Step-by-Step Practical Guide

for Humanitarian Needs Overviews, Humanitarian Response Plans and Updates

Humanitarian Programme Cycle
April 2020

Introduction

This document provides practical, step-by-step guidance on how to organise the collaboration among the various stakeholders to prepare joint inter-sectoral needs analysis, including for the Humanitarian Needs Overview (HNO), and response plans and updates, including the Humanitarian Response Plan (HRP). It should be read alongside the HNO and HRP templates.

The document complements the existing IASC [Humanitarian Programme Cycle (HPC) Guidance](#), which aims to ensure an evidence-based and results-oriented collective response to which Clusters and organizations contribute.[1] It specifically aims to enhance the quality and usefulness of needs analysis to inform response decisions, and to support outcome-oriented response planning. The steps re-assert the sequence of the needs analysis and planning, with needs analysis directly informing the decision-making with regards to response, including the preparation of new plans and adjustments to existing ones.

At both the analysis and planning stages, it emphasises commitments made at the World Humanitarian Summit and the Grand Bargain, such as:

- Cross-sectoral and comprehensive assessment of needs;
- Risk and vulnerability analysis (including a sexual exploitation and abuse risk analysis);
- People-centered and gender analysis;
- Integration of people's voice and own priorities (accountability to affected people);
- Localisation of the response;
- Consideration of the implications of the risk and vulnerability analysis in the response options analysis;
- Contribution to the subsequent identification and prioritisation of responses to needs; and
- Systematic consideration of options for cash transfer programming and other response modalities.

The approach and the templates apply to the HNO and HRP documents, as well as to the more frequent monitoring of the humanitarian situation and needs throughout the year, with potential subsequent adjustments of the HRP. Compared to the HNO and HRP documents, the monitoring of needs and results and adjustments are expected to be a lighter and simpler process.

The process of producing the inter-sectoral analysis and ensuring that it directly informs response planning is as important as the output documents – HNOs, HRPs or monitoring reports – themselves. The various stakeholders should come together to agree on the scope and focus of the analysis and share their data and analysis around agreed population groups, geographic areas and/or thematic issues. Whenever applicable, information concerning refugees and their distinct context, needs, vulnerabilities and situation should be incorporated.[2] Decision-makers at all levels must agree on the needs analysis results to proceed with the subsequent planning steps, including prioritization of humanitarian consequences to address and the review of response options including ongoing interventions.[3]

As such, the step-by-step guidance below and the proposed templates should serve as a guide for discussions and consensus-building on needs analysis, planning and monitoring, as much as they provide an outline for the resulting products.

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[1] IASC HPC Reference Module, Version 2 (2015), p.1.
[2] This document and templates will not prejudice the Joint OCHA-UNHCR Note on Mixed Situations.
[3] In urgent situations, this can be done without waiting for a written report to be finalized.

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Process Overview

		MAR	APR	MAY	JUN	JUL	AUG	OCT	NOV	DEC

Step 1 Agree on the scope and focus of the analysis

1.1   Develop a joint analytical framework and plan based on the key questions needed to inform planning and decision-making

1.2   Identify the data, indicators, and other information required to answer the key questions

1.3   Identify the sources of data, information and indicators

1.4   Establish a timeline to deliver the analysis results

1.5   Define and agree on agencies' and clusters/sectors' roles and responsibilities

HNO

Step 2 Review and analyse data and information, and identify gaps

2.1   Review existing data, indicators and other information, to answer key analysis questions for the selected population groups, geographic areas and/or thematic issues

2.2   Identify critical gaps of data, indicators and other information

2.3   Determine how to bridge the critical data and information gaps and take action accordingly

2.4   Conduct joint inter-sectoral analysis of relevant available data, indicators and other information

2.5   Write up the draft analysis results

Step 3 Review and approve the analysis results and monitoring requirements

3.1   Present to, and seek endorsement and validation from the HCT on the answers to the key questions for the selected population groups, geographic areas and/or thematic issues

3.2   Present and seek endorsement of requirements to fill information gaps and monitor the situation and humanitarian consequences

HRP

Step 4 Select priority humanitarian consequences to address

4.1   Review the analysis results (from the HNO or update) and assess its implications

4.2   On the basis of the above, decide which population sub-groups and geographic areas the HRP should prioritise

4.3   Decide on the most appropriate costing methodology for the HRP

Step 5 Analyse response options and formulate strategic objectives

5.1   Identify and analyse response options

5.2   Formulate strategic and specific objectives

5.3   Identify indicators to monitor the achievement of strategic and specific objectives

5.4   Define response approach and modalities

Step 6 Review and approve the strategic objectives and monitoring requirements

6.1   Present and seek endorsement by the HCT of the strategic objectives and approach

6.2   Present and seek endorsement by the HC/HCT the response monitoring and accountability indicators

Step 7 Formulate the activities and estimate the cost of the response plan

7.1   Clusters/sectors identify cluster objectives required to achieve the HRP strategic and specific objectives and associated indicators

7.2   Upload and vet projects

7.3   Estimate the cost of the response

7.4   Finalise the write-up of the draft response plan

Step 1
Agree on the scope of the analysis

Indicative timeline
March

Whether producing a new HNO, or updating an existing one, start with the analysis as early as possible, as it conditions all the subsequent actions.

Who is involved?

This step is common to both the needs analysis and planning stages, as it requires the engagement of stakeholders responsible for planning and programming in addition to the analysts. Data and information experts, subject-matter experts and cultural experts should be involved as much as possible.[4] The participation of planners and programmers is essential to ensure that the results are of direct use at the stage of response options analysis, including possible adjustments to ongoing response, as opposed to providing a general analysis that may miss critical planning information requirements.

It is led by the inter-cluster/inter-sector coordination group, informed by the work of the Assessment and Analysis Working Group (or equivalent) and other relevant working groups.

The analysis key questions (action 1.1) should be endorsed by the Humanitarian Country Team (HCT)

1.1
Develop a joint analytical framework and plan based on the key questions needed to inform planning and decision-making[5]

- In the current crisis context, consider what is already known on humanitarian consequences for different population groups and sub-groups, the gender dynamics, geographic areas and/or specific issues. Take into consideration the perspectives of the affected population itself.

