

Meeting Notes

Ad-Hoc Inter-Sector Coordination Group Meeting & Workshop

Thursday, 11 September 2025, 10:00 - 14:00
UNHCR

The Inter-Sector Coordination Group (ISCG) meeting opened with a short update on the LRP 2026 planning process, mid-year reporting updates, and Lebanon Humanitarian Fund (LHF) allocation, followed by dedicated discussions on operationalizing coordination streamlining. The presentation is available [here](#) for reference.

Key Highlights:

LRP 2026 Planning Update:

- LRP 2026 will maintain a humanitarian–stabilization focus; recovery and development will fall under other frameworks. For activities that may fall in “grey zones”; sector coordinators will need to exercise discretion.
- Sector strategies will be simplified with focus only on urgent priorities.
- The guidance package will be shared once the population package is finalized.
- The planning timeline is available on slide 6 of the presentation [here](#).
- Sectors were reminded to begin consultations and selection of indicators, thresholds and methodologies for Sector PiN and Severity estimation which is critical for the 2026 LRP. These calculations are expected by end of September in preparation for the Joint Planning Workshop taking place in October and the OCHA team is available to support Sector without adequate IM capacities. Some sectors noted that the availability of needs assessment data from the MSNA and VASyR was critical to complete their calculations.
- An issue was raised regarding the decommissioning of informal settlements on both private and public land, with primary responsibility resting with landlords, while the role of the government and enforcement by local authorities remains unclear. Participants noted the risk of tensions between landlords, the government, and NGOs, as well as uncertainty around donor funding for decommissioning given competing life-saving priorities. There was general agreement on the need for a coordinated, conflict-sensitive approach that engages multiple sectors, including Shelter, Social Stability, and WaSH.

Mid-Year Updates:

The ISCG has finalized the LRP Mid-Year Results Package for 2025:

- Lebanon Response Plan – 2025: [HERE](#)
- LRP Funding Update – Mid-Year 2025: [HERE](#)
- LRP Overview and Scope – Mid-Year 2025: [HERE](#)
- LRP Support to Lebanese Dashboard – Mid-Year 2025: [Arabic & English](#)
- LRP Sector Dashboards – Mid-Year 2025: [Basic Assistance](#); [Education](#); [Food Security & Agriculture](#); [Health](#); [Nutrition](#); [Livelihoods](#); [Protection](#); [Shelter](#); [Social Stability](#); [WaSH](#).

LHF Allocation Update:

- The Humanitarian Coordinator (HC) has approved the 2025 \$10 M LHF Second Standard Allocation (2SA) with a focus on high-impact interventions in priority districts.
- Details on funding, coverage, district selection, and localization are available on slides 25 to 27 [here](#).

Coordination Streamlining:

Health-Sector Case-Study:

- The Health Sector provided an example of fit-for-purpose sector coordination including a transition roadmap, challenges/bottlenecks, and best practices/lessons learned. Notably, subnational level coordination under the Health Sector will be led by district and regional government officials from MoPH as part of a national-led approach. Activities to support the transition include training/capacity building. Details are available on slides 30 to 32 [here](#).

Panel Discussion:

