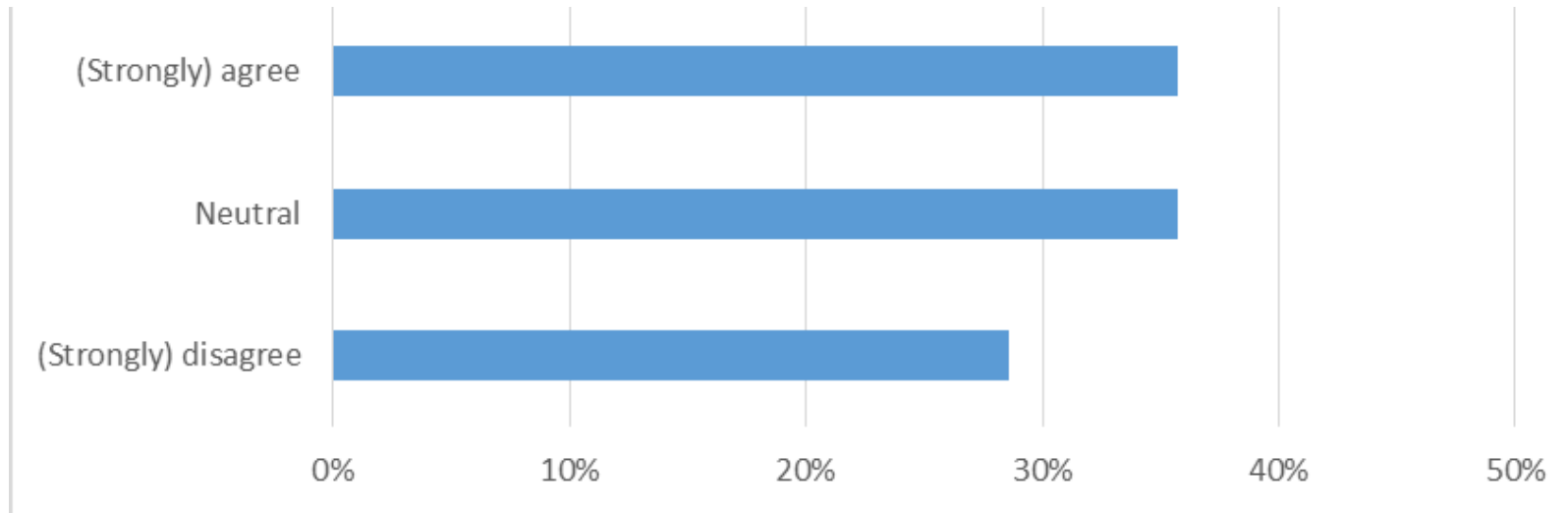
Merging Social Stability and Protection into a single sector



