Inter Agency Standing Committee (IASC)

Humanitarian Programme Cycle
Revised guidance tools
for 2015
Humanitarian Programme Cycle

- Needs Assessment & Analysis
- Operational Review & Evaluation
- Strategic Planning
- Preparedness
- Coordination
- Information Management
- Implementation & Monitoring
- Resource Mobilization

Inter-Agency HPC Facilitator Training, Chamonix
Comparison previous CAP and revised HPC

• Weak in joint needs assessment and analysis
• Stringent process: limited to the calendar year with global launching date in November, and a mid-year review in June of the following year
• Process centrally managed by OCHA Geneva with strong HQ involvement at the final draft stage
• Weak in monitoring
• Separate procedures for Flash Appeals following acute disasters

• Joint needs assessment, needs analysis and response analysis are being emphasized before developing a common country strategy
• Timing of launch, and the duration of the SRP to be decided by the HC
• A mid-year review will be maintained halfway through the SRP
• Revisions of the SRP can be done any time when required
• Process decentralized to the Humanitarian Coordinator, Country Team and Clusters
• HC clears the final draft document
• Monitoring framework with monitoring at strategic/cluster/project levels
• Preliminary SRP be launched, however, same HNO and SRP procedures apply
The revision of the HPC Reference Module and related guidance integrate Lessons Learned from the 2014 process. Some points concerning the revised guidance:

1. Reinforce the intention of the Humanitarian Needs Overview (HNO) and the Strategic Response Plan (SRP) to serve as HC/HCT management tools;

2. HNO maintained as a stand-alone step that is sequenced before the SRP and which serves as a brief, top-line overview for decision-making and planning purposes;

3. Measures were pinpointed to improve the ‘joint’ aspect of needs analysis;

4. Linkages between the HNO and the SRP were reinforced;

5. Guidance and templates were reduced to a minimum.
Humanitarian Needs Overview (HNO) and Strategic Response Planning (SRP)
Humanitarian Needs Overview (HNO)/1

1. Purpose: develop a shared understanding of the crisis and its impact, in order to:
   - Inform strategic response planning
   - Ensure a credible evidence based on a joint analysis
   - Support an effective and targeted humanitarian response
   - Identify information gaps

2. Data to be used for joint analysis:
   - Existing assessment reports and surveys (MIRA, SMART, IPC, market, livelihood surveys, etc.)
   - Other secondary and baseline data (maps, government statistics, media reports, ...)
   - Expert judgement (Humanitarian workers, national representatives, people with specific local knowledge)
   - Clusters cluster specific analysis documents including caseloads and definitions of people in need
Humanitarian Needs Overview (HNO)/2

3. Who is responsible for the joint analysis:
   • **Clusters**: Provide cluster specific analysis, identify vulnerabilities and priorities, participate in cross-cluster analysis
   • **Cluster members and agencies**: Provide staff experienced in needs assessments & data analysis
   • **Inter-cluster coordination working group (ICCWG)**: Validate findings
   • **HCT**: Endorse findings of the joint analysis

**HC with HCT & ICCWG**: Identify members within the humanitarian community for analysis team to support and carry out the analysis

**OCHA**: Leads analysis team, develops HNO in consultation with stakeholders
## HNO: Key steps & time required

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
<th>Time Required</th>
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</thead>
<tbody>
<tr>
<td>1. Planning</td>
<td></td>
<td>1 Day / one meeting</td>
</tr>
<tr>
<td>2. Data Consolidation &amp; identifying information gaps</td>
<td></td>
<td>2-3 weeks</td>
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<tr>
<td>3. Joint analysis</td>
<td></td>
<td>1-3 days</td>
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<tr>
<td>4. Using the findings</td>
<td></td>
<td>As needed to inform response planning</td>
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**Analysis Plan**
- **Compiled Evidence Base**
- **Shared understanding of the humanitarian situation**
- **Needs analysis informs strategic planning**
Humanitarian Needs Overview (HNO)

Use of findings:

1. Decide if an SRP is necessary
2. Capture the analysis in an easy accessible format demonstrating how the crisis affects different groups.
3. **Link HNO and SRP:** Present findings at SRP workshop and distributed ahead of time (ideally in line with information needs identified during the kick-off event)
4. Findings will be the evidence base for the response analysis.
5. Distinct assistance and protection needs should be captured and feed into response planning.
Strategic Response Planning (SRP)

