



**INTER-AGENCY SHELTER SECTOR  
for  
PORT BEIRUT EXPLOSION**

**Revised Sector Strategy**

Rev02. 7<sup>th</sup> October 2020

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*with contributions from*  
***ACTED, Save the Children and MEDAIR***

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# Shelter Sector Strategy

1	Shelter Sector	1
1.1	Leadership	1
1.2	Contacts	1
1.3	Linking with 3RF	1
1.4	Multi Sector Needs Assessment (MSNA)	2
2	Situation	2
3	Country Level Strategy	3
3.1	Flash Appeal	3
3.2	Shelter Response	3
4	Shelter Sector Objectives	3
5	Coordination Partners	5
5.1	Coordination with Forward Emergency Room (FER)	5
5.2	Coordination with Civil Society	5
5.3	Zonal Coordination	5
6	Assessments	6
6.1	The Approach	6
6.2	The damage figures	7
7	Temporary Technical Committees	8
8	Response Options	8
8.1	Principal Response Options	8
8.2	L3 Damages	9

9	Key Cross-Cutting Issues	10
9.1	Heritage Buildings	10
9.2	Code of Conduct with third parties	10
9.3	COVID-19	10
9.4	Protection	11
9.5	Disposal of material –environmental considerations	11
9.6	Capacity Development	11
9.7	Engagement of Private Contractors	11
9.8	Advocacy	11
9.9	Housing Land and Property (HLP)	12
Annex A:	Shelter Sector Logframe – click icon to download	13
Annex B:	FER’s Geo-portal	14
Annex C:	Geo-split	14

# 1 Shelter Sector

## 1.1 Leadership

Under the leadership of the HC, the shelter response is coordinated by UNHCR, with UN-Habitat and the Norwegian Refugee Council (NRC) as co-coordinators. The focus of UNHCR is on coordination of the overall humanitarian shelter response while ensuring necessary linkages and synergies with LCRP as the pre-existing shelter coordination platform (also covering COVID-19 shelter needs) and maintaining coherence with the recovery and longer-term reconstruction in partnership with UN-Habitat that includes co-leadership of the Housing Sector of the 3RF (Reform, Recovery and Reconstruction Framework).

The co-leadership partnership with NRC for the Beirut Blast provides technical support and guidance and coherence with NGO partners. The three areas of focus (coordination, recovery, technical support) shall be closely coordinated and build complementarity for coherence and better delivery of services for all affected populations.

## 1.2 Contacts

UNHCR	UN-Habitat	NRC
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## 1.3 Linking with 3RF

Following the blast, the World Bank Group, United Nations and European Union jointly launched a [Rapid Damage and Needs Assessment \(RDNA\)](#) to estimate the impact on the Lebanese population, physical assets, infrastructure and service delivery. One of the main recommendations of the RDNA was to develop a framework for Reform, Recovery and Reconstruction (the 3RF) to 'build back a better Lebanon' based on principles of transparency, inclusion and accountability.

Taking a Whole of Lebanon approach, the 3RF focuses on a number of critical priorities representing overall strategic objectives for reform, recovery and reconstruction following the Beirut port explosion. Housing is one of the key Sectors articulated in the 3RF and the Shelter Sector emergency response and early recovery focus will transition into the 3RF structure at the end of the Flash Appeal (See Section 3.1) period. While the preparation of the Housing Chapter, co-led by the World Bank and UN, concluded at the beginning of October, the 3RF will be formally launched with an associated appeal toward the end of October. Further articulation of the Housing Sector priorities, implementation approaches and key stakeholders will be available as part of the 3RF launch.

Shelter Sector partners are encouraged to engage with the 3RF process to ensure smooth transition of all relevant activities into the longer-term recovery and reconstruction framework, which will include additional priorities such as policy and institutional strengthening for improved housing supply, availability and access for all populations in Lebanon.

