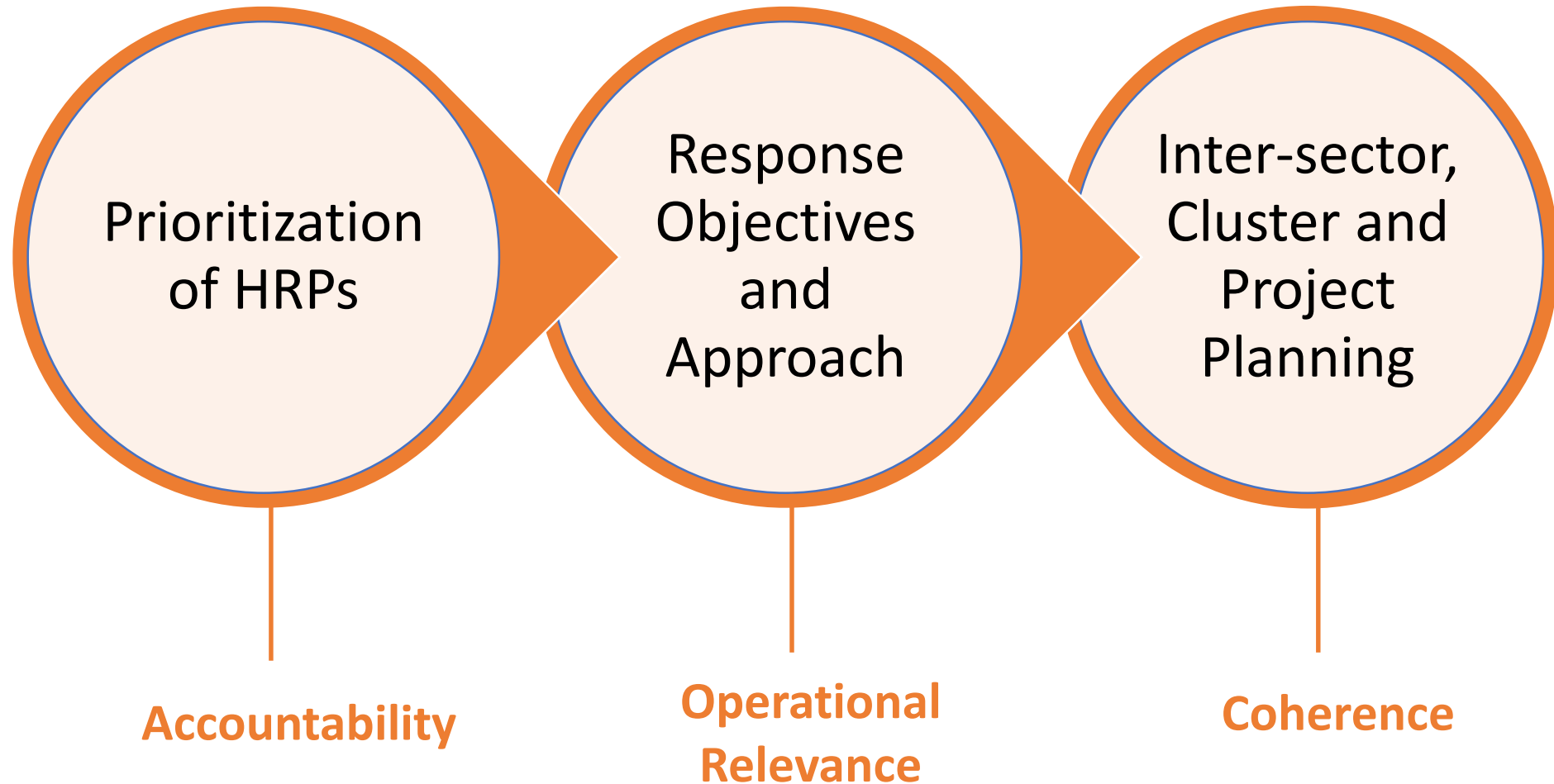


Response Analysis and Planning & HRP changes



Accountability and commitments

- High Level Panel on Humanitarian Financing (2016)
- Grand Bargain, World Humanitarian Summit (2016):
“Aid organizations and donors commit to prioritize humanitarian response across sectors based on evidence established by the analysis.”
- DFID Payment by Results:
 - \$870 million investment in core funding to seven UN agencies over four years (2017-2021)
 - 6 HPC related indicators
 - Indicator 1.3.2: “% of HRP's prioritized based on a joint analysis of needs (HNOs)”

Year	Milestone	Coverage Period	Achievement
Baseline (2016)	50%		
2017	60%	Aug-Dec 2017	63% (12/19)
2018	70%	Jan-Dec 2018	71% (15/21)
2019	80%	Jan-Dec 2019	
Target (2020)	95%	Aug 2017-Jul 2020	



Rationale for Change

Current challenge/Problem

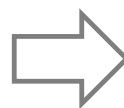


Evidence-based prioritization of HRP often weak. Prioritization criteria weak or absent.