- Jointly take stock of the achievements and gaps of responses that are or were implemented, how they were implemented (timing, level of coordination between individual sectoral responses, modalities etc.), and how they have influenced the humanitarian consequences.

- Considering what is known and what is already envisaged where applicable, decide for which population groups, communities/municipalities, geographic areas, and/or thematic issues an update of information on their humanitarian consequences, vulnerabilities, capacities and risks,[6] is required to confirm whether current responses remain relevant and which other responses might be necessary.

- Decide which factors (immediate, underlying, structural or attitudinal root causes), including protection,[7] should be examined to understand their relations with the humanitarian consequences, vulnerabilities and risks (including risks related to gender based violence and sexual exploitation and abuse),[8] which could exacerbate humanitarian consequences and reverse development gains. Note that these factors also include the effects of the responses that were implemented or were planned but not implemented. Subject-matter experts and cultural experts are best placed to identify these factors.

- Strive to ensure that the scope of the analysis also covers the identification of development-related needs and priorities (economic development, poverty reduction, institutional capacity and infrastructure, good governance, etc.) related to the humanitarian consequences and associated factors.

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[4] Please refer to the Toolbox of the Working Group on Ensuring Data and Analysis are Useful and Usable for Response (EDAUUR).
[5] Please refer to the Multi-Sector Initial Rapid Assessment (MIRA) Guidance and the Joint Inter-Sectoral Analysis Framework, for which methods and guidance are still under development.
[6] Please refer to the Emergency Response Preparedness (ERP) Guidance.
[7] Please refer to the IASC Policy on Protection in Humanitarian Action.
[8] Please refer to IASC MOS-PSEA

1.2

Identify the data, indicators, and other information required to answer the key questions

- Specifically, which data, indicators and other information must be updated and analysed for the selected population groups, geographic areas and/or thematic issues to inform decision-making?

1.3

Identify the sources of data, information and indicators

- Which institutions (including relevant ministries and local authorities), agencies, clusters/sectors have data, indicators and information that can contribute to answer the key questions (secondary data review and analysis)?
- Which information is available from community engagement and two-way communication processes between the affected population and humanitarian actors?

1.4

Establish a timeline to deliver the analysis results

- By when should existing data be reviewed and analysed?

1.5

Define and agree on agencies' and clusters/sectors' roles and responsibilities

- Who will process and consolidate the data, indicators and information gathered from institutions, agencies and clusters/sectors and the affected population?
- Who will participate to the joint analysis, including, where feasible, the affected population itself?[8]

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[8] It is advisable that the joint analysis group includes at least four skill sets: IM/Data experts, Subject-matter experts, cultural experts to make sense of data in the specific context. Their roles and responsibilities at each analysis level are detailed in the joint Grand Bargain EDAUUR Tools document.

Step 2
Review and analyse data and information, and identify gaps

Indicative timeline
March - July

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Who is involved?

This step is led by the Assessment and Analysis Working Group (or equivalent), including information from the clusters/ sectors and UNHCR refugee coordination staff where applicable.

The Inter-Cluster/Sector Coordination Group is accountable for the final analysis submitted to the HCT.

2.1
Review existing data, indicators and other information, including development assessments/data,[9] that answer the key analysis questions for the selected population groups, geographic areas and/ or thematic issues and enable vulnerability and risk projections

- What is the quality (reliability) and timeliness of existing data, indicators and other information?
- What is the coverage of the available data, indicators and other information vis-à-vis the selected population groups, geographic areas and/or thematic issues?

2.2
Identify critical gaps of data, indicators and other information

- To which extent do gaps in available data, indicators and other information prevent answering the key questions?
- Are the gaps specific to a thematic issue, a sector/cluster, do they span over several sectors/clusters or are they cross-cutting?

2.3
Determine how to bridge the critical data and information gaps and take action accordingly

- Identify possible cross-sector/cluster/agency collaboration to gather additional secondary data and information or collect new (primary) data, including from affected populations and local actors.
- Check the resources and time required to complement the existing data, and where necessary, postpone additional primary data collection to a later stage (with concrete plan for it).

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[9] Please refer to the Recovery and Peacebuilding Assessment (RPBA), the Post-Disaster Needs Assessment (PDNA) and the Country Analysis (CA) for the UNDAF.

Conduct joint inter-sectoral analysis of relevant available data, indicators and other information

Refer to the HNO template for details on what needs to be done and how.

- Using an inter-sectoral analysis approach (see template), combine, cross-tabulate, compare and contrast the data and information as per the analysis plan to answer the key questions and identify associated factors (including vulnerabilities, capacities and risks).
- To the extent possible, engage with affected communities to validate or cross-reference the results of the analysis.
- Identify indicators to monitor changes in the humanitarian situation.

2.5

Write up the draft analysis results

- Use the HNO template as a guide to draft the analysis results (see template).
- A shorter version can be used for regular monitoring updates.

Step 3
Review and approve the analysis results and monitoring requirements

Indicative timeline

July

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Who is involved?

This step is led by the inter-cluster/inter-sector coordination group, informed by the work of the Assessment and Analysis Working Group (or equivalent).

It requires the participation of those responsible for planning and implementing responses, as well as the HCT.

The inter-cluster/inter-sector coordination group is responsible for presenting the results to the HCT for endorsement.

3.1

Present to, and seek endorsement and validation from the HCT on the answers to the key questions for the selected population groups, geographic areas and/or thematic issues, including:

- The assessed humanitarian consequences, the population sub-groups concerned and estimated numbers and locations.
- The factors associated with these consequences (immediate, underlying and chronic/structural), including overarching protection challenges, vulnerabilities, institutional capacity gaps and projected risks.
- The anticipated evolution of the situation and humanitarian consequences during the planning period.

