LEBANON
Response Plan

Inter-Sector Coordination Group Meeting

October 15, 2024

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Opening Remarks

ISCG Co-Chairs

Agenda

1. **ISCG Coordination Arrangements (UNHCR/UNDP)**
2. **ISCG Priorities and Work Plan (OCHA)**
3. **Intra-Sector Relations (UNDP)**
4. **LRP Steering Committee and Upcoming 2025 Planning (RCO)**
5. **Action Plan for Outside Sites (Shelter/Site Management and Coordination Sector)**
6. **AoB**

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ISCG Coordination Arrangements

UNHCR & UNDP

ISCG Coordination Arrangements

Co-chairing Composition:

- **UNHCR, UNDP, OCHA, and RCO** are the four co-chairs of the ISCG.

Co-Chair Role and Working Modalities:

- The co-chairs will meet on a regular basis to discuss priorities and ensure information shared and/or request towards sectors are harmonized and agreed.
- The co-chairs will alternate the coordination role during meetings depending on the meeting topic and agenda and will ensure all the co-chairs are introduced at the beginning of each meeting.
- Any meeting, document to be revised, information from the government, from sectors or agencies, which is intended to be circulated among sectors should be revised and approved by all the co-chairs before being sent out to the sectors for their action or acknowledgement (unless otherwise agreed between the co-chairs).
- All co-chairs to agree on the most efficient and timely modality for sharing information internally. Information sharing with the wider audience of the ISCG members and LRP partner meeting members, to be ensured through the joint IA secretariat.
- Co-chairs can delegate their participation or input to members of their own organization but should ensure they are compiled and agreed upon before further sharing.
- Co-chairs will participate in any relevant coordination meeting (national, regional or globally organized) and will provide joint briefings on the situation.
- Co-chairs can jointly organize bi-lateral ISGC meetings with sectors and/or intra-sector meetings when deemed necessary to follow up urgent matters, for information sharing or updates.
- Co-chairs to organize regular meetings with sub-national ISCGs chairs.

During emergency phases the co-chairs will meet on a weekly basis (till end of December 2024) – to be revised in January 2025.

ISCG Coordination Arrangements

Link with Government of Lebanon:

- General ISCG meetings and processes are to be co-led with Government, and including the participation of Government sector leads.
- With regard to emergency arrangements, the Co-leads seek to actively participate in the Government-led EoC meeting at the Serail (Monday-Wednesday and Friday) and provide joint brief to sectors; Furthermore, if any action point is raised from these meetings, the Co-Chairs will send joint follow up emails and or have bilateral discussion with sector to ensure timely follow up.
- Government Sector Leads remain actively engaged and involved in the Sector meetings and response.
- Each of the Co-lead maintain relationships with the GoL and main Ministries and authorities, local authorities, and any other relevant institutions.
- UNDP supports DRM through seconded staffing and maintains coordination with the ISCG.
- UNHCR to lead on refugees and people in forced displacement with relevant government counterparts.
- OCHA is leading the activities related to the escalation of the conflict – Flash appeal and ensure timely information to the ISGC co-chairs to take join actions
- RCO is responsible for liaising with the RC/HC and the PMO in relation to the LRP.

While respecting the division of roles and the responsibilities described above, the co-chairs commit wherever possible to ensure a consolidated communications approach with external counterparts.
The co-chairs ensure adequate information sharing after each meeting if and when any action is requested by the ISCG and or any specific sector.
During emergency phases the co-chairs will meet on a weekly basis (till end of December 2024) – to be revised in January 2025.