- **Sector-Specific Coordination Structures:**
 - On mergers of certain sectors (Cash WG/BA Sector; Food Security and Agriculture/Livelihoods; Protection/GBV/CP), Sector Leads have been leading discussions and communicating decisions to the HC/HCT.
 - The sector coordination transition from the sub-national level to the national level is underway, with flexibility to ensure effective operationalization, allowing sectors to reflect their specific contexts. The HCT endorsed proposals to centralize sector coordination with meetings taking place at the national level.
 - Not all sectors are expected to adopt identical coordination structures, as different sectors have different operational needs.
 - While the ISCG discussions aim to facilitate alignment and operationalization of decisions, Sectors (under the guidance of Sector Leads) have the responsibility for determining how these adjustments should be done and when.
 - Sectors must finalize internal reviews of sector coordination structures, in consultation with national and sub-national coordinators and co-coordinators. Sectors will then develop ToRs reflecting these changes by end of October.
 - Sector must also identify sub-national governmental counterparts for coordination (e.g., Ministry of Energy and Water vs. local water establishments) through Operational Coordination Groups (OCGs) meetings to ensure representation and coordination at both national and sub-national levels.
 - A “fit-for-purpose” approach is preferred over the term “nationalization,” respecting sector-specific contexts and operational realities. It was clarified that the decision was about centralization of sector coordination at national level while transitions to a national-led structure take place in a phased approach.
 - It was also clarified by the ISCG co-Chairs in the meeting that the Health Sector was just one example to get other sectors to also think about their own arrangements and that it was not one-size-fits-all, although there were concerns that the example was a bit too advanced in the process.
 - Specific questions and requests for guidance and scenarios were asked by Sectors about if and which humanitarian and stabilization activities such as cash will be led / coordinated by UN & NGOs versus the government for specific population groups (e.g. Lebanese vs. non-Lebanese refugees). These issues need to be urgently clarified to support preparation of ToRs and LRP sector strategies.

Subnational ISCG-led Consultations and Recommendations:

- **Transition to Operational Coordination Groups (OCGs):**
 - Existing sub-national ISCGs will be replaced by OCGs at the regional level (Bekaa, Beirut & Mount Lebanon, North, South).
 - This is a refinement and streamlining of current structures, not a drastic change.

- OCGs will serve as cross-sectoral coordination forums with membership including: operational agencies (heads of field offices, area managers), and government representatives (MoSA, MoIM, DRM, Governor's Office).
- Some sub-sectors may merge (e.g., shelter/NFI, Protection/GBV/CP), while others (e.g., cash) shift to national level.
- Task forces (e.g., evictions, new arrivals) can be activated when needed.
- **Key Recommendations from Subnational ISCG-led Consultations:**
 - Clarify reporting structures between national and sub-national levels
 - Clearly define OCG functions vs Sectors at national level (and their representatives at subnational level, where present).
 - Ensure two-way information flow for strategic planning and coordination.
 - Consider risks with sensitive areas, e.g., political influence/links of local NGOs and district-specific regulations.
 - Adjust coordination modalities based on evolving needs and seasonal emergencies.
 - Leverage lessons from past emergency coordination practices and maintain field-level rapid response capacity.
 - Ensure OCGs function as strategic and operational spaces, not just for information sharing, and not to duplicate sector-level technical work.
 - Adjust coordination frequency for subnational sector coordination where they remain: majority quarterly, some monthly depending on operational need.
 - Balance inclusivity in OCGs with manageability to avoid overly large forums.
 - Maintain minimum coordination capacity via focal points if sector coordinators are unavailable.
 - Maintain inclusive participation of local and international NGOs.
 - Ensure active inclusion of government representatives (MoSA, MoIM, DRM, local authorities).
 - Transition gradually to national-led coordination, with flexibility depending on the sector, program timelines, and local context.

AoB:

- Sectors were reminded that they need to support the review and finalization of their Terms of Reference (ToR) considering the changes in coordination structures.
- Detailed procedures should be addressed in sectoral or ad hoc task force documents, not in the ToR.

Action Points & Next Steps:

1. ISCG Co-Chairs to share the LRP 2026 Guidance Package including Population Package with ISCG. **Deadline: by Tuesday September 16, 2025.**
2. Sector leads to finalize internal reviews of sector coordination structures, in consultation with national and sub-national coordinators and co-coordinators. Furthermore, leads are expected to share any alternative proposals for sub-national sector coordination arrangements, with rationale, to the HCT. **Deadline: End of September.**
3. Sector leads to support the review and finalization of revised ToRs for all sectors. **Deadline: End of October.**
4. The ISCG Co-Chairs to compile the results of all changes across sectors and inter-sector into one consolidated document.
Note: This step can only be completed once sectors have finalized their internal reviews.
5. ISCG Co-Chairs to provide a table with a basic mapping of responsibilities and complementarity between OCGs and Sectors, for inclusion as an Annex in the OCG ToRs.