3.2

Present and seek endorsement of requirements to fill information gaps and monitor the situation and humanitarian consequences

- Clarify gaps and uncertainties with the analysis.
- Agree on a limited number of data, indicators and other information to monitor to check anticipated changes, assumptions made, and to be collected to fill gaps.
- Agree on sources of information, frequency of monitoring, and responsibilities for the data, indicators and other information to monitor, including from the affected population itself.
- Agree on modalities to maintain the communication and receive information from the affected population itself.

Step 4
Select priority humanitarian consequences to address

Indicative timeline

July

This should be done as soon as the final results of the needs analysis have been endorsed by the HCT (if time is too short, a formatted HNO document ready for publication can be finalised immediately after the HRP preparations have started).

Refer to the HRP template for details on what needs to be done and how.

Who is involved?

It is led by the inter-cluster/inter-sector coordination group, informed by results of the needs analysis conducted by the Assessment and Analysis Working Group (or equivalent).

It requires the participation of decision-makers responsible for planning and implementing responses.

Preliminary work may be done by a dedicated Response Analysis Working Group (or equivalent) for subsequent review by the inter-cluster/inter-sector coordination group.

This step is to prioritise population groups or sub-groups and geographic areas to target in the HRP, based on the analysis of the severity of the humanitarian consequences and magnitude (estimated numbers of people in need) and likely evolution of the crisis.

4.1

Review the needs analysis (from the HNO or update) and assess its implications to:

- Examine the severity of the needs based on the identified humanitarian consequences for different population groups or sub-groups.
- Consider the gender dimensions of the impact and needs, as this may affect programming and access to humanitarian assistance.
- Consider the magnitude based on the number of people facing different humanitarian consequences and their severity, and their location.
- Consider the potential evolution of the situation of the various population groups or sub-groups based on the identified causes (including structural and root causes), the risk and vulnerability analysis and projection.

4.2

On the basis of the above, decide which population sub-groups and geographic areas the HRP should prioritise, considering:

- The overarching protection problems,
- The life-threatening consequences,
- The lack of essential self-sustenance capacities, which, if not addressed, could turn into survival threats,
- The relevance of strengthening livelihoods and building resilience to future shocks.

4.3

Decide on the most appropriate costing methodology for the HRP

- Discuss if there is a need/rationale to look at another costing methodology. If yes, take into account pros and cons of each method as described in the guidance.
- Request the HCT to agree on chosen costing methodology.
- Decide on parameters, depending on chosen methodology. For example, if unit-based, choose units for costing, ascertain cost per unit etc. If project-based, agree on information required/desirable for projects upload, fields to be found in the Projects Module, review process etc.
- Inform partners about their specific role for costing.

Step 5
Analyse response options and formulate strategic objectives

Indicative timeline

August - September

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Who is involved?

This step is led by the inter-cluster/ inter-sector coordination group, informed (where applicable) by the work of the Response Analysis Working Group (or equivalent).

It requires the participation of decision-makers responsible for planning and implementing responses.

The inter-cluster/inter-sector coordination group is responsible for presenting the strategic objectives, response plan and monitoring requirements to the HCT for endorsement.

Refer to the HRP template for details on what needs to be done and how.

5.1

Identify and analyse response options

- Review the achievements of the concerted humanitarian action under the HRPs to date, and lessons learned.

- Using the needs analysis in the HNO, identify factors which are directly causing the humanitarian consequences and factors which are indirect causes, including root and structural causes. Identify how the causal analysis can inform a stronger interface between the humanitarian and development responses. Factors directly causing humanitarian consequences, or having an aggravating impact, should inform discussions on which response activities will need to be initiated or scaled-up immediately, or adequately resourced at a determined stage later during the implementation period.

- As much as possible, review and if possible map ongoing and planned responses (both humanitarian and development programmes as much as possible).

- Proactively seek and take full consideration of affected people's own views and feedback on the response.

- Determine whether the responses are adequate to address the humanitarian consequences, their causes, and vulnerabilities and risks of prioritized population sub-groups, and geographic areas. As much as possible, examine the complementarity in humanitarian and development response needed to address the situation.

- Consider the importance of early action to be implemented on a no regrets basis, considering the projection of the evolution of the humanitarian situation,

- Adjust existing or planned responses or define new ones to be included in the HRP based on all the above.

- Consider anticipatory action and early response to be implemented on a no regrets basis based on the probability of a risk to materialise in order to mitigate humanitarian impact.

- Review or identify requirements for contingency planning based on the risk analysis.

5.2
Formulate strategic and specific objectives [10]

- Consider what improvements of the humanitarian consequences for the prioritized affected people are necessary and feasible, through the concerted action that the HRP will plan.
- Combine the prioritized population sub-groups and geographic areas (action 4.1 above) with the response analysis (action 5.1 above), in order to formulate or adjust previous strategic and specific objectives which describe intended changes and response approach.
- Formulate (or adjust) a limited number of 'SMART' (specific, measurable, attainable, relevant and time-bound) strategic and specific objectives.
- If applicable, identify which strategic objectives require complementary action by development actors, or contribute to 'collective outcomes' that may already have been articulated as part of a humanitarian-development-nexus effort.
- When formulating the objectives, to the extent possible identify potential complementarity between the HRP objectives and the UN Development Assistance Framework (UNDAF),[11] Integrated Strategic Frameworks, the government's national development plan and/or relevant strategic plans of financial institutions and relevant bilateral donors.

5.3
Identify indicators to monitor the achievement of strategic and specific objectives

- Define a limited number of measurable indicators that will enable to monitor progress towards and evaluate the achievement of each strategic objective. As with the objectives themselves, these strategic indicators should be strictly at outcome level.
- Agree on roles and responsibilities, frequency of monitoring, and resources required for monitoring the strategic and specific objectives.

5.4
Define response approach and modalities

- Identify which sectors and other stakeholders will contribute to the achievement of the various strategic objectives separately, or together.
- Indicate how different sectoral interventions will link up to maximize impact rather than being carried out in isolation from each other.
- Based on evidence around the feasibility and appropriateness of different response options, determine the response's mix, including in-kind, services and cash-based options.

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[10] Updated guidance will be added as a link as soon as it becomes available.
[11] UNDAF Guidance is available here.