#### **1.4 Multi Sector Needs Assessment (MSNA)**

Along with all Sectors, the Shelter Sector fully engages with the [MSNA](#). As an indicative tool, the MSNA has helped guide the shelter sector to quantify the needs in the affected areas. It has also informed the distribution of 7,500 sealing-off kits during the initial phase of the response.

It is important to note that shelter conditions are a moving target in view of three main actors:

- People self-recovered repairs.
- Non-sector agencies, with fast access to damaged buildings through direct access to FER, and with fast interventions and hardly any accountability for contracting modalities.
- Sector partners.

Therefore, the MSNA would not replace the need for partner's individual technical and vulnerability assessments so they can get accurate cost estimates and damage categorisation, for program planning requirements.

## **2 Situation**

On 4 August, the city of Beirut was hit by a devastating explosion which flattened most of the city's port, damaging neighbourhoods and buildings across the capital. It left more than 180 people dead, more than 6,500 people injured, and a reported 300,000 people displaced. The government declared a state of emergency.

The explosions hit as Lebanon faces a multi-faceted crisis. In recent months, the socio-economic situation of Lebanese, refugees and migrant workers has continued to deteriorate, with the cost of basic needs exponentially rising as a result of the deep economic and financial crisis, exacerbated by the impact of COVID-19.

### 3 Country Level Strategy

#### 3.1 Flash Appeal

The Flash appeal was launched on 14<sup>th</sup> August 2020. The appeal has two Strategic Objectives:

SO 1: Save lives by providing essential health care, food, water, hygiene, shelter and protection to people affected by the Beirut Port explosions for three months.

SO 2: Pave the way towards self-reliance by re-establishing the food supply chain and retail markets for basic food and other items, providing short-term income support, and restoring access to education.

The [Flash Appeal](#) is set to run for 3 months and end in mid November 2020.

#### 3.2 Shelter Response



The figures in the appeal were prepared in the 10 days following the blast, based on aerial photos with limited field observation. Consequently, the figures and the associated estimate of L1, L2, L3 damage (29,771 apartments, 17,100 apartments, 1,144 buildings) should be seen as indicative and have since have undergone several rounds of refinement (see Section 6.2)

Against this overall estimate financial requirement of \$179million, 27 partners submitted projects for \$95m, largely based on response capacity for the 3-month timeline.

### 4 Shelter Sector Objectives

The Sector has three outcomes (see Annex A for updated Logframe)

Outcome 1: Respond to the immediate sheltering needs of the most vulnerable households.

Under this outcome, there are three principle activities:

- i. Emergency weatherproofing of damaged residential buildings **(completed)**
- ii. Provision of temporary shelter to displaced individuals **(completed)**

- iii. Provision of conditional cash for rent to displaced individuals **(ongoing, see TTC for details)**

Outcome 2: Contribute to longer term repair or rehabilitation and occupancy of damaged buildings

- i. Minor repair of residential units **(ongoing, see Section 7 TTC on Minor Repairs and Rehabilitation Works)**
- ii. Rehabilitation of residential units **(ongoing, see Section 7 TTC on Minor Repairs and Rehabilitation Works)**
- iii. Rehabilitation of common areas within residential units **(ongoing)**
- iv. Rehabilitation of structural damages within residential buildings **(ongoing, see Section 8.2)**

Outcome 3: Support multi-sectoral approaches to rehabilitate affected areas

- i. Implementation of community support projects in affected areas **(ongoing)**
- ii. Capacity building of national institutions and organizations on shelter response **(ongoing)**
- iii. Production of assessments or studies that inform the shelter response and that are made accessible and widely disseminated **(ongoing)**

Outcome 3 and the associated reconstruction / rehabilitation activities are essential for the following reasons:

- This is an urban response and so we must consider the wider communities and their role in supporting the most vulnerable and providing a protective environment,
- Suggested works include footpaths, common areas repair, steps, child safety, suitable access for elderly - these are essential for connectiveness. These are what makes the community liveable,
- Understanding and working with the wider community allows community engagement and discussion,
- Starts the phasing out of the emergency mode of assistance and phasing in of the 3RF.