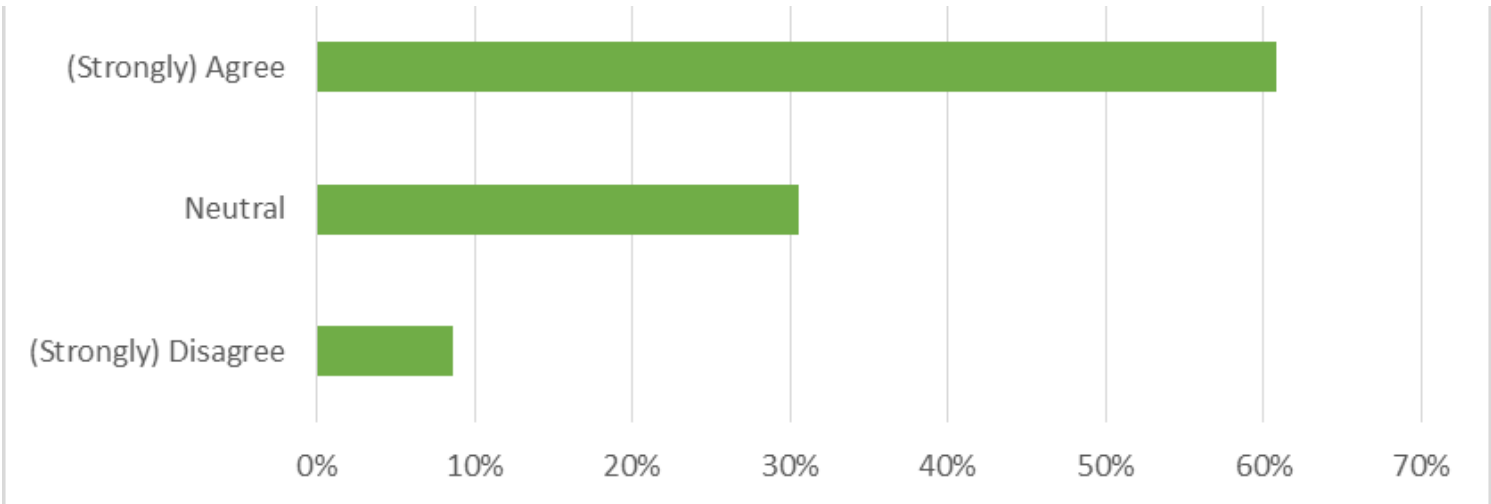
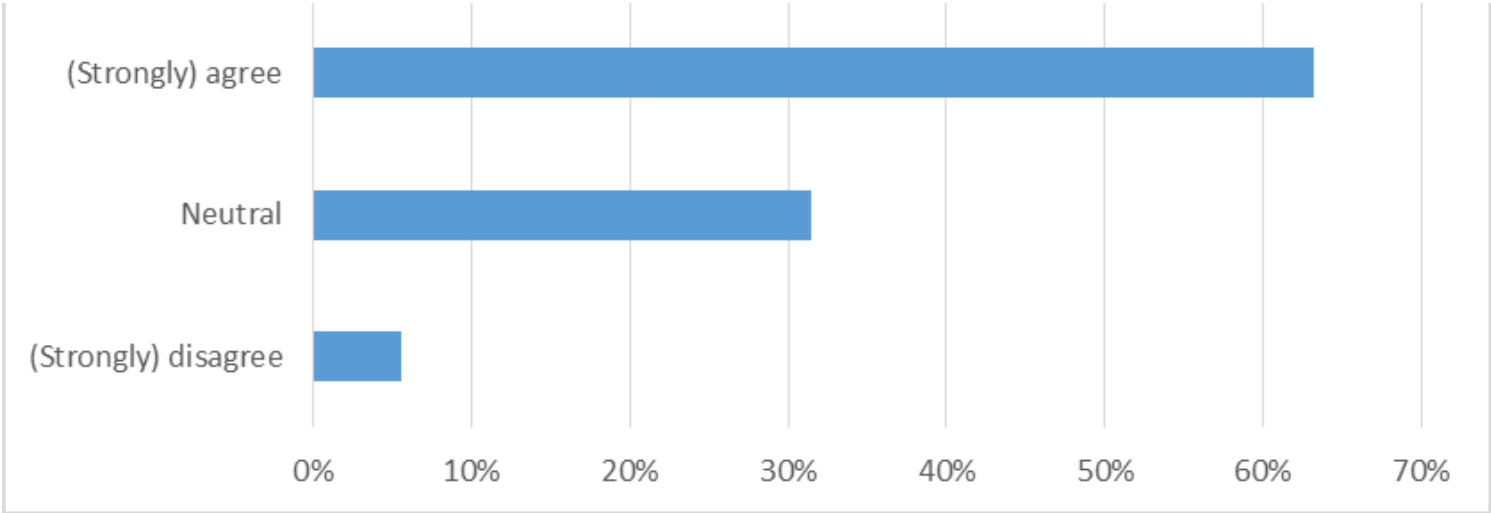
Relief and Livelihoods Thematic Group