Step 6
Review and approve the strategic objectives and monitoring requirements

Indicative timeline
September - October

6.1

Present and seek endorsement by the HCT of the strategic objectives and approach

- The rationale and criteria that were used to prioritise population sub-groups, geographic areas and type of responses, based on the needs and response analyses.
- The strategic and specific objectives and desired results/changes that are expected to address the humanitarian consequences.
- If applicable, the responses identified for collaboration with development actors (if applicable), and complementarity with national development priorities.
- Adjustments of, or contingency planning requirements.

6.2

Present and seek endorsement by the HC/HCT of the response monitoring and accountability indicators

- Agree on a *limited number of indicators to monitor* to check progress against desired changes in humanitarian outcomes, evaluation and accountability.
- Agree on *sources of information, periodicity and responsibilities* for the indicators to monitor, including from the affected population itself using feedback mechanisms.

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Step 7
Formulate the activities and estimate the cost of the response plan

Indicative timeline
October - November

7.1
Clusters/sectors identify cluster objectives required to achieve the HRP strategic and specific objectives and associated indicators

- Guided by the inter-cluster coordination group, clusters/sectors formulate the necessary activities—what, where, and for what people in need (connected directly to the prioritised humanitarian consequences and formulated strategic and specific objectives).

- Specify, as much as possible, who will implement which activities. Outline as clearly as possible who is responsible for which actions in which locations.

7.2
Upload and vet projects

- If project costing / uploading has been decided, Agencies should upload their projects to *https://projects.hpc.tools*

- When uploading projects, make sure to select AoRs-specific programmes (Child Protection, Gender-Based Violence, Housing, Land and Property, Mine Action) under the cluster/sector dropdown list, and tag the integrated AoR programmes under multiple sectors. If the option is not available, request OCHA to make it available.

- Cluster coordinators should review and vet projects that contribute to the achievement of the strategic and specific objectives in a complementary and synergistic manner.

7.3
Estimate the cost of the response

- Using the IASC-endorsed costing guidance, calculate the total cost of the response based on clusters'/sectors' and other stakeholders' (as applicable) estimates according to their respective contributions and response modalities.

7.4
Finalise the write-up of the draft response plan

- Use the HRP template as a guide to draft the humanitarian response plan.

- Produce a shorter version of the document for regular response monitoring and lighter adjustments that may be necessary throughout the implementation period.

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[13] Guidance on HRP Costing Methodology Options is available here.

Glossary

**BOUNDARIES/
BOUNDARY-SETTING**

See also prioritization

The boundaries of an HRP are represented by the population groups or sub-groups, geographic areas and timeframe prioritized to receive the humanitarian response during the planning period (annual or multi-year) of the HRP.

The boundaries are defined by the prioritisation made of the humanitarian consequences which have been identified in the HNO and will be responded to in the HRP.

**COLLECTIVE
OUTCOMES**

Collective outcomes are the desired results or changes to be obtained from a joined-up response by humanitarian, development and, where relevant, peace actors. Working towards collective outcomes is central to the New Way of Working approach between humanitarian and development actors.

A collective outcome can be described as a concrete and measurable result that humanitarian, development and other relevant actors want to achieve jointly over a period of 3-5 years to reduce people's needs, risks and vulnerabilities and increase their resilience.

If collective outcomes have been agreed in country the HRP Strategic Objectives should represent and connect with the humanitarian contribution to collectives' outcomes (where relevant).

If collective outcomes have not yet been agreed but an HRP is under development or finalized, collective outcomes can be informed by the HRP Strategic Objectives (see definition below) and the objectives of existing development plans such as the UN Development Assistance Framework (UNDAF) and other plans.

DECISION-MAKERS

Decision-makers in the framework of the humanitarian programme cycle include:

- Cluster leads and members who decide jointly the scope of the analysis, humanitarian consequences, and monitoring requirements of the HNO, and the priority strategic and specific objectives, response approach, and monitoring and accountability requirements of the HRP;
- Resident/Humanitarian Coordinator (RC/HC) and Heads of agencies of the Humanitarian Country Team (HCT) who endorse the key outputs of the HNO (scope of the analysis, humanitarian consequences, monitoring requirements) and of the HRP (priority strategic and specific objectives, response approach, monitoring and accountability requirements).

DISABILITY

Based on Convention on the Rights of Persons with Disabilities and inter-agency Guidance on Inclusion of Disabilities in the HPC, people with disabilities "include those who have long- term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others." Understood in this way, disability is not synonymous with "impairment". Disability is the result of an interaction between a person with an impairment and barriers in their environment that hinder his or her full and effective inclusion and participation in society.

www.humanitarianresponse.info/en/programme-cycle/space/document/guidance-strengthening-disability-inclusion-humanitarian-response

GENDER MAINSTREAMING

Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of mainstreaming is to achieve gender equality.

www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/1_Gender%20in%20Humanitarian%20Programme%20Cycle%20Guidance.pdf

HUMANITARIAN CONSEQUENCES

Humanitarian consequences are the effects of stresses and shocks on the lives and livelihoods of affected people, and their resilience to future negative events. They are manifested by damages on people's health, physical and mental conditions, their ability to meet their essential survival and maintenance needs and expenditures, and their ability to withstand future stresses and shocks.

Humanitarian consequences reflect the impact of the crisis on people (see below definition of 'Impact'). See also below definitions on physical and mental wellbeing consequences, living standards consequences and resilience.

HUMANITARIAN-DEVELOPMENT-PEACE NEXUS ("TRIPLE NEXUS")

The triple nexus refers to efforts that strengthen the linkage between humanitarian and development aid, prioritizing the needs and vulnerabilities of those who have been left furthest behind by development progress, including disadvantaged children and young people. While contributing to collective outcomes, humanitarian action remains guided by humanitarian principles and focused on its objectives of saving lives, alleviating suffering and maintaining human dignity during and in the aftermath of crises. It is about Responding to emergencies in a way that strengthens capacities and existing systems; Implementing development programmes based on a common risk assessment that builds resilience and reduces risk for communities by strengthening social service systems most subject to shocks and stresses (conflict, disasters, climate change and other human-caused emergencies); Being well prepared for residual risks with contingency plans, prepositioned supplies, hiring of responders etc.; Convergence of different sectoral programmes in geographical areas for populations of greatest vulnerability and lowest capacity.