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ISCG Priorities and Work Plan

OCHA

ISCG Workplan

Draft for Review

Priorities	Task	Responsibility	2024			2025	
			Oct	Nov	Dec	Jan	Feb
Contingency planning/preparedness/emergency response	Review **LRP Business Continuity Plan** for recurrent and/or emergencies within current response capacities	UNDP-UNHCR	X				
	Update SOPs for sudden-onset emergencies beyond current capacities; Develop or update **preparedness and response plans**	ISCG	X	X	X	X	X
	Update preparedness and response **strategy for winterization** and floods beyond current response capacities	ISCG	X	X	X	X	
	Develop and **implement strategies to assist unsheltered displaced people** who are being moved into collective shelters	Shelter sector + Site Coordination sector, with ISCG support	X	X	X	X	
	Agree on **common prioritization approaches and response priorities**	ISCG	X	X	X	X	
	Prioritize WASH-Shelter rehabilitation inside collective shelters	WASH, Shelter sectors; OCHA	X	X	X	X	
	Identification of **hard-to-reach areas and managing convoy movement**	Access WG, Logs Cluster	X	X	X	X	
	Identify new possible risks and develop contingency preparedness plans accordingly	ISCG-UNDP-UNHCR through BCP for regular disasters	X	X	X	X	X
	Identify possible **aid diversion risk mitigation strategies**	Access WG	X	X	X	X	
	Coordinate capacity building activities for partners	ISCG	X	X	X	X	X
	Review/update and harmonization of mass information/**CwC messages** on access to services and available AAP mechanisms	ISCG, PSEA Network, RCCE TF	X	X	X	X	X

ISCG Workplan

Draft for Review

Priorities	Task	Responsibility	2024			2025	
			Oct	Nov	Dec	Jan	Feb
Informing strategic decision-making	Update **situation and needs analysis for the LRP** based on available evidence from annual assessments (VASyR, LENA, IPC, UNDP/ARK etc) – informing emergency response planning and the CCA review, as well as overall LRP planning	All Sectors, supported by Assessment & Analysis Working Group and ISCG co-chairs			X	X	
	Provide analysis/**inputs for flash updates**	All Sectors		X	X	X	X
	Engage in different **LHF and CERF allocations** through supporting the Humanitarian Financing Unit (HFU) with strategic prioritization, and project proposal review	OCHA / All Sectors		X	X		
	Provide **quarterly funding gap analysis for the LRP** (and monthly for Flash Appeal); develop a coordinated fundraising strategy	ISCG / Co-Chairs		X	X	X	X
	Develop **advocacy, communication and fundraising tools**, based on cross-sectoral inputs, donors' priorities and agreed ISCG approaches to adapt sector strategies and find collective ways forward. Facilitate cross-sectoral cooperation.	ISCG and sectors		X		X	
	Report access related issues through the Access Working Group/Access Monitoring Reporting Framework (AMRF) tool	Access WG / All Sectors		X	X	X	X
	Provide inputs and **participate in HC meetings with Sectors** (when required)	All Sectors				X	
	Provide **monthly operational updates, reporting, context analysis and advocacy points** to relevant strategic leadership and governance bodies including the HCT and the LRP Steering Committee, as well as to inform engagement with the donor community	ISCG Co-Chairs		X	X	X	X
Planning and strategy development	**Lead inclusive LRP planning processes** including sectoral and cross-sectoral strategies, prioritization, mainstreaming; and supporting endorsement by sector leads and the LRP Steering Committee	ISCG, All sectors, mainstreaming leads			X	X	X
	Prepare for and ensure endorsement of LRP sector strategies (sector leads, including line ministries) and the overall LRP-2025 (LRP Steering Committee)	All Sectors					X