Access to Services Thematic Group



Strengthening Inter-Sector (analysis, planning, M&E)



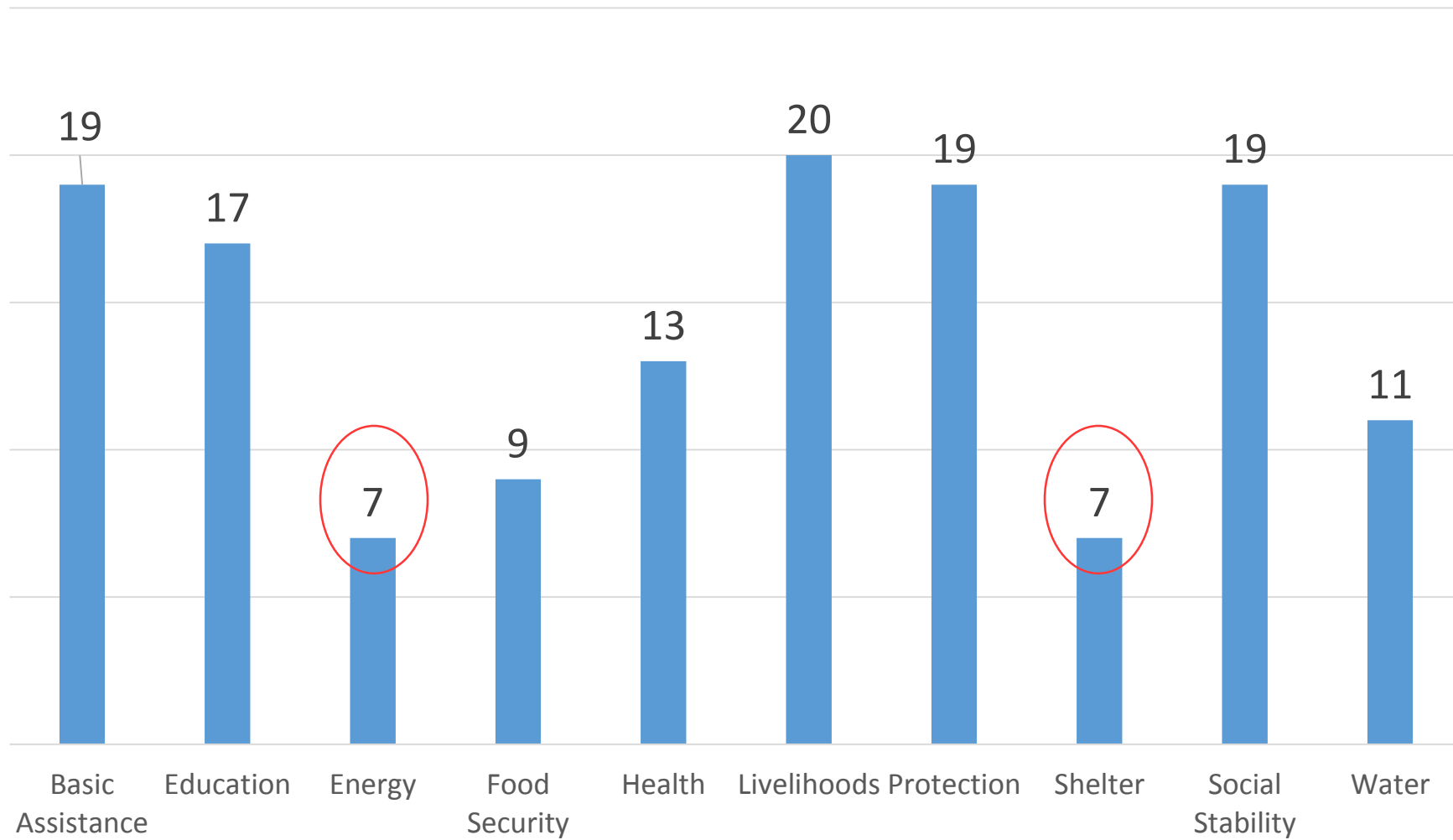
Specific recommendations made

- Double-hatting of lead agencies needs to be addressed through more better leadership and clearer decision-making processes
- Need for greater strategic vision
- Address direct link between protection and health (including social protection – HIV programs)
- Food monetary assistance should be merged in Basic Assistance sector and agricultural livelihoods with Livelihoods sector
- Provide more room for NGO co-leadership
- Thematic Groups should not imply adding an extra layer of coordination or merging the sectors and sufficient space needs to be maintained for technical discussions both at national and field levels

