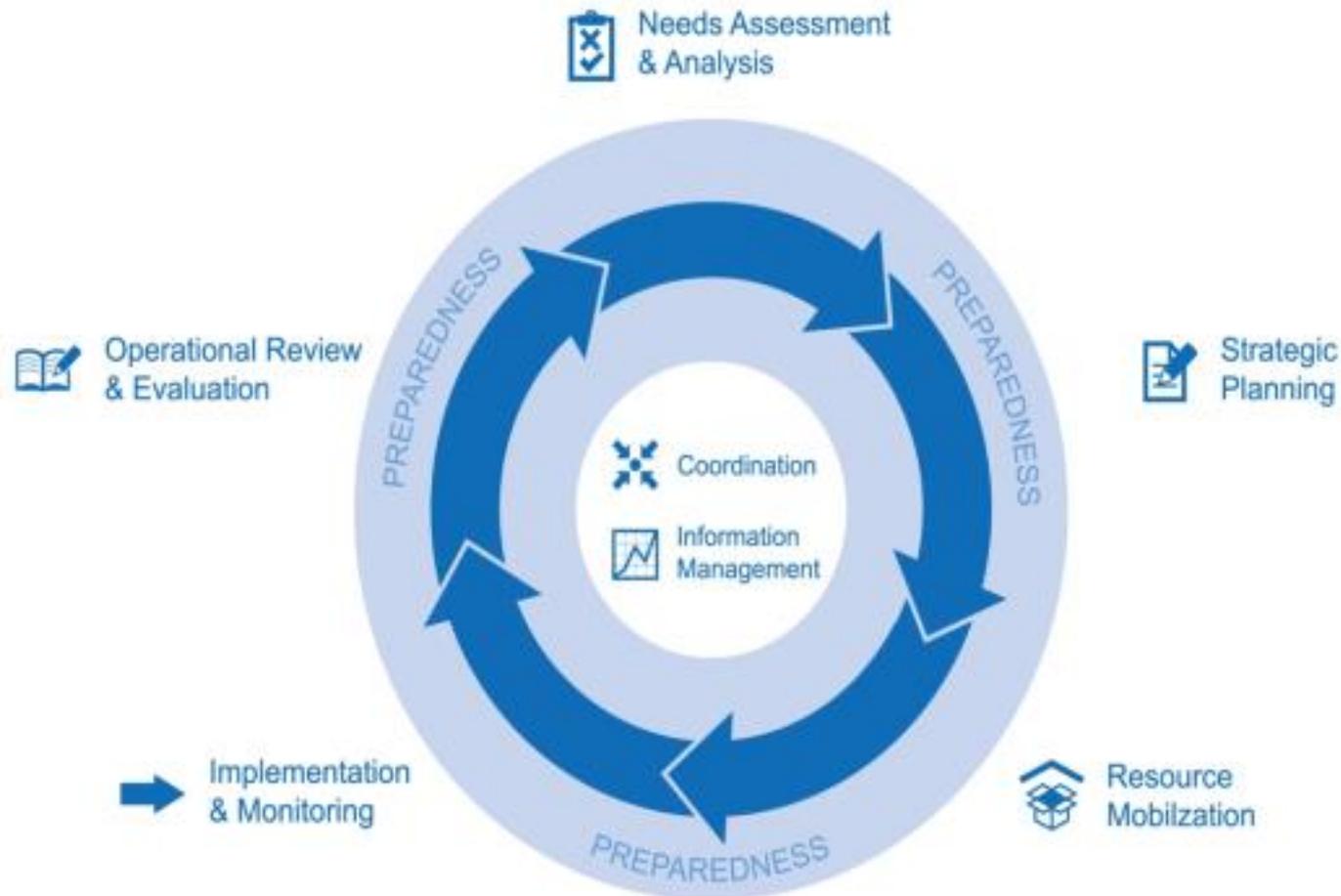


**Inter Agency Standing Committee  
(IASC)**

**Humanitarian Programme Cycle  
Revised guidance tools**

**for 2015**

# Humanitarian Programme Cycle



# Comparison previous CAP and revised HPC

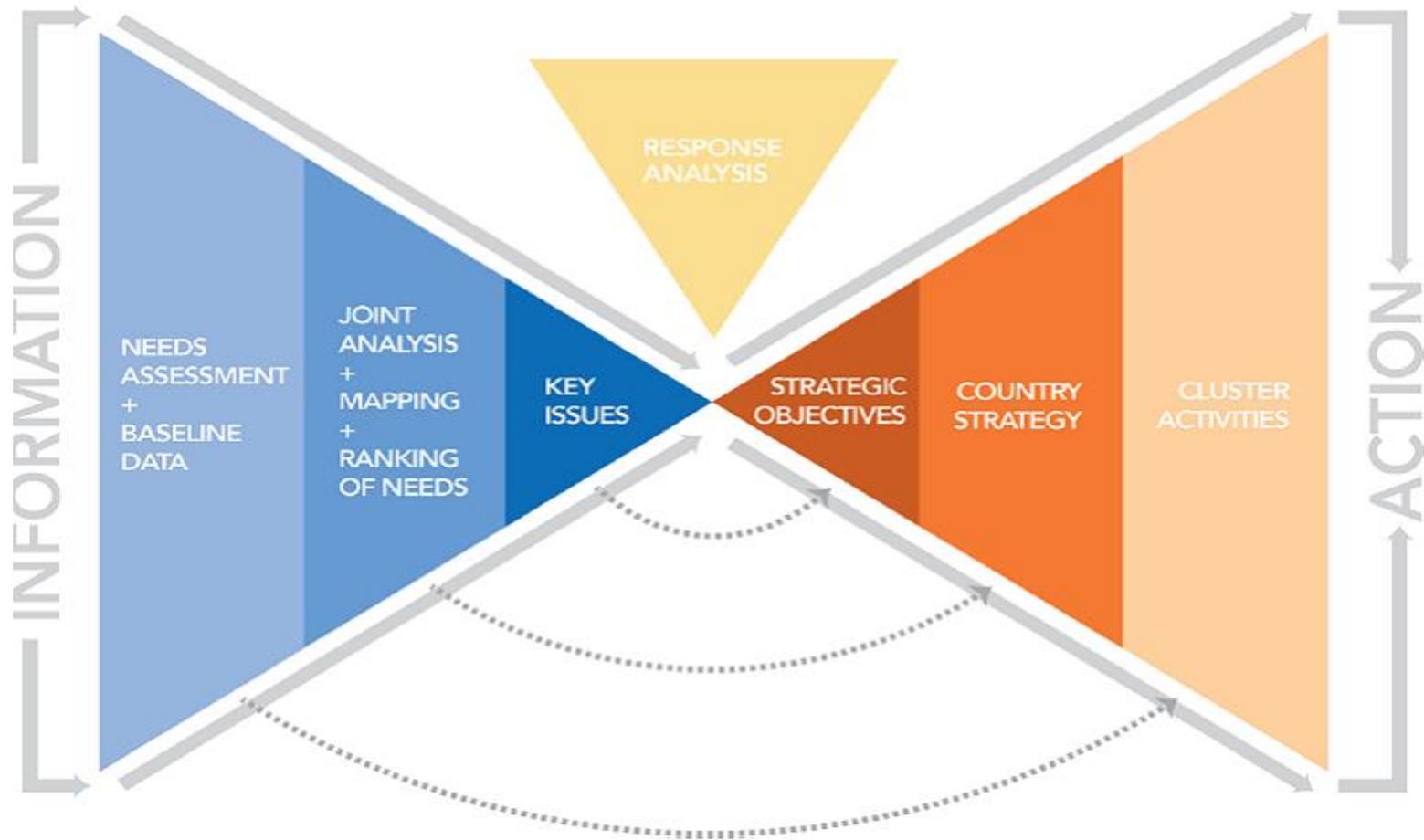
- Weak in joint needs assessment and analysis
- Stringent process: limited to the calendar year with global launching date in November, and a mid-year review in June of the following year
- Process centrally managed by OCHA Geneva with strong HQ involvement at the final draft stage
- Weak in monitoring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