ISCG Workplan

Draft for Review

Priorities	Task	Responsibility	2024			2025	
			Oct	Nov	Dec	Jan	Feb
Monitoring and reporting	Conduct review of **reporting** in order to streamline reporting requirements for partners, regularly flag gaps, focus on results and identify improvements for reporting on activities across response frameworks			X	X	X	X
	Improve **collection, analysis and use of beneficiary feedback** to inform programming and sector strategies: sector discussions on monitoring and sharing trends in beneficiary feedback			X	X	X	X
	Implement a **training** and communications plan to ensure support and systematic follow-up with partners including on ActivityInfo and Referrals tools			X	X	X	X
	Inputs for monthly 3Ws	All Sectors		X	X	X	X
	Winterisation Response for both regular (LRP) and emergency interventions	All Sectors			X	X	X
H-D-P Nexus and Localization	Support a **localised approach** for the response whenever possible, including and informing local NGOs and Civil society to work with sectors and informing coordination approaches	ISCG with support from sub-national level		X	X	X	X
	Incorporate medium-term impacts, embedded into the emergency response. When existing tools available, effective and adaptable to be preferred to new/traditional humanitarian approaches. Lessons learned, including on data and programming incorporated into longer-term planning processes and development of linkages across frameworks	ISCG		X	X	X	X
Mainstreaming	**General** 1. Provide presentations on mainstreaming progress during inter-sector meetings 2. Review Sector AWPs to ensure inclusion of concrete mainstreaming actions. 3. Develop a mainstreaming page in LRP Information Hub by mainstreaming area – this will include key assessments, guidance etc. For gender/GBV it will be organized by sectors to facilitate sector's easy access.	Mainstreaming Focal Points; Sector Coordinators		X	X		X
	Environment						
	Conflict sensitivity						
	Gender and GBV						
	Protection (including age, disability, AAP and PSEA)						

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Intra-Sector Relations

UNDP

Intra-Sector Relations

Asks from the Sectors before the Escalation

Basic Assistance:
•Inter-sector and OCHA to communicate with south local authorities.
•Collaboration with the FS sector to establish the ECA approach in the south and at the border, including establishment of a common targeting approach.

Education:
•Support for various trainings.
•Cross-Sectoral Analysis and Collaboration.

Food Security & Agriculture:
•Coordinate with the governmental counterparts on the switching assistance from blanket to targeted (both for IDPs and border response).

Health:
•Cooperation between all sectors, particularly WaSH, in an effort to increase health services that are required and to benefit from all the resources that are available across sectors.

Livelihoods:
•Dissemination of the LH sector cross-sectoral reporting guide.
•Working more with mainstreaming colleagues (PSEA and Protection) on better integrating session on PSEA in the activities, and enhancing outreach to persons with disabilities.

Nutrition:
•Support in presenting LIMA Survey results across coordination platforms.
•Advocate for the acceleration of the nutrition response in the country for all population group /organizing donor briefs on LIMA results and sector priorities.
•Support in organizing training on cross cutting thematic areas.

Protection:
•Advance on buy-in and approval of the GOL on the LRP and enhancing joint collaboration on the stabilization and humanitarian objectives with stronger leadership of governmental counterparts.
•Ensure further protection mainstreaming and critical trend analysis/ discussions in other sectors, including health, education, Social Stability sector to address cross-sectoral risks.
•Inter-sector to Roll out the key advocacy messages developed by the protection sector – bilateral meetings could be held with different sectors if needed for dissemination.

Shelter:
•Advocate for access to all areas and to ease the restrictions linked to administrative measures. XXX
•Strengthen the local level coordination of cross-sectoral response to evictions between the Protection/ Shelter Sectors.
•Guidance on updating the preparedness plan linked to the South hostilities considering the latest events.
•Define an inter-sectoral operational accountability mechanism for collective sites.

Social Stability:
•Strengthen the referral pathway under youth empowerment across all LRP sectors incl. the Education sector, fostering mobilization of youths in community-based services and emergency response.

WaSH:
•WaSH in ISs Advocacy.
•IA to deal with accusations of ITS polluting the water Bodies (for example, Litani) holistically, noting a range of pollutants (i.e., setting ITS in a broader context backed with data).