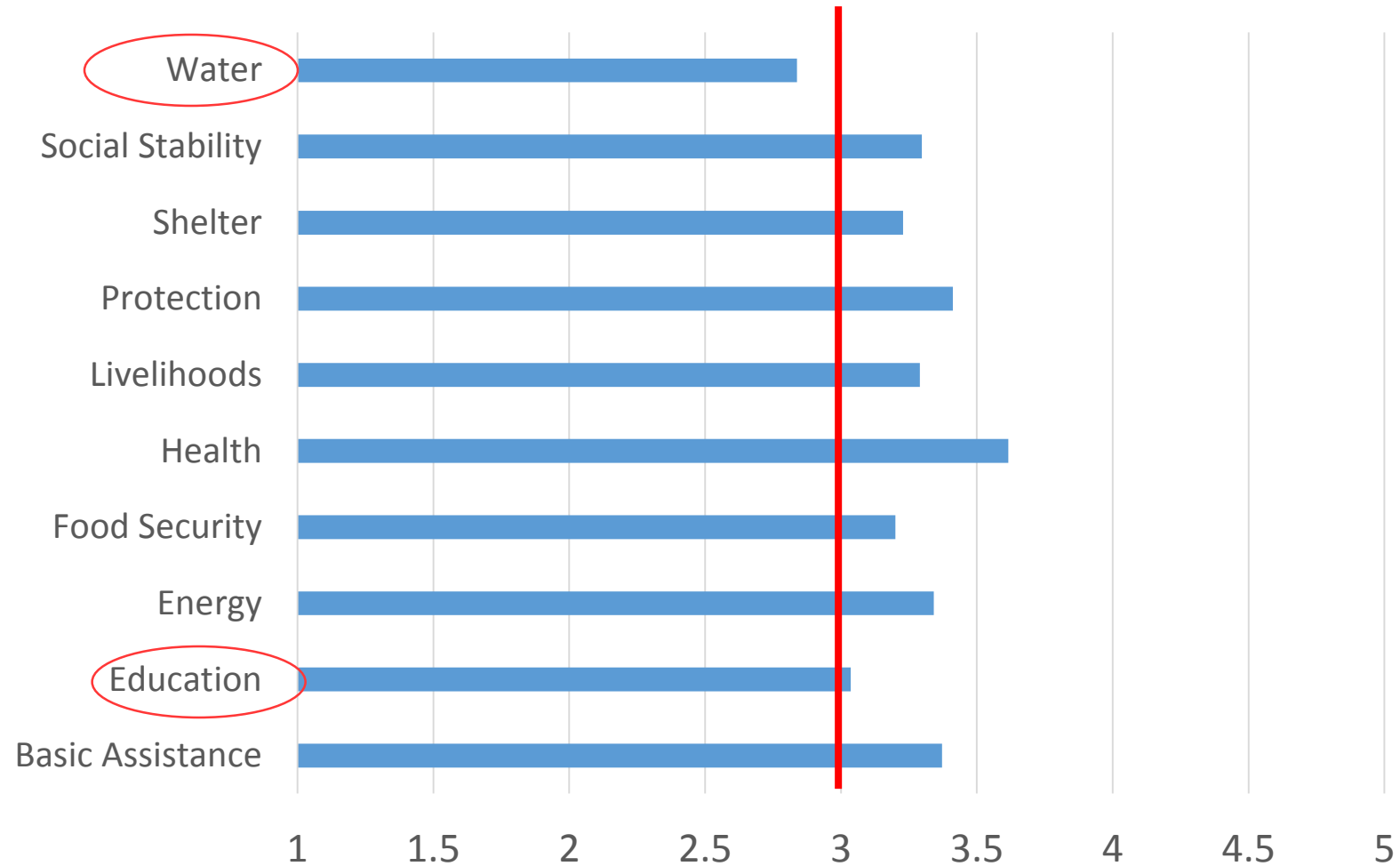
Cont.