Works under Outcome 3 should be coordinated with the relevant structures (e.g Social Security Sector) and local Government.

## 5 Coordination Partners

### 5.1 Coordination with Forward Emergency Room (FER)

The humanitarian shelter response is planned and implemented in conjunction with the Forward Emergency Room (FER) which is a joint initiative principally between the Lebanese Red Cross (LRC) and the Lebanese Armed Forces (LAF). FER was appointed by central government to coordinate relief efforts, in order to reconstruct the city of Beirut and support its citizens.

FER's [activities](#) include:

- i. Mapping the needs across all sectors
- ii. Mapping the support across all sectors
- iii. Coordinating efforts across all sectors
- iv. Safeguarding all citizens and stakeholders
- v. Supporting NGOs and volunteers

The Sector works with, and coordinates with, FER to ensure that there are no gaps, no duplication and to harmonise approaches. Data is shared between the two coordination bodies under strict guidelines of confidentiality.

For partners, the principal point of contact is with their [ArcGIS geo-portal](#) for 'booking' buildings and for registering – [here](#) – see Annex B for more details.

### 5.2 Coordination with Civil Society

Local groups, volunteer-based groups and non-traditional actors including the private sector are active in repairing damage and supporting the local community. It is therefore essential that the Shelter Sector and its partners coordinate with these actors in order to avoid duplication, fill the gaps and ensure a harmonised response.

The Shelter Sector will proactively engage with civil society at street level, zonal level and at national level and ensure engagement in Sector meetings, discussions and working groups. This will be done in partnership with FER but also by outreach to individual organisations. We will also seek harmonisation in approaches to ensure a predictable approach from all and maintain the suitable standards of interventions.

### 5.3 Zonal Coordination

Using the same zonal boundaries as FER, the Sector has assigned zones to different NGOs (see Annex C for details). To date, there is not a robust mechanism for monitoring or reporting the achievements of those households who have self-recovered or the progress of the non-traditional actors. This gap in



monitoring and reporting will hamper understanding of the gaps and the overall needs as winter approaches.

The Sector supports a zonal coordination, whereby the partners who are assigned a zone take an inclusive coordinated approach and view the zone in its entirety. By making all efforts towards taking on the role of zonal coordination (area-based coordination) the Sector will be able to capture more current activities and improve analysis even if that coordination gets limited to information sharing with non sector partners in the respective zones.

The sector will strive to stimulate links between sector partners and civil society organizations. While FER geo portal will help resolve the issue of duplication, zonal coordination will help identify gaps.

## **6 Assessments**

### **6.1 The Approach**

As a result of comprehensive needs assessments and detailed understanding of impact and damage, the Shelter Sector has categorized the effect of the blast on residential units across three levels: Light, Moderate and Severe<sup>1</sup>. The response for the Beirut Blast in the first 8 weeks has prioritized actions addressing level 1 and 2 damages to provide dignified living conditions for vulnerable families, while Cash for Rent supports households with severely damaged properties to secure safe transitional housing solutions. The blast affected area has been divided into zones which are categorised in terms of pre-blast vulnerability status. This is a supplementary information source for targeting.<sup>2</sup>

#### ***Damage level 1 – light***

Level 1 presents minor damage to property such as broken glass, broken doors, locks, collapse of false ceiling. There are no structural damages at this level. The shelter remains habitable by the family with no or minor compromises on safety, security and access to services, including water, sanitation and electricity.

#### ***Damage level 2 – moderate***

Level 2 damage category presents moderate damage to property greater than Level 1, but still with no structural damage. In this level the household is either not habitable, or habitable but with safety and security of the premises significantly compromised posing protection risks to vulnerable households. Services including water, sanitation and electricity are not or may be only partly accessible.