Intra-Sector Relations

What We Can Do

Cross-sectoral collaboration

Advocacy

Dissemination

Communication with local authorities

In relation to the emergency:

- How to improve coordination across sectors
- How to ensure collective approaches
- How to effectively cooperate with selected sectors and identify which ones
- How to prioritise areas of interventions across sectors
- How to ensure coherence in the response across sectors
- How to ensure equity and neutrality in the response across sectors/with selected sectors
- How to advocate effectively with donors
- How to ensure effective and coherent communication and information sharing across sectors

Intra-Sector Relations

What We Need to Ensure & What We Can Offer

What We Need to Ensure

There is/are:

- LRP structure
- LRP BCP
- Ways of working in place
- Guidelines and strategies approved by relevant Ministries
- DRM
- Agency mandates
- Need to be quick but mindful of the impacts
- Need to be pragmatic
- Need to consider lessons learnt from previous emergencies and contextualised them

What We Can Offer

- Clarify overall approaches
- Ensure meetings where key information on sectors are shared
- Facilitate cross-sectoral collaboration
- Suggest inclusive prioritization modalities
- Ensure dissemination of existing standards and structures
- Facilitate advocacy with donors
- Keep the overall working modalities slim and pragmatic

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LRP Steering Committee + Upcoming Planning

RCO

LRP Planning Milestones for 2025 – *PRE-EMERGENCY SCALE UP*

Timeline	Step	Details
September	**Endorsement of LRP 2024 (?)**	• Inter-Ministerial Meeting (TBC) • LRP Donor Meeting (27 Sept) • LRP Steering Committee Meeting (TBC)
September/ October	**Planning Kick-Off**	• 3RP Planning workshop in Amman – note to be shared to Lebanon stakeholders • ISCG workshop agreeing process for needs analysis, sector strategies, M&E architecture, mainstreaming guidance & support, prioritization
November	**Situation & Needs Analysis Process**	• Common analysis drawn from cross-population assessments: VASyR, LENA, IPC analysis, ARK/UNDP perceptions survey, MPM, sectoral monitoring • Use of JIAF process – PINs, severity analysis • Ensure linkage to CCA review
November	**Sector Strategy Planning**	• Detailed consultation with sector partners and stakeholders • Emphasis on engagement with ministries (including ministerial level)
November	**Cross-sectoral Strategy discussions**	• Deeper dive into stabilization components • Emergency response planning • Prioritization process (according to agreed criteria)
Dec 2024 / Jan 2025	**Appeal - Launch of Partner EoI**	• To note - "holding figures" to be provided for GHO and 3RP in November
Dec 2024 - Jan 2025	**Steering Committee Endorsement of 2025 Adjustments (?)**	• Alternative approach required?

Alignment Across Response Frameworks –
PRE-EMERGENCY SCALE UP

Concrete actions to embed in 2025 planning process

- **Situation analysis:** Bring together elements of the LRP situation analysis process with the CCA review.
- **Strategy & Prioritization**: Engagement of CF and 3RP actors in LRP strategy and prioritization discussions (ensure focus on medium-term impact, alongside emergency response).
- **M&E & Reporting:** Harmonization of reporting across LRP and CF to minimize duplicative reporting (aligned indicators); & review of amendments made to quarterly aid tracking process *(brought together Aid Tracking and UN Info)*.
- **Coordination:** Rationalization of active/ no-active coordination spaces across frameworks, and further inclusivity of relevant stakeholders at sub-national level.

Drivers for "response transition":

Enhance development dividends

Simplify & ensure efficiency of resources

Enhance local leadership/ownership

Barriers to transition:

Escalation in hostilities – volatile situation / associated needs

Political paralysis inhibiting reform & sustainable investments

Push-back on refugee inclusion

Current frameworks:

LRP (2024-25), including dedicated annex on South emergency response. Forms country chapter for 3RP.