- Integrated response for urban population
- Clinical Management of Rape group and SGBV task force should be merged
- Private sector engagement needs to be addressed
- There should be less UN leadership and more space for Government leads with a stronger development focus and donor engagement
- It would be important to balance rights-based protection and social stability approaches, to not alienate municipalities who will need to see tangible benefits
- There is a need for more strategic engagement with municipalities
- Field level coordination should not be changed

Respondents per Sector

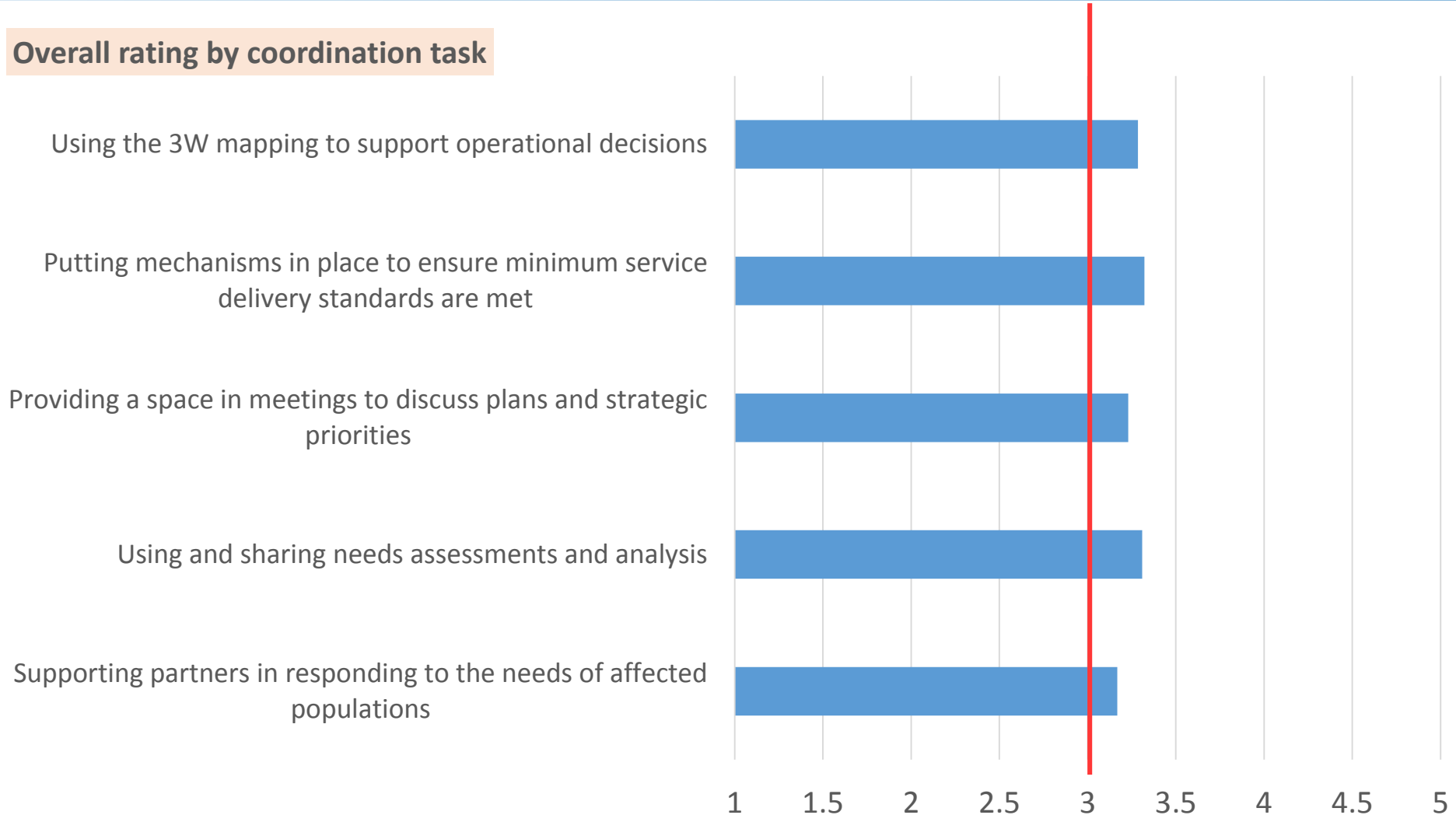


How do you rate the effectiveness of the working group for your sector in achieving its objectives? - Average Rating