Intended improvements:

✓ Improve needs-based prioritization of HRPs.



✓ Explicit rationale for who/what/which locations are prioritized for inclusion in HRP, as based on HNO.

Old template

PART I: COUNTRY STRATEGY

Foreword by the Humanitarian Coordinator	03
Statement of support by the Federal Minister	04
The humanitarian response strategy at a glance	05
Overview of the crisis	06
Strategic objectives	11
Response strategy	12
Operational capacity	19
Humanitarian access	20
Response monitoring	21
Summary of needs, targets and requirements	22

PART II: OPERATIONAL RESPONSE PLANS

Food security	25
Nutrition	27
Health	29
Water, sanitation and hygiene	32
Shelter and non-food items	35
Early recovery and livelihoods	37
Education	39
Protection	42
Logistics	49
Displacement management systems (CCCM)	51
Coordination	53
Emergency telecommunications	55

New template

Foreword by the Humanitarian Coordinator

Response Plan Overview

Response by Strategic Objective
Needs and Planned Response
HRP Key Figures
Historic Trends

Crisis Context

Part 1: Strategic Response Priorities

Humanitarian Consequences Prioritized for Response

Strategic Objectives and Response Approach
Optional: Use of Multi-Purpose Cash
Operational Capacity and Access

Part 2: Monitoring and Accountability

Monitoring
Accountability to Affected Populations
Indicators and Targets

Part 3: Sectoral Objectives and Responses

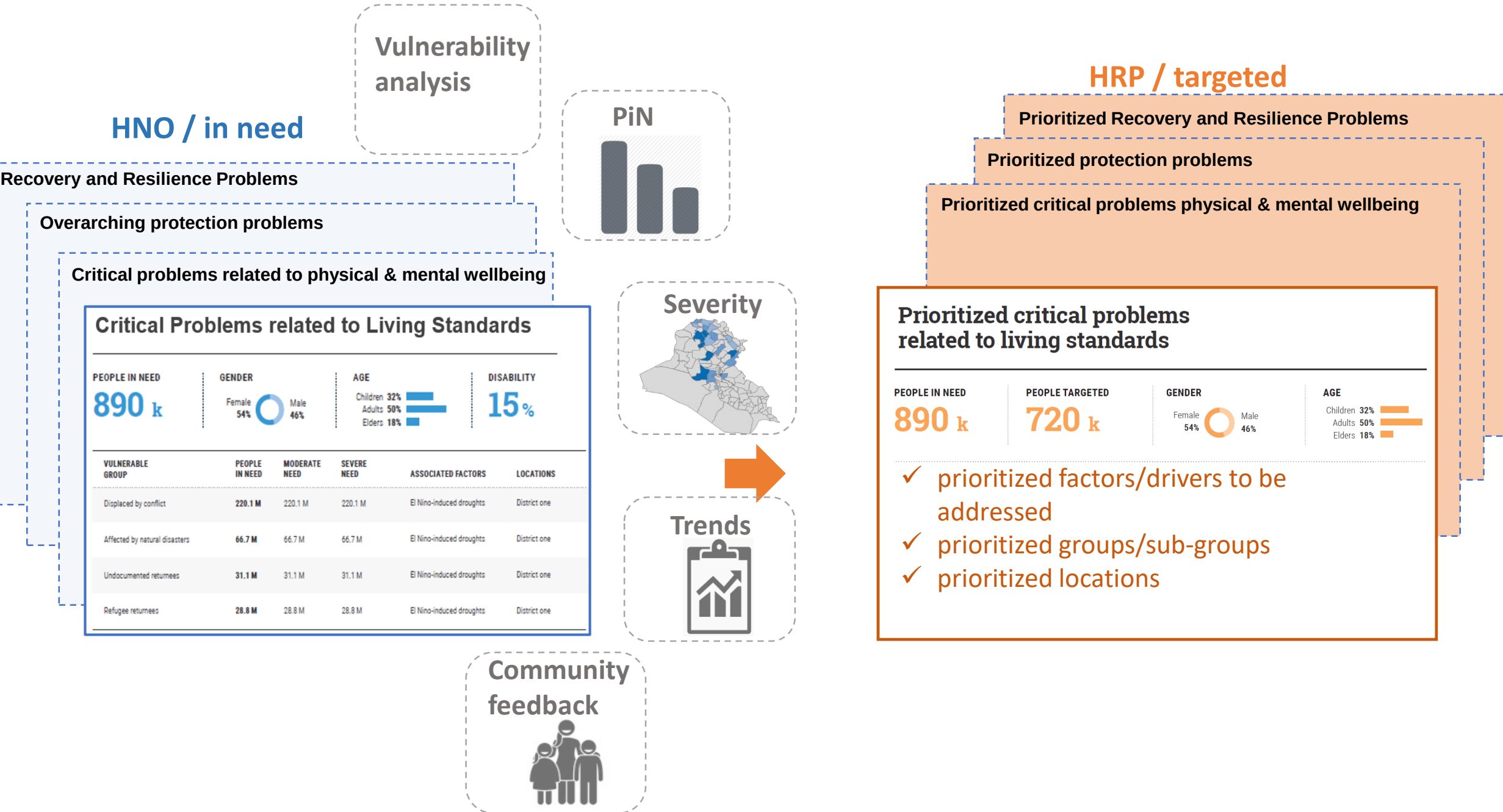
Overview of Sectoral Response
Camp Coordination and Camp Management
Early Recovery
Education
Emergency Telecommunications
Food Security
Health
Logistics
Nutrition
Protection
Shelter / Shelter NFIs
Water, Sanitation & Hygiene