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<sup>1</sup> These Levels 1, 2, 3 equate to the FER's Class A, B, C categorisation

<sup>2</sup> [Lebanon: Beirut Explosion, Socio-economic vulnerability by operational zone \(15 August 2020\)](#)

### ***Damage level 3 – severe***

Level 3 presents heavy damage to property including structural damage compromising the physical safety of the apartment or building and therefore not habitable. The humanitarian shelter response activities for Level 3 initially focused on communication to authorities and households that such buildings were deemed unsafe and should not be occupied. Information exchange with the structural damage assessments completed by the Order of Engineers and Architects and Bourj Hammoud Municipality and ongoing with Beirut Municipality is helping link assessment processes and subsequently establish referral pathways for both temporary shelter options and cash for rent approaches. These were targeted for vulnerable households that had to seek alternative dwellings as they could not remain in their own damaged buildings. The next phase of work will soon commence for those structurally damaged apartments that can be repaired to allow return of households to their original dwellings.

### **6.2 The damage figures**

Since the data used by the Flash appeal, there has been constant reiteration of the damage figures, principally using the MSNA. The Sector acknowledges the importance of having a clear understanding of the damage, however due to (1) self-recovery and (2) interventions by non-traditional actors, all figures are subject to verification in the field.

Based on MSNA data of **27 September**, the needs/targets are as follows for the residential zones in the 3km priority area:

- An estimated 73,000 apartments damaged across 9,200 buildings affecting 219,000 people
- An estimated 44,500 apartments in level 1 (minor damage) across 5,600 buildings affecting 133,500 people
- An estimated 15,700 apartments in level 2 (moderate damage) across 2,000 buildings affecting 47,100 people
- An estimated 12,800 apartments in level 3 (heavy damage) across 1,600 buildings affecting 38,400 people

Updated figures are included in [Sitreps](#).

## 7 Temporary Technical Committees

Three TTCs were formed with shelter sector partners and inter-sector partners. Each TTC met weekly and reported back into the weekly sector coordination meetings for updates and information dissemination into the wider shelter sector partnership. These are:

**1. Cash for Rent:** Provide contextualized guidance, standards and implementation principles according to 'do no harm' standards, also for discussion and information exchange. TTC products have been disseminated, and there will be a link provided soon to access them.

**2. Minor Repairs and Rehabilitation Works:** Provide detailed guidance through step-by-step procedures from assessment, vulnerability and selection criteria, through to financial ceilings and scope of works to respond to non-structural damage levels 1 and 2. Includes guidance on quality control, 'build back better' approaches and preservation of heritage elements and rehabilitation of common areas for neighbourhood-level improvements; also for discussion and information exchange. TTC products have been disseminated, and there will be a link provided soon to access them.

**3. Housing, Land and Property (HLP):** Ensures coherence with Protection sector with specific focus on HLP best practice for physical repairs and includes mainstreamed HLP approaches in the Cash for Rent guidelines and the Minor Repairs and Rehabilitation Works notes. Also acts as a reference group with discussion and information exchange on the specific social and legal conditions that shelter partners may expect to confront during implementation with the goal of improved security of tenure and conflict mitigation for vulnerable households. Once finalized, the HLP tools will be shared with partners including through a link.

At present there are no plans to establish additional TTCs.

## 8 Response Options

### 8.1 Principal Response Options

For more information and guidance on the Response Options **Minor Repairs** or **Rehabilitation Works** – see the SOP.

The categorisation into the three levels (L1, L2, L3) was a rapid mechanism for damage assessment. Response activities are either **Minor Repairs** or **Rehabilitation Works**. The Minor Repairs covers L1 and L2, while Rehabilitation covers L2 and L3 (excluding structural repairs). The damage assessment (L1, L2, L3) is a guide for partners.

For L1, L2 and **some** L3 buildings, the response is in two phases, being implemented after the initial rapid response in the first 3-4 weeks during which more than 7,500 emergency shelter (sealing off) kits were distributed reaching 23,000 individuals.