- **Planning assumptions**: to agree on critical and likely factors beyond the control of humanitarians (i.e. conflict dynamics, natural disasters, access, other political/social/economic issues) that will influence humanitarian needs and response, and how to incorporate them into common planning (most likely scenario)
- **Boundaries**: to determine the scope of the assessed and anticipated needs that the plan will address (Geographic, Demographic, Sectoral, Temporal, Vulnerability)
- **Strategic Objectives**: Should convey a shared vision of how our collective work will change for the better the plight of the affected people (SMART)
- **Outcome Indicators** – SMART
- **Prioritisation Criteria** (or categorization as in guidance): most life-saving, time critical, critical enabling
- **Cluster plans**
- **Price tag**
Cluster plans

Using the HCT-agreed ‘rules of the game’

Develop Cluster-specific:

- What “clusters”?  
- Planning assumptions  
- Boundaries  
- People in need & targeted  
- Cluster objectives and indicators  
- Categorisation (prioritisation) criteria  
- Activities and targets (outputs)

Undertake:

- Coordinated Project Planning
‘Price Tag’ Development

Coordinated Project Planning

- Activity Based Costing (Afghanistan, DRC, oPt)

- Finalization and vetting
1. **HNO:**
- Appoint cluster representative(s) experienced in needs assessments and data analysis to join OCHA-led Analysis team.
- Provide cluster specific food security analysis based on secondary data, identify vulnerabilities and priorities, participate in cross-cluster analysis.
- Participate in the inter-cluster coordination working group (ICCWG) to validate the findings of the HNO.
2. SRP

- Participate in the definition of the country strategy (assumptions, boundaries, strategic objectives, outcome indicators, prioritization criteria)
- Elaborate FS Cluster plan (including identification of people in needs and targeted, cluster objectives and indicators, prioritization criteria, activities and targets) and have it endorsed by cluster partners
- Facilitate the coordinated project planning as the basis for costing of the cluster plan (except Afg, DRC, oPT) and vetting of projects (possibly through a partners working group)
Humanitarian Response Monitoring

• A continuous process that records the aid delivered to affected populations as well as the achieved results set out in the objectives of Strategic Response Plan.

Purpose

1) Provides humanitarian actors an evidence base for making decisions about what actions should be taken to redress shortcomings, fill gaps and/or adjust the SRP, contributing to a more effective and efficient humanitarian response, in the short and long term and

2) Serves to improve accountability of the humanitarian community for the achievement of results outlined in the SRP, towards affected populations, local governments, donors and the general pub
The scope of the monitoring framework
Relationship between Planning & Monitoring

**RESPONSE PLANNING**

- **STRATEGIC PLANNING**
  - Country Strategy
  - Context Overview
  - Needs Overview
  - Strategic Objectives
  - Indicators and Targets

- **CLUSTER PLANNING**
  - Cluster Response Plans
  - Cluster Objectives
  - Indicators and Targets
  - Activities

- **PROJECT PLANNING**
  - Organisations’ Projects
  - Activities
  - Indicators and Targets

**RESPONSE MONITORING**

- **STRATEGIC LEVEL MONITORING**
  - Output Results
  - Outcome Results

- **CLUSTER LEVEL MONITORING**
  - Output Results
  - Outcome Results

- **PROJECT LEVEL MONITORING**
  - Output Results
The Monitoring framework

WHAT: Strategic objectives
HOW: Outcomes
WHO: Inter-cluster group

Global acute malnutrition reduced to pre-crisis levels
Water-borne diseases controlled / reduced

WHAT: Cluster objectives
HOW: Outcomes & Outputs
WHO: Clusters

XX% people equitably access high impact preventative and curative health interventions
XX% people have access to safe drinking water

WHAT: Projects
HOW: Outputs
WHO: Cluster members

XX people in camps access safe water through water trucking and temporary water stations
XX people access household water treatment as per agreed standards

WHAT: Financial & material resources
HOW: Inputs
WHO: Cluster members

XX US$
XX Water treatment kits
UPDATING OR REVISING AN SRP?

2013

MYR

2014

PMR

INTERMEDIATE REPORT
Changes in context and needs, financial requirements, funding, results, progress towards objectives, constraints

UPDATED FINANCIAL REQUIREMENTS
Updated project activities, targets and budgets, cluster budgets, and total budget

UPDATED SITUATION OVERVIEW AND NEEDS ANALYSIS
REVISED STRATEGY
Revised strategic and cluster objectives, targets, and all aspects of the strategy

UPDATED FINANCIAL REQUIREMENTS

UPDATED HNO + REVISED SRP
Points for discussion

• Is the guidance clear? Has it been presented/discussed with OCHA?
• Does the FSC have sufficient capacity to fulfill its role in the HPC process?
• Is support necessary? What type? For which tasks?
• Is the HPC calendar available at country level?