Part 4: Refugee Response Plan

Part 5: Annexes

Response Analysis
Costing Methodology
Participating Organizations
Planning Figures by Sector
Planning Figures by Admin Level
What if We Fail to Respond?
How to Contribute
Acronyms
End Notes

Prioritization: Process / Key Dimensions



Example: Prioritization Considerations/Criteria (living standards)

HNO

Critical problems related to living standards

- 3.1 Lack of access to/availability of food
- 3.2 Lack of access to income opportunities and/or means of self-sustenance
- 3.3 Lack of access to basic services (health care, water, sanitation, education)
- 3.4 Lack of access to markets

POPULATION GROUPS	PiN
IDPs in Camp	316,377
IDPs Non - Camp	985,562
Non-Displaced	118,906
Returnees	2,492,781



HRP

Prioritized critical problems related to Living Standards

PEOPLE IN NEED
890 k

PEOPLE TARGETED
720 k

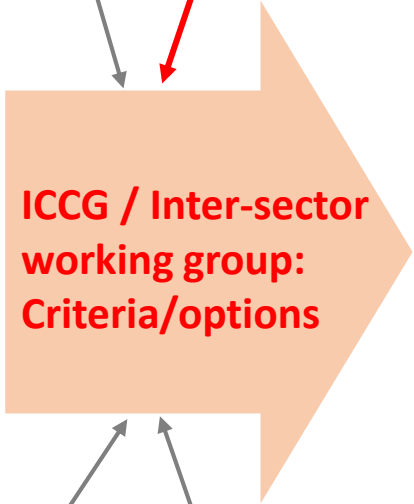
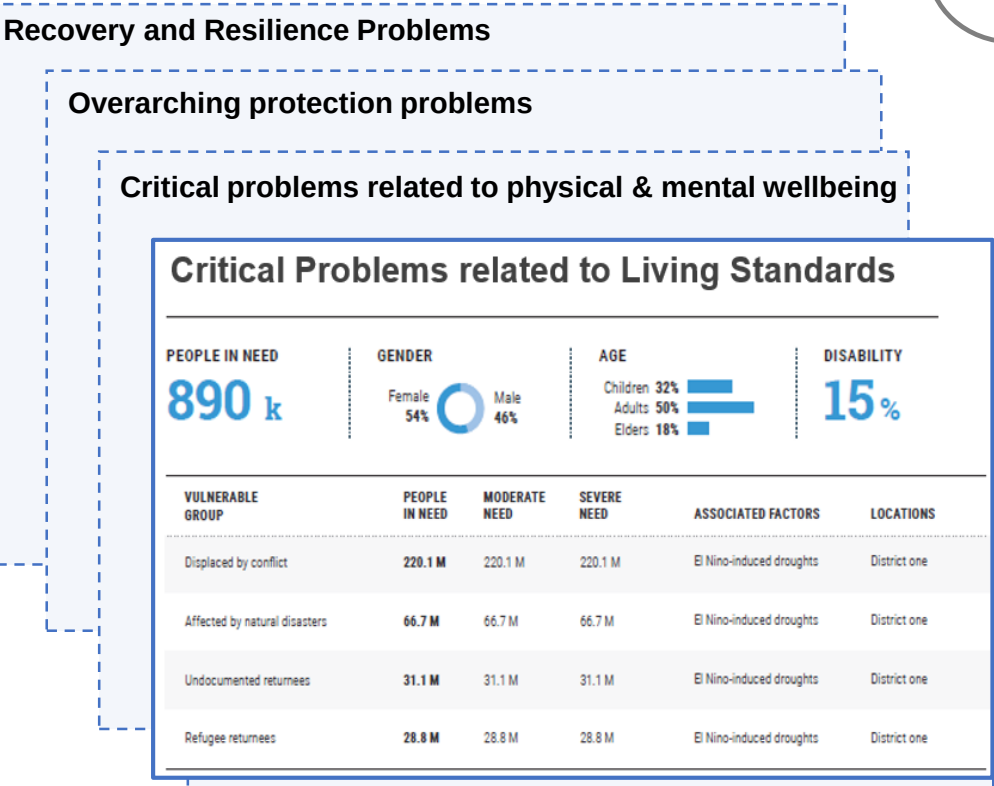
GENDER
Female 54%  Male 46%