CF (2023-26 + possible extension)

3RF (2021- cont)

LRP Steering Committee and Upcoming 2025 Planning

Discussion: Adjusting the Planning Process & Timeline Given the Context

- **Endorsement of 2024 LRP and SC ToRs** to move forward with effective governance: 16 Oct 2024

- **2025 Planning to update the LRP and inform emergency planning** (inc for next 3 months of FA?) - GoL, UN and NGOs:

- **Situation and needs analysis** (November):
  - Refresh available assessments and analysis? Various issues to deal with including data collection pre-escalation of conflict / delay to LENA / IPC?
  - Nexus approach: need to underpin LRP sector PINs, severity, targets but also to inform CCA

- **Cross-sectoral strategy kick-off** (mid-Nov) followed by sector strategy consultations (Dec)
  - Collective challenge: need to incorporate sub-national insights, given large regional differences, without too 'heavy' a process

- **Endorsement and launch of LRP** partner appeal: Jan 2025

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Action Plan for Outside Sites

Shelter/Site Management Sector

Action Plan for Outside Sites

Overview of Temporary Shelter Expansion in Lebanon

Current Situation:

- 182,000 individuals in collective sites
- 4,033 in 38 tracked 'self-settled' sites, access to basic necessities severely limited
- Many IDP (Lebanese HHs, migrants, refugees) without adequate shelter

Key Considerations:

- Government-led expansion with international support.
- Prioritize existing structures over tented settlements.
- Ensure conflict sensitivity and protection of vulnerable groups.
- Implement data management and coordination mechanisms.

Action Plan for Outside Sites

Proposed Shelter Options

Option	Description	Status
1. Expansion of existing Informal Tented Settlements	Feasible in Bekaa, Akkar, North governorates	Ongoing
2. Use of public buildings as collective shelters	Municipal buildings, Schools, stadiums, exhibition centers	Ongoing
3. Expansion of government schools	Partitioning spaces, erecting tents	On hold
4. Repurposing private empty buildings	Hotels, dorms, negotiating at scale	On hold
5. Use of public land for rubhalls/emergency tents	Parking lots, public/private lands, stadiums	On hold

Action Plan for Outside Sites

Implementation Strategy

Identification and Operationalization:

- Evaluate diverse public buildings.
- Conduct accessibility audits.
- Analyze current facility usage.
- Explore alternative structures (modular units, vacant commercial spaces).

Government-Led Initiatives:

- Repurpose vacant buildings.
- Create incentive programs for property owners.
- Draft formal agreements (MoUs).
- Develop rapid renovation plans.

Action Plan for Outside Sites

Site Management and Coordination Sector Role

- Provide technical support and capacity building.
- Enhance coordination and information management.
- Conduct assessments and planning.
- Ensure community engagement and protection.
- Support safe and dignified relocation.
- Monitor and evaluate collective centers.
- Manage eviction risks.
- Collaborate with other sectors.
- Plan exit strategies and transitions.

Timeline: 14 days to identify and prepare additional shelter capacity.

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AoB

AoB (1)

LRP Q3 Sector Dashboard

It's Time for the Q3 Sector Dashboard!

- Commitment to the government, donors, and partners to ensure accountability, transparency, and effective monitoring of the response's progress.
- Given the current situation, we propose a reduced version of the dashboard.
- A one-page summary ("At a Glance") will be provided instead of the full narrative dashboard.
- A comprehensive End-of-Year dashboard format will be available in January.
- IMs are available to support with the template.
- Sector IMs will develop the dashboard in coordination with the team.
- **Health Sector Q2 2024 At a Glance Example**.

AoB (I)

LRP Q3 Sector Dashboard

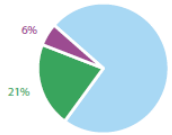
Lebanon Health Sector: At a Glance

July 2024

The Health sector in Lebanon operates under the leadership of the Ministry of Public Health (MoPH). Complementing this leadership from the UN and NGO sides, the sector is co-led by the World Health Organization (WHO) and the United Nations Refugees Agency (UNHCR), with coordination efforts facilitated by WHO, UNHCR, and Amel Association.