Phase 1: one-time labelled cash payment up to \$600 per shelter, contributes towards immediate housing repairs specifically window and door repair or replacement & glass replacement. Receiving labelled cash for shelter does not preclude participation in Phase 2.

Phase 2 Minor Repairs: includes simple works up to a value of \$1,500. Light assessment and works, with a focus on repair, or complete replacement, of doors, windows and frames, including glass. Remedial works including plastering and light electrical, sanitary and tiling.

Phase 2 Rehabilitation: Includes works with an average value of \$4,500. More in-depth and substantial work requiring more assessment. Focus as per Minor Repairs but extends to blockwork, plastering, and weatherproofing

Phase 2 can be implemented via four modalities including the owner-led approach, tenant-led approach, contractor-led approach, and Direct Implementation (agency-led). Targeting will be used for Phase 1 and Phase 2 based on the Multi-Sectoral Needs Assessment (MSNA) database.

## **8.2 L3 Damages**

The initial damage estimate reported in the Flash appeal was 1,100 buildings. The unit of assessment was set at 'building' rather than 'apartment'. The less granular nature of the assessment was a necessity of time and is inherent to the nature of the damage which mostly affects the whole building. Consequently, within the L3 categorisation there is broad spectrum of damage and so for sector partners who have the technical skills, L3 buildings should be re-assessed to ensure the categorisation – whether as determined through the MSNA or by building-level damage assessments that have been undertaken by other entities including the municipalities and the Order of Engineers and Architects (OEA) is correct and enable a response option to be selected.

The Shelter Sector acknowledges the technical challenges that L3 structurally damaged buildings pose and the street-level hazard to the community of structural failure / architectural element collapse, and also acknowledges that past experiences has shown that those who have suffered most are often omitted from humanitarian response. Consequently, the sector will engage with L3 buildings to assist in their repair either directly or indirectly.

**Directly:** Interested partners should not engage directly with the Order of Engineers, rather initial contact should be made with the Sector who will help facilitate the discussion. We understand that the OEA have a full guidance in engagement with the buildings.

**Indirectly:** The Sector will advocate for the immediate and longer-term shelter needs of the pre-blast or current occupiers of L3 structurally damaged buildings.

- support the Order of Engineers and municipalities and compare their technical assessments with the Sector's.
- Advocate for their repair to internal and external stakeholders including donor groups,
- Support any families still living in structurally damaged buildings with HLP and cash for rent support as well as appropriate protection referral to better enable them to comply with evacuation advice,
- Building stabilisation to prevent collapse.

## **9 Key Cross-Cutting Issues**

### **9.1 Heritage Buildings**

The Sector supports and coordinates with all actors and initiatives currently in progress to help preserve damaged heritage buildings. No matter where on the spectrum of damage from minor (L1) to severe (L3) to totally destroyed, measures should be taken to uphold existing guidance from organisations such as Heritage Beirut and Director General for Antiquities (DGA), where this does not compromise humanitarian principles.

Any building completed before 1930 is classed as 'heritage' and so falls under the authority of the DGA - some are additionally listed by UNESCO. Some buildings completed post 1930 (and so classed as modern) may have aspects of heritage that should be preserved.

The sector has a responsibility to ensure heritage is respected, laws and best practice are upheld and that the correct engagement process is undertaken. The sector will advocate for this as part of the Building Back Better approach, and against any initiatives that endanger the heritage of Beirut.

### **9.2 Code of Conduct with third parties**

It is the responsibility of the Sector partners to ensure that a suitable Code of Conduct is in place, monitored and upheld with third parties in the field.

### **9.3 COVID-19**

It is the responsibility of the Sector partners to ensure that suitable COVID-19 code of practice are in place, monitored and upheld with third parties in the field. For more guidance see Shelter Cluster – [here](#).