AGE
Children 32% 
Adults 50%
Elders 18%

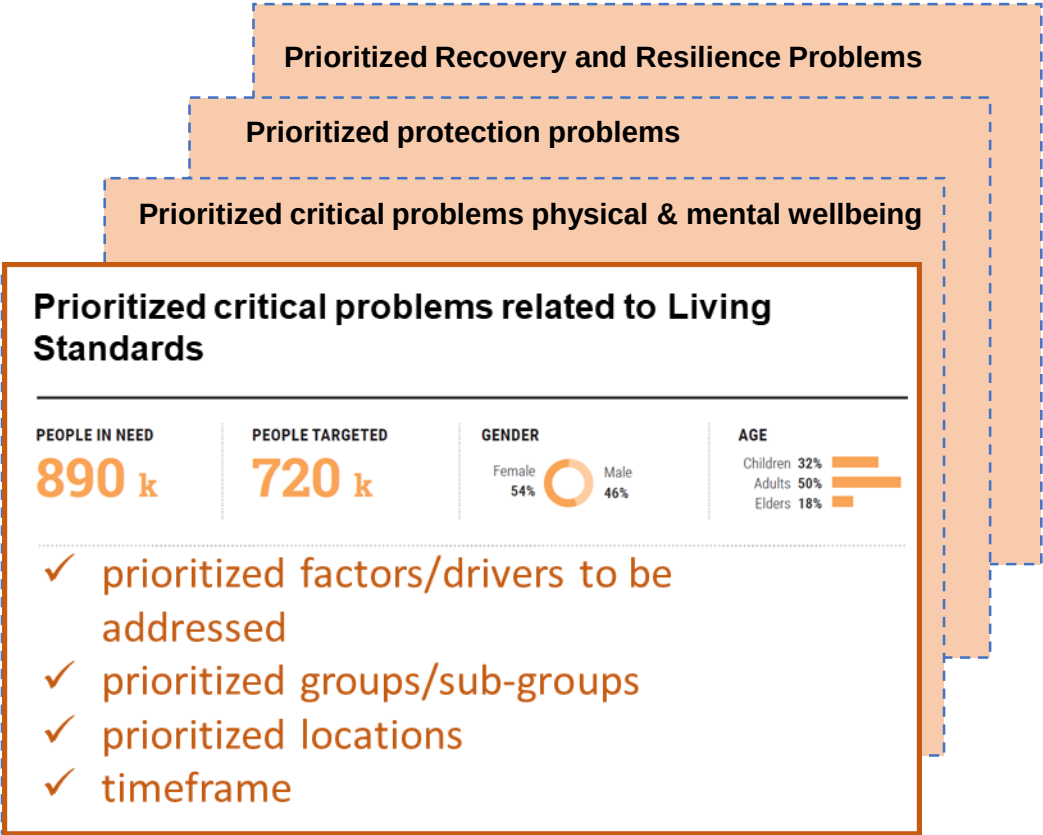
- ✓ **prioritized factors/drivers to be addressed**
 - Lack of key access to basic services in formal and informal camps
 - Lack of income/livelihood opportunities for OoC IDPs to cover basic needs/access to basic services;
 - Housing, safety and livelihood conditions in return areas
- ✓ **prioritized groups/sub-groups**
 - 320,000 IDPs in camps (particular focus on female-headed HH; children-headed HH; unaccompanied children; IDPs in informal camps; IDPs with disabilities)
 - 100,000 Hosts
 - 900,000 OoC IDPs
 - 440,000 returnees
- ✓ **prioritized locations**
 - All major camp / informal camp sites
 - Areas with highest host/IDP ratio
 - highest severity return areas only