January - June 2024 Sector Funding Status

Data will be updated each quarter



Sector Appeal 2024: $295.1 M
Received in 2024: $61.6 M
Carry over from 2023: $16.4 M

2024 Population Reached

3,685,839
People in Need

Reached: 733,311 | Targeted: 2,482,401

Males	Females	Males	Females
275,244	458,067	1,189,167	1,293,234

2024 Population Figures

	People in Need	People Targeted	People Reached
Lebanese	2,197,647	1,098,824	386,492
Displaced Syrians	1,260,000	1,260,000	320,394
Palestine Refugees in Lebanon	118,552	20,000	14,504
Palestine Refugees from Syria	23,026	23,026	11,642
Migrants	86,614	80,551	279

Key Achievements: January 2024 - July 2024

Outcome 1: Improve access to comprehensive primary healthcare

- # of subsidized primary healthcare consultations
  Cumulative: 1,422,904 (July 177,090)
- # of subsidized ante-natal care (ANC) consultations
  Cumulative: 69,605 (July: 11,125)
- # of subsidized mental health (MH) consultations
  Cumulative: 75,815 (July: 11,046)
- # of children under 5 receiving routine vaccination
  Cumulative till Q2: 178,165 *(data reported on quarterly basis)*
- # of patients who received chronic disease medications through YMCA
  Cumulative for Q2: 343, 781 *(data reported on quarterly basis)*
- # of patients who received acute disease medications
  Cumulative till Q2: 737,043 *(data reported on quarterly basis)*

Outcome 2: Improve access to hospital and advanced referral care

- # of persons receiving financial support for improved access to hospital care
  Cumulative: 46,434 (July: 4,267)
- # of persons receiving financial support for improved access to advanced/specialized diagnostic services
  Cumulative: 9,767 (July: 239)

Outcome 3: Enhance emergency, outbreak & infectious diseases preparedness and response

- # of institutions with surveillance data at the source
  Cumulative for Q2: 1,379 *(data reported on quarterly basis)*
- # of patients who received tuberculosis (including Anti-TB treatment and preventive treatment) & ARV medications
  Cumulative till Q2: 5,728 *(data reported on quarterly basis)*

Outcome 4: Improve access to health awareness & information

- Number of PHC facilities engaged in health promotion/outreach activities
  Cumulative till Q2: 75 *(data reported on quarterly basis)*
- # of caregivers reached with integrated health awareness messages
  Cumulative: 51,824 (July: 149)

For detailed reports/data and other relevant documents, visit the Lebanon Health Sector Portal using this link: ***Lebanon Health Sector Portal***

For more information please contact: lebhealthsector@who.int

AoB (2)

Benchmarks

Scale up Operational Benchmarks	Phase I (Dec 2024)	Phase II (Feb 2025)	Phase III (Apr 2025)	Note
Leadership				
Fully empowered HC to support decision-making, as well as strategic and operational planning with inclusive HCT in place, represented by all UN humanitarian agencies and international/national NGOs.				
Coordination				
At the national level: fully dedicated, experienced, full-time **Sector/Cluster coordinators** in place for all sectors and activated clusters by 1 November 2024				
At the national level: fully dedicated, experienced, full-time **Sector/Cluster IMOs** in place for all sectors and activated clusters by 1 November 2024				
Sub-national coordination: dedicated or partially dedicated coordinators in place for all sectors and activated clusters by 1 November 2024 in all 4 field locations (implementation by phases in line with priority (i) South, (ii) Beirut/ML, (iii) Bekka and (iv)Tripoli)				
The coordination system at both national and sub-national levels is agreed and their functionalities are understood by the Government of Lebanon				
Continuation of the coordinated approach on real-time displacement and returns tracking				
Resource mobilization				
Resources mobilized to cover the Flash Appeal (US$ 426M) - by Phase I (December) 60% to be mobilized.				
Donor engagement and bilateral interactions by HC and HCT to expedite the efforts in resource mobilization and send the right messages globally - including pledging event organized by France				
Humanitarian Financing				
The Lebanon Humanitarian Fund (LHF) is staffed and supported to remain a rapid, effective and targeted funding mechanism to				

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Thank You