## 9.4 Protection

Partners must undertake shelter programs according to agreed humanitarian principles and 'Do No Harm' approaches (see [guidance](#) from Protection Cluster) and a protection-sensitive lens for AGD (age, gender, diversity) vulnerability as described in the TTC guidance notes. Consult UNHCR and specialised agencies for specific protection advice and referral pathways and adhere to the HLP guidance of the Shelter and Protection Sectors in all contexts.

Protection [Mainstreaming Check](#) List for Shelter/NFIs:

## 9.5 Disposal of material –environmental considerations

All partners should sensitively consider and plan for the recycling, upcycling and re-use of as much damaged building material as possible, particularly when working on heritage buildings. Where this is not possible, partners must dispose of any waste material in accordance with local regulations. The specification for this disposal should be included in tenders and contracts. For more information see guidance by the Social Stability and Livelihoods Sector and consult with UNDP (as Environment Sector lead under the 3RF) and ACTED who have a hotline to engage with.

## 9.6 Capacity Development

Although the Shelter Sector is not planning any formal capacity development interventions if partners do identify common needs, then the Sector will promote or assist in designing and/ or implementing capacity development modalities in order to address punctual needs identified on ground within a short-term range.

## 9.7 Engagement of Private Contractors

The Shelter Sector recognises the pivotal role that private contractors of all sizes play in the response. Consequently, the Sector will engage with these through their coordination bodies and ensure they are part of the coordination structure.

## 9.8 Advocacy

In addition to advocating for additional funds, the Sector will advocate for:

- Prioritise household vulnerability over housing unit physical damage as a guide to targeting humanitarian assistance
- Winterization
- Assistance for those who have severe structural damages or whose whole buildings have been destroyed
- Preservation of heritage buildings

## 9.9 Housing Land and Property (HLP)

For additional guidance on HLP please refer to Section 7.0. There is specific guidance from the HLP TTC and guidance within output from the other two TTCs.