HRP Prioritization: Process

HNO / in need



Prioritized for Response



Document Advocacy and Rationale for Inclusion/Exclusion

Ethiopia
HRP 2019

- Enhancing linkages with development programming and funding
- In order to strengthen longer-term preparedness and response capacity, and to decrease reliance on short-term humanitarian surge and response patterns, humanitarian partners advocate for development partners to enhance programmatic support and funding to the following areas:
- Institutional early warning capacity, surge procedures and training of surge staff.
 - Durable solutions support for IDP and IDP returnee caseloads with stated intentions for “no return”. This will require strengthening basic service delivery and supporting livelihood opportunities for IDPs and IDP returnees in areas of resettlement.
 - Supporting Government policy development and protection of IDPs and IDP returnees, including documentation required for shifting social protection programs and benefits to different geographical areas, housing, land and property regulations; and mechanisms related to transitional justice and safety/security of IDPs and IDP returnees.

OPT 2019
HRP
(Clusters)

- EXCLUDED ACTIVITIES, GROUPS AND/OR AREAS OF RESPONSE; LIKELY IMPACT/CONSEQUENCES; AND ACTIONS NEEDED BY OTHER ACTORS**
- The Protection Cluster recognizes the central role of national duty bearers as well as development actors in reducing humanitarian needs over the time, particularly for the interventions below excluded from the 2019 HRP.
- Interventions addressing root causes of societal vulnerabilities, such as social norms. Interventions to bolster long-term child protection systems are not included, unless directly linked to the ongoing conflict.
 - Interventions to strengthen the national GBV system in the oPt. Their exclusion compromises the quality of services, which can lead to higher distress for GBV survivors, and in the worst case can lead to death (suicide or killings). Development interventions will be required to establish and sustain the national GBV referral system and provide medium and long term support and economic enablement to GBV survivors.
 - Trainings for duty-bearers and humanitarian actors on IHL/IHRL violations, housing, land and property (HLP) rights and tenure security, with specific focus on women’s entitlements. The expected impacts include

HRP Prioritization: Key Messages

- Inject health analysis into HRP prioritization discussions at ICCG / inter-sector level.
 - Typical timing: Aug/Sept (first stage of planning).
 - Focus on where health related factors drive humanitarian consequences or cause/exacerbate other needs to ensure these factors are prioritized, e.g.
 - inadequate/delayed trauma care leading to high mortality of populations in conflict areas (physical/mental well-being consequence)
- (→ response implication: staff? Infrastructure? protection/?)

Current Challenge/Problem:

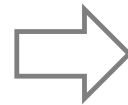


Weak inter-/multi-sector planning to address interrelated problems and needs.

Intended Improvements:

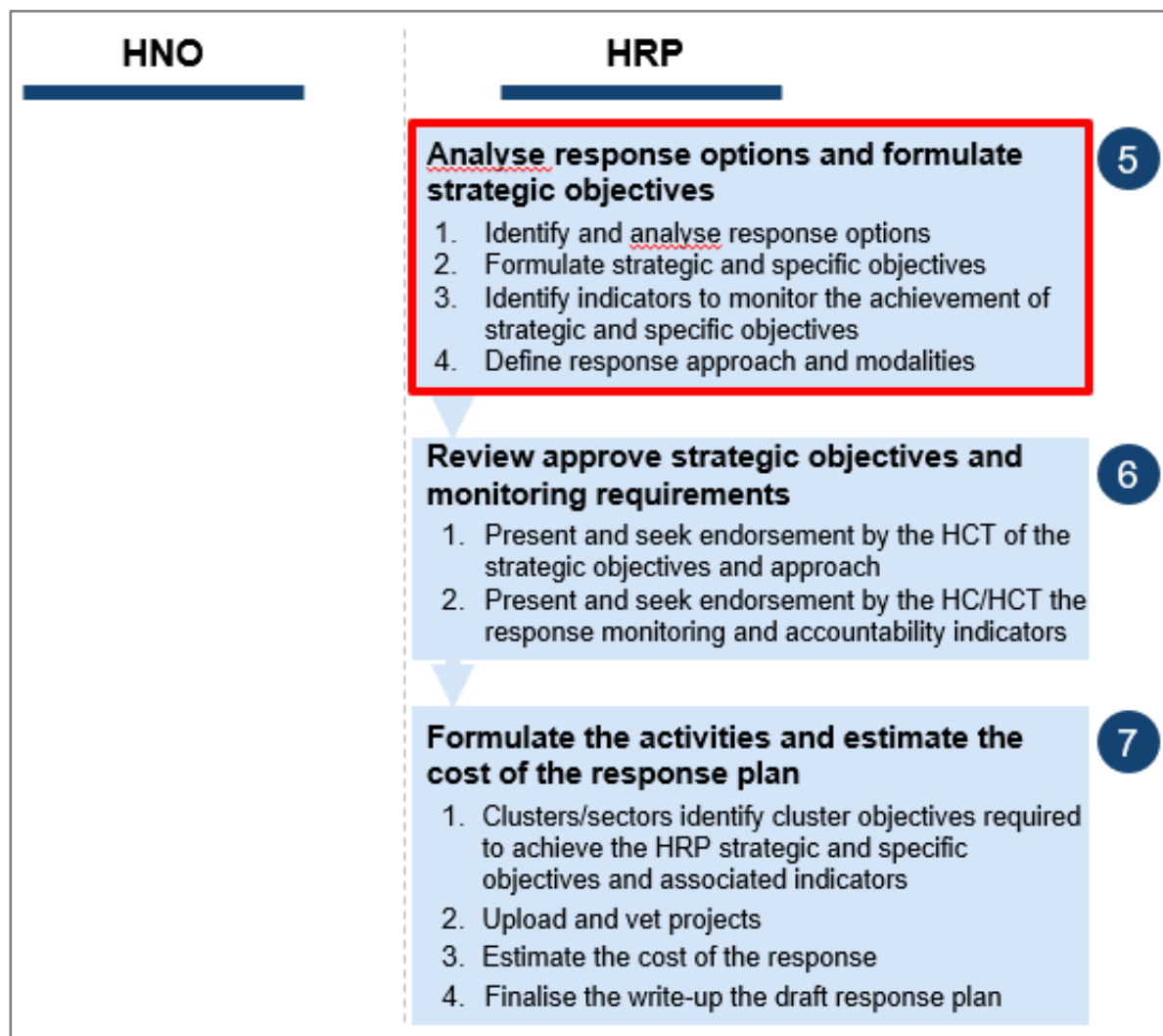


✓ Shift to outcome-oriented (inter-sector) SMART response objectives and coordinated/multi-sector response required to meet them.



✓ Increased operational relevance of HRP.

Key Reference



1.2 Strategic Objective and Response Approach

Below are the main steps to take to enable the formulation of strategic objectives to address the humanitarian consequences of the prioritized factors, population groups/sub-groups and geographic locations (previous section). In most situations, 3-5 strategic objectives should cover the response. Keep in mind that there is a difference between the analysis and decision-making process as indicated below, and the order in which decision outputs are documented in the HRP template.

1. Formulate initial strategic objectives for each humanitarian consequence and related factors, population group/sub-group and/or location that have been prioritised (in Part 1.1):

Note: There should therefore be a direct correspondence between the prioritised humanitarian consequences and the strategic objectives that formulate "solutions" to address these consequences and achieve the desired humanitarian outcomes. The following Strategic Objectives are examples, their order and scope are to be adapted in each context.

Each strategic objective should be "SMART" - specific, measurable, attainable, relevant and time-bound - indicating:

- Who (specifically) and how many are targeted within the prioritized population groups and sub-groups;
- Where (specifically) they are located or which geographic areas are targeted;
- What the response intends to achieve to improve the humanitarian outcomes (depending on which factor(s) causing the problem are addressed);
- The timeframe to obtain the intended improvement. Add 'if multi-year plan' to column heading if necessary.

Where the HRP has a strategic objective related directly to resilience, see UN Common Guidance on Helping Build Resilient Societies.

2. Complement each strategic objective by a limited number of specific objectives (typically 2-3) that detail the intermediate results (how many, what and by when) necessary to achieve the overall strategic objective. Determine the scope, target and coordinated response approach required to meet each Specific Objective by conducting a structured response analysis process (link to guidance will be added when available; re-wording or alternative sequencing may be required as a result.) that considers information/analysis from the following dimensions:

2.1 Use the needs analysis results (HNO or an update) to:

- Review the main factors associated to each of the humanitarian consequences, including protection, and identify which ones can be targeted for the response:
- Determine the factors directly associated with the humanitarian consequence (e.g. infectious diseases aggravating malnutrition, unsafe water aggravating the incidence of acute diarrheal diseases, attacks leading to deaths and injuries etc.), indirectly associated (e.g. looting of assets leading to loss of income as one of the causes of poor food consumption, lack of access to communication means to receive information on assistance, lack of mine risk awareness, etc.), or root causes (e.g. lack of sufficient health workers in health centers, disrespect of IHL, etc.).
- Identify which factors are the most likely to result in improvements of the humanitarian consequences during the timeframe of the response plan (or update of the plan) and should therefore be targeted as part of the response.
- Factors directly causing humanitarian consequences, or having an aggravating impact, should inform discussions on which response activities should be initiated or scaled-up immediately, or adequately resourced at a determined stage later during the implementation period.
- Also identify factors which can be addressed by a combined response with development actors or which fall fully under a development response (e.g. underlying or root causes of the problem).