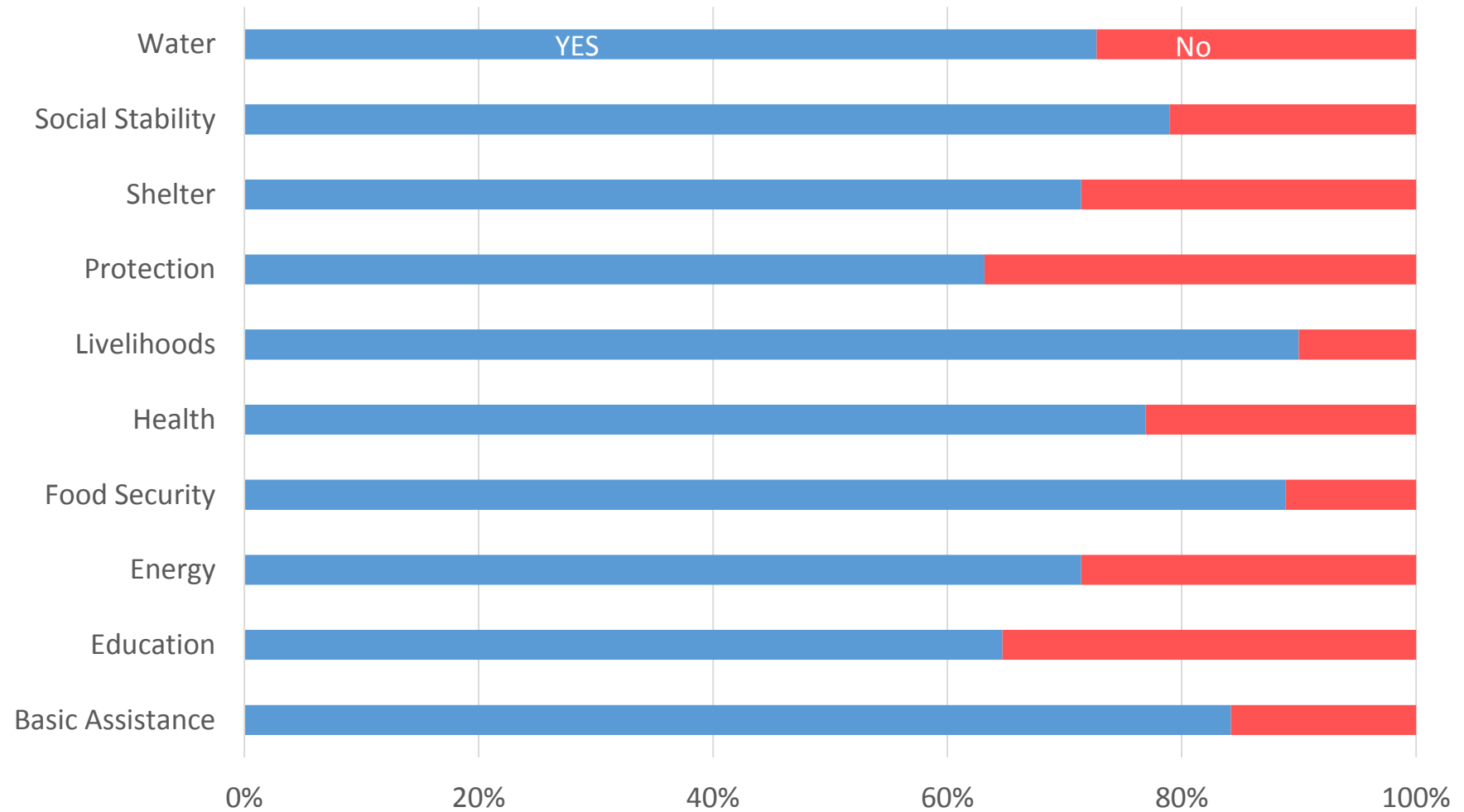


During 2017, how would you rate the (national) sector coordination in performing each of the following coordination tasks?

Overall rating by coordination task