HUMANITARIAN OUTCOMES

Humanitarian outcomes are the desired improvements of people's lives and livelihoods and resilience, that address the identified humanitarian consequences of stresses and shocks.

HUMANITARIAN SPECIFIC OBJECTIVE

A Humanitarian Specific Objective represents the intermediate results or changes for the targeted people produced by the intended humanitarian response over the planning period of an HRP.

It is a tangible, realistic and measurable expression of a desired result (what?), delimited in time (by when?) and in space (where?), measured with qualitative and quantitative indicators, and which should have been realized by qualified responders (who?) to satisfy a determined need (why?).

Humanitarian Specific Objectives are formulated for each Strategic Objective and are more concrete and specific in how the Strategic Objective will be achieved. Like the Strategic Objectives (see definition below), most Specific Objectives are intersectoral where appropriate.

NB: Definition will be adjusted as necessary based on the HPC Group final formulation.

HUMANITARIAN STRATEGIC OBJECTIVE

A Humanitarian Strategic Objective is outcome-based. As such, it represents a time-limited and measurable results or changes for the targeted people produced by the humanitarian response.

A Strategic Objective is the short- to medium-term end result of the humanitarian response's outputs. As such the reach of a Strategic Objective is pre-defined and its scope is delimited by the intended humanitarian response.

Most humanitarian Strategic Objectives are inter-sectoral in nature and require combined response outputs from multiple clusters. A Strategic Objective is achieved through the realization of several Specific Objectives (see definition above).

NB: Definition will be adjusted as necessary based on the HPC Group final formulation.

IMPACT (OF THE CRISIS)

Within the framework of the humanitarian programme cycle, 'impact' refers to the primary effects of the event/shock on the population, systems and services in the affected area.

Impact on people may refer to losses and damages to assets and capital, displacement, violence, mobility issues and livelihood, etc. These result in various humanitarian consequences (see definition above).

Impact on systems and services may encompass damages to infrastructure or means of communication, disruption of social cohesion, markets, prices, services, etc.

Impact on humanitarian access refers to the ability to deliver effective humanitarian assistance without restrictions or limitations. It entails an understanding of obstacles or challenges for People in Need to access relief actors, for relief actors to access People in Need and other physical constraints.

This list is not exhaustive and can be complemented as relevant. Understanding impact allows to estimate the number of people affected, as defined in the 2016 IASC Humanitarian profile Support Guidance.

JOINT INTERSECTORAL NEEDS ANALYSIS

Joint intersectoral needs analysis is the combination of multiple sectoral and cross-cutting data and information on people, geographic areas and time periods to reach a common understanding of the overlapping needs that people are facing and the causes of these needs.

All clusters and other relevant actors (e.g. UNHCR in refugee contexts, national and local actors, including NGOs, etc.) should participate in the joint inter-sectoral needs analysis.

JOINT INTERSECTORAL ANALYSIS FRAMEWORK (JIAF)

The Joint Intersectoral Analysis Framework (JIAF) includes structured processes, methods and tools to combine multiple sectoral and cross-cutting data and information on people, geographic areas and time periods, to conduct the joint intersectoral analysis.

Protocols, indicators and thresholds are being developed to implement the JIAF and should be available by end 2019.

JOINT INTERSECTORAL RESPONSE ANALYSIS

Joint intersectoral response analysis is a coordinated process prioritizing which humanitarian consequences can be addressed by the response, in terms of feasibility and appropriateness. It also determines how the response should be carried out using different response modalities such as cash/in kind, conditional/unconditional etc, sectoral and multi-sectoral, to meet the prioritized humanitarian consequences.

All clusters and other relevant actors (e.g. UNHCR in refugee contexts ,national and local actors, including NGOs, etc.) should participate in the joint inter-sectoral response analysis.

PHYSICAL AND MENTAL WELLBEING CONSEQUENCES

Physical and mental wellbeing consequences are those humanitarian consequences that have a direct effect on people's mental and physical integrity and/or dignity in the short term (within the next six months), recognizing they also have longer term effects. These include but are not limited to:

- Death and injuries
- Morbidity (infectious and chronic diseases)
- Malnutrition (acute and chronic)
- Physical and mental disability, impairing people's ability to move, communicate, learn etc., such as handicap, post-traumatic stress disorders
- Human rights violations such as arbitrary detention, targeted violence, killing.

While life physical and mental wellbeing consequences are, by definition, severe (see Severity definition), the urgency of the response can differ based on the timeframe of their effect (short term versus longer term survival) and their degree of irreversibility in the absence of response.

LIVING STANDARDS CONSEQUENCES

Living standards consequences are those humanitarian consequences that have a direct effect on people's ability to pursue their normal productive and social activities and meet their basic needs in an autonomous manner. They manifest in different types of deficit and the use of various coping mechanisms to meet basic self-sustenance needs (see Self-sustenance definition), such as the lack of:

- Food
- Income
- Productive assets (e.g. land, animals, tools, shop, etc.)
- Access to basic services such as health care, water, sanitation, shelter, education
- Access to formal and informal social assistance
- Access to legal documentation
- Access to markets etc.
- The ability of the affected population to meet their basic needs, including essential goods and services such as water, shelter, food, healthcare, education, protection, etc. Basic needs may vary from one context to the other and are contextually defined. Living standards are measured by assessing accessibility, availability, quality, use and awareness of/to essential goods and services.

MONITORING

Within the framework of the humanitarian programme cycle, monitoring is the combined follow-up of changes in the context, situation and humanitarian consequences, achievements of the humanitarian response and remaining gaps.

Monitoring is based on a few selected quantitative and qualitative indicators which are identified during the preparation of the HNO and of the HRP, including the frequency, and roles and responsibilities of clusters and other stakeholders to collect and analyse the various data in combination. It should build on existing monitoring mechanisms as much as possible and take fully into account the perspective and feedback from the affected population.