# HPC 2015 revision - global views

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

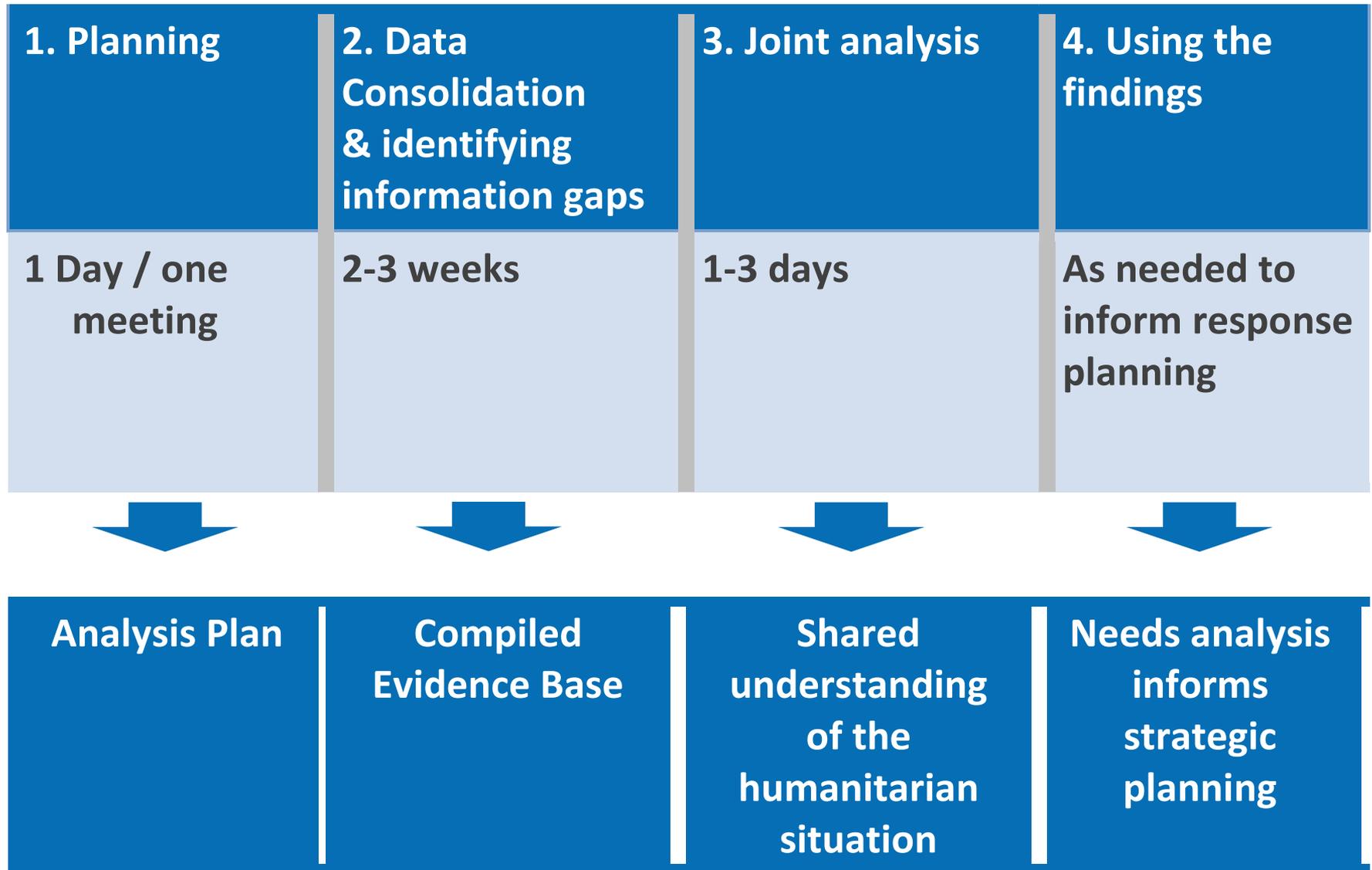
3. Who is responsible for the joint analysis:

- **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



# 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

# Food Security Cluster role/1

## 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

# Food Security Cluster role/2

## 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

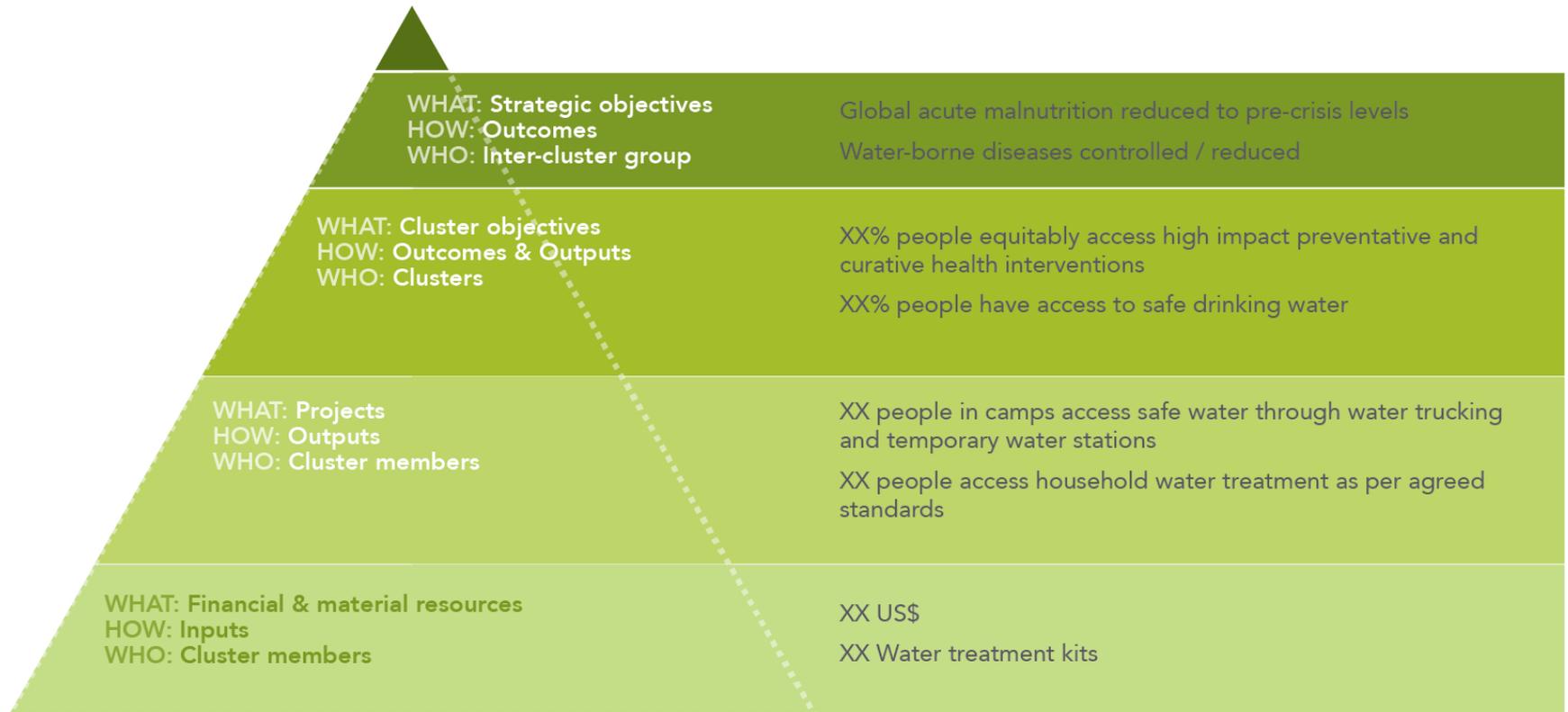
# The scope of the monitoring framework



# Relationship between Planning & Monitoring



# The Monitoring framework



# UPDATING OR REVISING AN SRP ?

# 2013

**MYR**

**INTERMEDIATE REPORT**  
Changes in context and needs, financial requirements, funding, results, progresses 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

# 2014

**PMR**

**UPDATED FINANCIAL REQUIREMENTS**

**UPDATED HNO + REVISED SRP**

# Points for discussion

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