Do you consider that the co-leadership (i.e. joint leadership by UN and/or NGO and/or Government) is sufficient in your sector?



Please rate your agreement with the following statements:

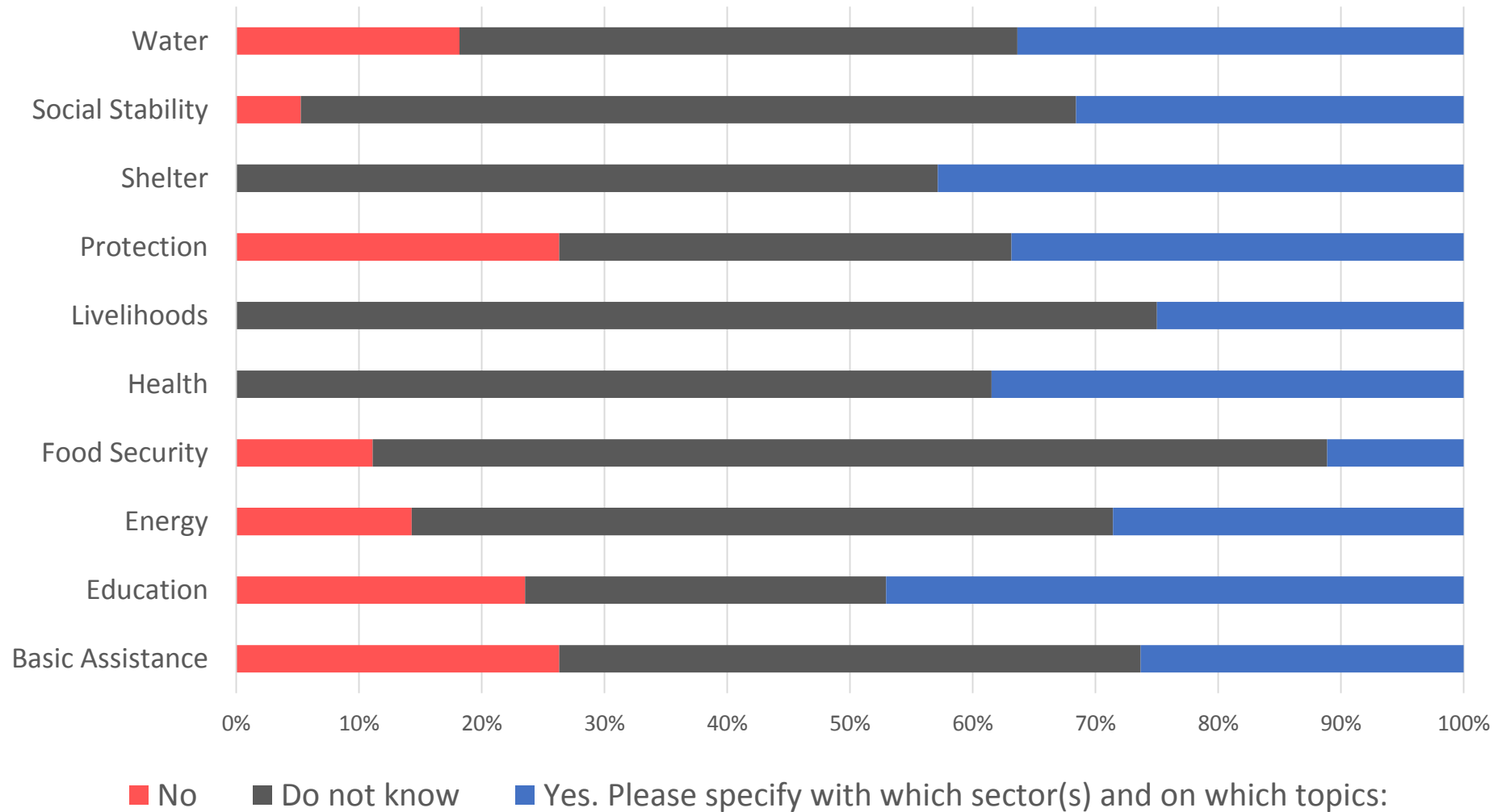
Average Rating per Statement (all Sectors)