All clusters and other relevant actors (e.g. UNHCR in refugee contexts, local NGOs etc.) should participate in the design of the monitoring framework and its implementation.

Guidance is available here.

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PEOPLE AFFECTED

People affected include all those whose lives and livelihoods have been impacted as a direct result of the shock or stress.

PEOPLE COVERED

People covered are the sub-set of people who have received a given type of assistance within a given time-frame.

The estimation of the number of people covered is derived from the monitoring of the humanitarian response.

A refinement of the definition is being worked on and should be available by end 2019-early 2020.

PEOPLE IN NEED (PIN)

People in need (PiN) include those whose wellbeing and living standard sare threatened or disrupted, and who cannot re-establish their normal living conditions with their accustomed means in a timely manner without additional assistance. More specifically, people in need are those who suffer from the humanitarian consequences identified during the joint inter-sectoral analysis.

The estimation of the number of people in need should be disaggregated by relevant population groups, sub-groups and geographic areas.

A refinement of the method to estimate the PiN number is being developed as part of the Joint Intersectoral Analysis Framework (JIAF) and should be available by end 2019.

PEOPLE REACHED

People reached include those who have received some sort of assistance at a given point in time.

The estimation of the number of people reached is derived from the monitoring of the response.

A refinement of the definition is being worked on and should be available by end 2019-2020.

PEOPLE TARGETED

Based on the 2016 IASC guidance, people targeted include the number of people in need that the humanitarian actors aim or plan to assist.

POPULATION GROUPS AND SUB-GROUPS

Population groups represent usual categories of people defined by one or several standard characteristics, such as their displacement status (e.g. Internally Displaced Persons-IDPs, refugees, economic migrants, host communities, non-host resident communities etc.), their type of livelihoods (e.g. farmers, pastoralists, traders, civil servants etc.), their socio-demographic characteristics (e.g. female-headed households, large families, unaccompanied minors etc.), their physical or physiological status (e.g. disabled, pregnant and lactating, etc.), their gender and agetheir ethnicity, their physical ability etc.

While population groups share broadly similar vulnerabilities, capacities, risks and face broadly similar humanitarian consequences of stresses and shocks, there are generally differences within each group which result in different types and severity of humanitarian consequences. These variations reflect the diversity of vulnerabilities, capacities and risks within each population group.

The joint intersectoral needs analysis should examine these differences to identify specific humanitarian consequences by relevant sub-group of the population.

PRIORITIZATION

Prioritization in the context of the humanitarian programme cycle is the selection of the most important humanitarian consequences identified in the HNO that should be addressed within the planning timeframe (annual or multi-year) of the HRP. It is based on the type of humanitarian consequences (life threatening, livelihoods, resilience), their severity, and their timeframe (immediate, medium and longer term).

The prioritization of humanitarian consequences to address defines the boundaries of the response in terms of population groups or sub-groups, geographic areas, and timeframe of the humanitarian response to be delivered during the HRP.

Prioritization is the first step of the response analysis in the HRP (see definition of joint response analysis above). Once humanitarian consequences have been prioritized, the next steps of the response analysis focus on feasibility and appropriateness of various response modality options.

RESILIENCE

Resilience consequences in the framework of the humanitarian programme cycle are those humanitarian consequences that reflect the ability of people to withstand future stresses and shocks on the short and longer term. Resilience capacities and associated causes are analysed notably as part of the humanitarian-development-peace nexus and to inform joined-up planning between humanitarian, development and peace actors as appropriate.

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SELF-SUSTENANCE OR SELF-MAINTENANCE

Self-sustenance or self-maintenance is the ability of people to meet their basic survival, productive and social requirements by their own means, without having to employ negative or irreversible coping mechanisms.

SEVERITY OF NEEDS

The severity of needs is defined by the type of humanitarian consequences for people, including the degree of harm to their lives and livelihoods. It is based on the combined analysis of the effects on survival and ability to meet essential needs and expenditures, and of the factors causing these effects (acute and chronic).

A method to analyse the severity of needs is being developed as part of the Joint Intersectoral Analysis Framework (JIAF). In the meantime, different methods can be used.

SEXUAL ABUSE

The actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.

SEXUAL EXPLOITATION

Any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another.

VULNERABILITY/ VULNERABLE GROUPS

Vulnerable groups are people who present characteristics that make them more susceptible to suffer negative consequences from shocks or stresses, such as due to their age, gender, physical and mental ability, displacement status, type of livelihood, belonging to a certain religious, ethnic, caste or political group, living in certain areas etc.

Vulnerable groups will be harmed by the shock or stress and suffer humanitarian consequences if they are not able to cope (by themselves or thanks to the assistance they receive).

Annex: Matrix

This annex is a working-level document without prejudice to existing mandates, policies or accountability frameworks, including the Joint OCHA-UNHCR Note on Mixed Situations.

Responsible

Those who do the work to complete the step/action.

Accountable

Those ultimately answerable for the correct and thorough completion of the deliverable or task, those who ensure the prerequisites of the task are met and who delegate the work to those responsible. The accountable person/group must sign off (approve) the work of the responsible person/group.

Consulted

Those whose input and advice are sought to inform the completion of the steps/actions.

Informed

Those who are kept up-to-date on progress, often only upon the completion of the task or deliverable; and with whom there is only a one-way communication.

Note: Often the person/group accountable for a task or deliverable may also be responsible for its completion. Apart from this exception, it is recommended that each role receives only one type of participation in the step or activity.

Key stakeholders in the HNO and HRP process

Humanitarian Coordinator and Humanitarian Country Team (HC/HCT) – the group of senior managers (Country Directors, Country Representatives, etc) and the designated senior lead for the response acting as the chair, taking strategic decisions concerning the overall response together.

Implementing Organization or Agency (Cluster/ Sector Member) – those national and international organizations implementing humanitarian programme activities who have chosen to participate in the IASC-Cluster/Sector Approach in a given context.