**Strategic Objectives and
Response Approach****Strategic Objective 1**

Lorem ipsum (as e.g. related to improving
essential living standards)

Specific objectives

#	SPECIFIC OBJECTIVES	GROUPS TARGETED	NUMBER TARGETED	RESPONSE APPROACH	TIMEFRAME
S0 1.1	Eum ad apeirian expetendis persequeris	Group one and two	199 k	Has ea ancillae theophrastus, iudicabit salutatus necessitatibus at, vis ea justo illum suscipit.	Oct 2020 - Apr 2021
S0 1.2	Eum ad apeirian expetendis persequeris	Group three	100 k	Has ea ancillae theophrastus, iudicabit salutatus necessitatibus at, vis ea justo illum suscipit.	Oct 2020 - Jul 2021
S0 1.3	Eum ad apeirian expetendis persequeris	Group three	176 k	Has ea ancillae theophrastus, iudicabit salutatus necessitatibus at, vis ea justo illum suscipit.	Oct 2020 - Apr 2021

Process

Consequence 1



- ✓ prioritized factors/drivers to be addressed
- ✓ prioritized groups/sub-groups
- ✓ prioritized locations

Strategic
Objective 1

Consequence 2



- ✓ prioritized factors/drivers to be addressed
- ✓ prioritized groups/sub-groups
- ✓ prioritized locations

Strategic
Objective 2

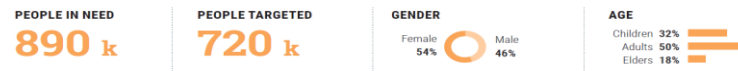
Consequence 3



- ✓ prioritized factors/drivers to be addressed
- ✓ prioritized groups/sub-groups
- ✓ prioritized locations

Strategic
Objective 3

Consequence 4



- ✓ prioritized factors/drivers to be addressed
- ✓ prioritized groups/sub-groups
- ✓ prioritized locations

Strategic
Objective 4

- 1 What change, outcome?
- 2 What specific response and outcome, how delivered?

Prioritized critical problems related to Living Standards

PEOPLE IN NEED

890 k

PEOPLE TARGETED

720 k

GENDER

Female

54%

Male

46%

AGE

Children 32%

Adults 50%

Elders 18%

- ✓ prioritized factors/drivers to be addressed
- ✓ prioritized groups/sub-groups
- ✓ prioritized locations

SMART Strategic Objective

Response Analysis

Specific Objective

Response Approach

Specific Objective

Response Approach

Specific Objective

Response Approach

Response
Objectives
and
Approach

Cluster/Sector Involvement

Prioritized critical problems related to Living Standards

PEOPLE IN NEED

890 k

PEOPLE TARGETED

720 k

GENDER

Female 54%

Male 46%

AGE

Children 32%

Adults 50%

Elders 18%

- ✓ prioritized factors/drivers to be addressed
- ✓ prioritized groups/sub-groups
- ✓ prioritized locations



**Strategic
Objective**



Response
Analysis
ICCG / WG

Specific
Objective

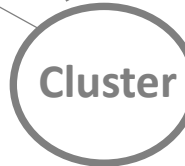
Response
Approach

Specific
Objective

Response
Approach

Specific
Objective

Response
Approach



SMART Objectives: Examples

① What change / outcome?

Strategic Objective:

Restore the ability of 300,000 out of camp IDPs, 200,000 hosts and 500,000 returnees to meet their basic needs by end-2020.

② What specific response, how delivered?

Specific Objective:

Scale-up and regularly provide **water, education and health services** for **20,000 female-headed HH, 5,000 children-headed HHs and 30,000 IDPs with disabilities** in **established and informal camps** in X locations by **mid-2020**.

Multi-sector
Response
Approach

Specific Objective:

“Enable **300,000 out of camp IDPs** and **200,000 hosts** in areas with highest IDP/host ratio to meet their **basic needs** throughout 2020.”

Multi-sector
Response
Approach

Specific Objective:

“Improve the ability of **500,000 returnees** to **generate temporary income** and **support social cohesion efforts** in **high-severity return areas** by end-2020.

Multi-sector
Response
Approach

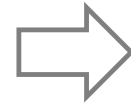
Inter-Sector Response Objectives and Approach: Key Messages

- Response planning process will change.
- Focus shifting to ICCG or inter-sector working groups to
 - articulate (multi-sector) response approaches required to meet (inter-sector) SMART specific objectives;
 - recommend adjustments to ongoing response patterns.
- Health cluster coordinators should be firmly plugged into these ICCG/inter-sector discussions, to
 - articulate scope/nature of required health programming within a multi-sectorial response approach;
 - in parallel, keep cluster members updated internally, discuss feasibility/nature of required health programming cluster internally, and inject back into inter-sector discussions.
- Typical timing: September/October (2nd phase of HRP process)

Current challenge/Problem



- Sectors frequently set response boundaries/targets in silos. Link to inter-sector response strategy unclear.
- Link between sector strategies and projects frequently weak.