What are the key challenges for your sector?

	Frequency of meetings	Length of meetings	Content/agenda items for meetings	Lack of active participation	Membership	Level of representation	Effectiveness and engagement of sector coordinator	Relevance of objectives	Quality and quantity of available data and analysis	Double-hatting in multiple capacities	I do not see any major challenges for the sector	Other. Please specify:
Basic Assistance	4%	7%	7%	17%	7%	9%	9%	11%	11%	9%	0%	11%
Education	9%	0%	9%	23%	0%	9%	12%	5%	19%	5%	2%	7%
Energy	11%	0%	0%	33%	0%	11%	0%	0%	11%	0%	11%	22%
Food Security	0%	11%	6%	22%	6%	6%	6%	11%	11%	6%	0%	17%
Health	8%	0%	0%	29%	4%	17%	8%	0%	17%	13%	4%	0%
Livelihoods	7%	5%	12%	19%	5%	10%	2%	5%	7%	2%	14%	12%
Protection	0%	3%	8%	21%	0%	8%	10%	13%	8%	15%	13%	3%
Shelter	0%	12%	12%	18%	6%	0%	6%	18%	6%	0%	12%	12%
Social Stability	0%	9%	15%	24%	6%	6%	0%	9%	6%	3%	12%	9%
Water	7%	4%	11%	7%	0%	7%	18%	4%	14%	4%	18%	7%

Is your sector currently having any cross-sectoral discussions?



NEXT STEPS

- Inter-sector discussions in North, Mt. Lebanon and South
- Sector discussions at national and field levels
- Stakeholder discussion to agree on proposal for the LCRP Steering Committee
- LCRP Steering Committee to meet in March to decide on revision of the coordination structure
- The new structure to be **rolled out by mid-2018**, in time for the drafting of the 2019 LCRP.

Forward looking agenda and priorities

Priorities Recommended through the survey

- Mapping of service provision and remaining gaps
- Strategic planning beyond 2018
- Mental health, psycho-social support and vulnerabilities of specific groups (disabled/elderly)
- Exploring the humanitarian development nexus, looking at how coordination mechanisms and responses can be improved
- Use meetings to facilitate cross-sectoral discussions (standing agenda item)

ISWG Priorities for 2018 (January IS discussion)

- Early Response Mechanism and Contingency Planning
- Inter-agency/sector referral system
- Joint Fundraising and Advocacy
- Area-based Planning and Coordination (training for partners)
- Humanitarian Nexus - transition to national/local systems and mechanisms, graduation, social protection
- Communication with Communities