Inter-Cluster/Sector Coordination Group (ICCG/ ISCG) – the group of IASC-Cluster/Sector Coordinators (assigned by Lead/Co-lead Agencies) taking decisions together, with a representative of OCHA acting as the chair

Cluster/Sector Lead and/or Co-lead Agency Coordinators (Cluster/Sector Coordinator) – the designated agency, endorsed by the HCT (or other locally equivalent, multilateral humanitarian leadership group), leading coordination in a particular field of activity (Health, WASH, Shelter, etc) and represented by an assigned Cluster/Sector Coordinator.

Technical Working Groups – the group of technical experts in assessment and analysis, covering critical fields of activity, constituted by (and with the endorsement of) the Inter-Cluster/Sector Coordination Group. These groups can be: an Assessment & Analysis Working Group, an Information Management Working Group or equivalent (mostly for the HNO) and a Response Analysis Group or equivalent (mostly for the HRP).[2]

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[1] Where a refugee population is concerned, UNHCR maintains responsibility and accountability for the steps and actions outlined herein, proceeding in consultation and coordination with the HC/HCT and concerned technical working groups throughout.

[2] Development analysts and progamme staff should also be included in TWGs where appropriate, to encourage coherence and synergies at the nexus.

Step 1
Agree on the scope and focus of the analysis

STEPS	ACTIONS	CLUSTER/SECTOR MEMBERS	TECHNICAL WORKING GROUPS	ICCG/ISCG	HC/ HCT
1.0	**Agree on the scope and focus of the analysis**	**Consulted** to provide inputs on scope and focus of the joint analysis for the HNO (or an update) based on key questions to answer to inform planning decisions	**Responsible** for the development of the joint analysis plan for the HNO (or an update) and key questions	**Responsible** for the agreement on scope and focus of the joint analysis plan for the HNO (or an update) and key questions	**Accountable** for approving the scope and focus of the joint analysis plan for the HNO (or an update) and key questions
1.1	**Develop a joint analytical framework and plan based on the key questions needed to inform planning and decision making**	**Consulted** to suggest key questions to answer to A&A Working Group (or equivalent)	**Responsible** and **accountable** for the formulation of the joint analysis plan	**Informed** of the joint analysis plan	**Accountable** for ensuring operation planning is based on the results of joint analysis plan
1.2	**Identify the data, indicators, and other information required to answer the key questions**	**Consulted** to suggest data and indicators to answer the key questions	**Responsible** and **accountable** for final data, indicators and other information to answer the key questions	**Responsible** and accountable for reviewing data, indicators and other information required. **Informed** of the final selected indicators to support with identification of additional data gaps and monitoring at a later stage.	**Informed** about the process for possible advocacy.
1.3	**Identify the sources of data, information and indicators**	**Consulted** to suggest sources of data, indicators and information	**Responsible** and **accountable** for the finalization of the sources of data, information and indicators	**Responsible** for recommending sources of data, information and indicators	**Accountable** for endorsing recommended data sources, information and indicators
1.4	**Establish a timeline to deliver the analysis results**	**Informed** of the timeline to deliver the analysis results	**Consulted** for the establishment of the cluster/sector-specific timeline in line with HC/HCT deadline	**Responsible** for the timeline to deliver the analysis results	**Accountable** for approving the timeline agreed by the ICCG/ISCG to deliver the analysis results
1.5	**Define and agree on agencies' and clusters/sectors' roles and responsibilities**	**Consulted** on the definition of their roles and responsibilities **Responsible** and **accountable** for fulfilling agencies' and cluster/sector's roles and responsibilities	**Responsible** and **accountable** for defining agencies and cluster/sector's roles and responsibilities	**Responsible** for agreeing on agencies' and cluster/sector's roles and responsibilities	**Responsible** for realigning roles and responsibilities of clusters.

Step 2

Review and analyse data and information, and identify gaps

STEPS	ACTIONS	CLUSTER/SECTOR MEMBERS	TECHNICAL WORKING GROUPS	ICCG/ISCG	HC/ HCT
2.0	**Review and analyse data and information and identify gaps**	**Responsible** and **accountable** for the contribution to data and information gap-filling **Consulted** on inter-sectoral analysis results	**Responsible** to review existing data and identify gaps **Responsible** and **accountable** for joint inter-sectoral analysis and drafting results	**Responsible** and **accountable** for the review and agreement on inter-sectoral analysis results	**Informed** about findings for advocacy and decision making
2.1	**Review existing data, indicators and other information, including development assessments/data, that answer the key analysis questions for the selected population groups, geographic areas and/or thematic issues and enable vulnerability and risk projections**	**Responsible** and **accountable** for sharing available data, indicators and other information for the analysis	**Responsible** to review available data, indicators and other information	**Informed** about the review of data for verification and approval	-
2.2	**Identify critical gaps of data, indicators and other information**	**Informed** of critical gaps	**Responsible** to identify gaps	**Informed** of critical gaps of data, indicators and other information	**Responsible** for advocating for agencies/clusters' to fill in identified data and information gaps
2.3	**Determine how to bridge the critical data and information gaps and take action accordingly**	**Responsible** and **accountable** for filling in critical cluster/ sectoral gaps	**Responsible** for filling critical gaps falling outside clusters/ sectors	**Responsible** for advocating with HC/HCT for addressing information gap(s)	**Accountable** for bridging critical data and information gaps
2.4	**Conduct joint inter-sectoral analysis of relevant available data, indicators and other information**	**Responsible** for inputs to joint inter-sectoral analysis	**Responsible** and **accountable** for joint inter-sectoral analysis	**Responsible** and **accountable** for reviewing and agreeing on inter-sectoral analysis results	-
2.5	**Write up the draft analysis results**	**Consulted** on draft inter-sectoral analysis draft	**Responsible** for drafting inter-sectoral analysis results and draft HNO	**Responsible** and **accountable** for reviewing and agreeing on draft HNO	**Responsible** and **accountable** for reviewing, endorsing and publishing of final HNO