Intended improvements:

- ✓ Coherent Response Planning: Sector plans framed by inter-sector objectives and underpinning response approach/targets.
- ✓ Project activities/targets systematically linked to Cluster logframe/activities/targets (HPC tools).

**Strategic Objectives and
Response Approach****Strategic Objective 1****Specific objectives**

#	SPECIFIC OBJECTIVES	GROUPS TARGETED	NUMBER TARGETED	RESPONSE APPROACH	TIMEFRAME
SO 1.1	Eum ad apeirian expetendis persequeris	Group one and two	199 k	Has ea ancillae theophrastus, iudicabit salutatus necessitatibus at, vis ea justo illum suscipit.	Oct 2020 - Apr 2021
SO 1.2	Eum ad apeirian expetendis persequeris	Group three	100 k	Has ea ancillae theophrastus, iudicabit salutatus necessitatibus at, vis ea justo illum suscipit.	Oct 2020 - Jul 2021
SO 1.3	Eum ad apeirian expetendis persequeris	Group three	176 k	Has ea ancillae theophrastus, iudicabit salutatus necessitatibus at, vis ea justo illum suscipit.	Oct 2020 - Apr 2021

HRP Outputs

Sector Objectives linked
to (inter-sector) Specific
Objectives and related
Response Approach

Objectives, Indicators and Targets

OBJECTIVE	SECTORAL RESPONSE APPROACH	INDICATOR	IN NEED	TARGETED
Strategic Objective 1: Addressing critical problems to physical and mental well-being			500 k	310 k
Specific Objective 1.2: Lorem Ipsum dolor est			300 k	230 k
Sectoral Objective: Nec ceteros voluptaria ut, est te fierent urbanitas persequeris et dorem ipsum	Erat adversarium et quo, debitis lucilius at eam, maluisset principes an pri inermis	Erat adversarium et quo, debitis lucilius at eam, maluisset principes an pri inermis	100 k	80 k
Sectoral Objective: Nec ceteros voluptaria ut, est te fierent urbanitas persequeris et dorem ipsum	Erat adversarium et quo, debitis lucilius at eam, maluisset principes an pri inermis	Erat adversarium et quo, debitis lucilius at eam, maluisset principes an pri inermis	100 k	50 k
Strategic Objective 3: Addressing critical problems related to recovery and resilience			500 k	310 k
Specific Objective 3.1: Lorem Ipsum dolor est			300 k	230 k
Sectoral Objective: Nec ceteros voluptaria ut, est te fierent urbanitas persequeris et dorem ipsum	Erat adversarium et quo, debitis lucilius at eam, maluisset principes an pri inermis	Erat adversarium et quo, debitis lucilius at eam, maluisset principes an pri inermis	100 k	80 k

Process / Sequence

Physical/Mental
Well-Being

HNO

PiN: 100,000

- Grp A: 50,000
- Grp B: 20,000
- Grp C: 30,000

**Factors
Locations**

Living Standards

PiN: 300,000

- Grp A: 150,000
- Grp B: 80,000
- Grp C: 130,000

**Factors
Locations**

Inter-sector planning

**Prioritized Groups
Prioritized Factors
Prioritized Locations**

SO 1

Target: 60,000

- Spec. Obj: 40,000
- Spec. Obj: 30,000

**Prioritized Groups
Prioritized Factors
Prioritized Locations**

SO 2

Target: 200,000

- Spec. Obj: 150,000
- Spec. Obj: 80,000

Sector

Cl. Obj: 10,000

Activity T: 8,000

Activity T: 5,000

Activity T: 4,000

Cl. Obj: 20,000

Activity T: 10,000

Activity T: 5,000

Activity T: 4,000

Project

Project 1:

Activity T: 200

Activity T: 1,000

Coherent Response Planning: Key Messages

- Clusters/Sector planning informed by inter-sector specific objectives and coordinated/multi-sector responses approach required to meet them.
- If well plugged into the inter-sector response analysis process upstream, Cluster Coordinators would have key elements to consolidate their sector plans later.
- Clear linkages between:
 - inter-sector specific objectives and sector objectives;
 - sector activities/targets and individual project activities/targets (supported via HPC tools: Response Planning Module and Project Module)
- Sequenced planning: Intersector – Sector – Project (organization)