# Annex A: Shelter Sector Logframe – click icon to download



Result	ID	Indicators	Unit	Description/ definition	MoV / Responsible
<b>Outcome 1:</b> Respond to the immediate sheltering needs of the most vulnerable households	A	% of households with improved privacy, safety, security and protection from the elements	% HHS	Assistance that addresses the immediate shelter needs of 1) non-displaced households and 2) displaced households (see list of activities below)  = [(total HHS reached) / ((total number of households affected))] * 100	Activity Info-Responsibility of the Shelter Sector
<b>Result</b> Output 1.1 Access to safe and liveable residential units is increased through temporary shelter assistance	A	# of non-displaced individuals assisted in maintaining safe and liveable residential units through emergency weatherproofing assistance	# of individuals	Assistance includes the provision of emergency weatherproofing assistance (kits)	Activity Info-Responsibility of the Shelter Sector
	B	# of displaced individuals assisted with temporary shelter assistance	# of individuals	Assistance includes the provision of temporary shelter or conditional cash for rent	Activity Info-Responsibility of the Shelter Sector
<b>List Activities under Output 1.1</b> Activity 1.1.1: Emergency weatherproofing of damaged residential buildings Activity 1.1.2: Provision of temporary shelter to displaced individuals Activity 1.1.3: Provision of conditional cash for rent to displaced individuals					
<b>Outcome 2:</b> Contribute to longer term repair or rehabilitation and occupancy of damaged buildings	A	% of households benefitting from shelter repairs/ rehabilitation.	% of HHS	Upgrading of substandard residential/ non-residential shelters in affected areas in accordance with shelter sector guidelines.  = [(total HHS reached) / (total affected HHS from the blast within 3km radius)] * 100	Activity Info-Responsibility of the Shelter Sector
<b>Result</b> Output 2.1 Access to adequate residential/ non-residential units for affected populations is increased	A	# of residential/ non-residential units benefitting from minor repair	# of units	Shelter sector partners will upgrade units in substandard residential/ non-residential buildings to minimum/ humanitarian standards (in accordance with shelter sector guidelines, SPHERE, UNHCR SoPs and other shelter standards).	Activity Info-Responsibility of the Shelter Sector
	B	# of residential units benefitting from rehabilitation	# of units	Shelter sector partners will upgrade units in substandard residential/ non-residential buildings to minimum/ humanitarian standards (in accordance with shelter sector guidelines, SPHERE, UNHCR SoPs and other shelter standards).	Activity Info-Responsibility of the Shelter Sector
	C	# of individuals benefitting from improved tenure security	# of individuals	Shelter partners will aim to secure rent free/freeze agreement with landlords in exchange for rehabilitation of residential units and to the benefit of vulnerable tenants.	Activity Info-Responsibility of the Shelter Sector
	D	# of residential buildings benefitting from upgrading of common areas	# of buildings	Shelter sector partners will upgrade common building areas in substandard residential/ non-residential buildings (in accordance with the shelter sector guidelines and SPHERE).	Activity Info-Responsibility of the Shelter Sector
	E	# of individuals benefitting from the upgrading of common areas of residential buildings	# of individuals	Shelter sector partners will upgrade common building areas in substandard residential/ non-residential buildings (in accordance with the shelter sector guidelines and SPHERE).	Activity Info-Responsibility of the Shelter Sector
	F	# of residential buildings benefitting from structural rehabilitation	# of buildings	Shelter sector partners will rehabilitate structural elements in substandard residential (in accordance with the shelter sector guidelines and SPHERE).	Activity Info-Responsibility of the Shelter Sector
<b>List Activities under Output 2.1</b> Activity 2.1.1. Minor repair of residential / non-residential units Activity 2.1.2. Rehabilitation of residential shelters Activity 2.1.3. Rehabilitation of common areas within residential units Activity 2.1.4. Rehabilitation of structural damages within residential buildings					
<b>Outcome 3:</b> Support multi-sectoral approaches to rehabilitate affected areas	A	# of zones benefitting from multi-sectoral interventions	# of zones	Zones that have benefitted from multi-sectoral interventions including minor repair, rehabilitation as well as community support projects (as per the zoning developed by the Interagency IM team).	Activity Info-Responsibility of the Shelter Sector
<b>Result</b> Output 3.1 Affected community assets and spaces reconstructed for enhanced safety and resilience	A	# of community support projects implemented in affected areas	# of projects	Projects that benefit a community within the affected areas.	Activity Info-Responsibility of the Shelter Sector
	B	# of completed area assessment studies that contribute to an enhanced response	# of assessment studies produced and endorsed by the sector	Assessment studies that contribute to a better understanding of the shelter situation in areas affected by the blast such as data and information needs, HLP issues, heritage buildings. These reports will be made accessible and actively disseminated to members of the Shelter Working Group.	Activity Info-Responsibility of the Shelter Sector
	C	# of national institutions and organizations with improved capacity to contribute to the shelter response	# of national institutions and organizations trained	Professionals of Lebanese institutions and organizations, including NGOs, receive shelter training including through participating in shelter activities led by experienced shelter partners.	Activity Info-Responsibility of the Shelter Sector
<b>List Activities under Output 3.1</b> Activity 3.1.1: Implementation of community support projects in affected areas Activity 3.1.2: Capacity building of national institutions and organizations on shelter response Activity 3.1.3: Production of assessment studies that are made accessible and widely disseminated					



## **Annex B: FER's Geo-portal**

All Shelter Sector partners should register with and use FER's geo-portal. For details of its use, see here.



Geo-portal

## **Annex C: Geo-split**

The Geosplit map for minor repairs and rehabilitations can be accessed through the following link:

<https://www.humanitarianresponse.info/en/operations/lebanon/infographic/lebanon-beirut-blast-shelter-partners-minor-repair-and-rehabilitation>