Step 3
Review and approve the analysis results and monitoring requirements

STEPS	ACTIONS	CLUSTER/SECTOR MEMBERS	TECHNICAL WORKING GROUPS	ICCG/ISCG	HC/ HCT
3.0	**Review and approve the analysis results and monitoring requirements**	**Consulted** on monitoring requirements, roles and responsibilities	**Responsible** for identifying intersectoral monitoring requirements	**Responsible** for presenting and seeking HC/HCT endorsement of analysis results **Responsible** for agreeing on monitoring requirements, roles and responsibilities	**Accountable** for the approval of inter-sectoral analysis results and final HNO **Accountable** for the approval of monitoring requirements, roles and responsibilities
3.1	**Present to, and seek endorsement and validation from the Humanitarian Country Team on the answers to the key questions for the selected population groups, geographic areas and/or thematic issues**	**Informed** of HC/HCT endorsement	**Informed** of HC/HCT endorsement	**Responsible** for presenting and seeking HC/HCT endorsement of analysis results	**Accountable** for approving the inter-sectoral analysis results and draft
3.2	**Present and seek endorsement of requirements to fill information gaps and monitor the situation and humanitarian consequences**	**Consulted** on monitoring requirements, roles and responsibilities	**Responsible** for identifying monitoring requirements	**Responsible** for agreeing on monitoring requirements **Responsible** for agreeing on monitoring roles and responsibilities	**Accountable** for approving monitoring requirements and roles and responsibilities for monitoring

Step 4

Select priority humanitarian consequences to address

STEPS	ACTIONS	CLUSTER/SECTOR MEMBERS	TECHNICAL WORKING GROUPS	ICCG/ISCG	HC/ HCT
4.0	**Select priority humanitarian consequences to address**	**Consulted** on population groups/ sub-groups and geographic areas to prioritise **Consulted** on costing methodology	**Responsible** for reviewing HNO results and proposing population groups/ sub-groups and geographic areas to prioritise and proposing costing methodologies	**Responsible** for agreeing on population groups/ sub-groups and geographic areas to prioritise, and to submit to the HC/HCT for endorsement **Responsible** to agree on costing methodology	**Accountable** for approving the prioritized population groups/ sub-groups and geographic areas, on the basis of which strategic objectives will be formulated **Accountable** for the chosen costing methodology
4.1	**Review the needs analysis (from the HNO or update) and assess its implications**	**Responsible** for reviewing the needs analysis results (sectoral focus) *(done in step 2.4 by cluster analysts, reviewed here by cluster programming staff)*	**Responsible** for reviewing the needs analysis results (inter-sectoral focus) *(done in step 2.4 by Assessment & Analysis Working Group, reviewed here by Response Analysis Group)*	-	-
4.2	**On the basis of the above, decide which population sub-groups and geographic areas the HRP should prioritise**	**Consulted** on population groups/ sub-groups and geographic areas to prioritise	**Responsible** for proposing population groups/ sub-groups and geographic areas to prioritise	**Responsible** for agreeing on population groups/ sub-groups and geographic areas to prioritise	**Accountable** for the approval of prioritized population groups/ sub-groups and geographic areas
4.3	**Decide on the most appropriate costing methodology for the HRP**	**Consulted** on costing methodology for the HRP	**Informed** of the costing methodology	**Responsible** for agreeing on costing methodology	**Accountable** for approving the agreed costing methodology

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Analyse response options and formulate strategic objectives

STEPS	ACTIONS	CLUSTER/SECTOR MEMBERS	TECHNICAL WORKING GROUPS	ICCG/ISCG	HC/ HCT
5.0	**Analyse response options and formulate strategic objectives**	**Consulted** on response options, strategic and specific objectives, monitoring indicators, response approach and modalities	**Responsible** for analysing response options and for suggesting response options, strategic and specific objectives, monitoring indicators, and response approach and modalities	**Responsible** for reviewing and agreeing on response options, strategic and specific objectives, monitoring indicators, and response approach and modalities, and to present to HC/ HCT for endorsement	**Accountable** for reviewing/ endorsing strategic objectives and proposed response approaches, especially insofar as they imply a change in coordination and response practice
5.1	**Identify and analyse response options**	**Consulted** on response options	**Responsible** for analysing, suggesting and agreeing on response options	**Responsible** and **accountable** for the review of response options	-
5.2	**Formulate strategic and specific objectives²**	**Consulted** on proposed strategic and specific objectives	**Responsible** for proposing strategic and specific objectives	**Responsible** to review and agree on strategic and specific objectives	**Accountable** for reviewing proposed objectives and endorsing final wording
5.3	**Identify indicators to monitor the achievement of strategic and specific objectives**	**Consulted** on indicators to monitor	**Responsible** for proposing outcome-level indicators to monitor objectives	**Responsible** and **accountable** to review and agree on outcome-level indicators to monitor objectives	**Responsible** for ensuring the agreed indicators are in line with the set strategic objectives.
5.4	**Define response approach and modalities**	**Consulted** on response approach and modalities	**Responsible** and **accountable** for proposing response approach and modalities	**Responsible** for reviewing response approach and modalities	**Responsible** and **accountable** for ensuring proposed response approaches and modalities are in line with overall operational strategy

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² This should inform the HCT Protection Strategy; also see HNO and HRP templates.

Step 6
Review and approve the strategic objectives and monitoring requirements

STEPS	ACTIONS	CLUSTER/SECTOR MEMBERS	TECHNICAL WORKING GROUPS	ICCG/ISCG	HC/ HCT
6.0	**Review and approve the strategic objectives and monitoring requirements**	**Consulted** on final strategic objectives, monitoring requirements, roles and responsibilities	**Responsible** for identifying monitoring requirements, roles and responsibilities	**Responsible** for presenting and seeking HC/HCT endorsement of strategic objectives; and for ensuring a Cluster-internal planning/costing process that is within the scope of these objectives **Responsible** for reviewing monitoring requirements, roles and responsibilities	**Accountable** for approving final strategic objectives, response approach and monitoring requirements, roles and responsibilities
6.1	**Present and seek endorsement by the HCT of the strategic objectives and approach**	**Consulted** on final strategic objectives and approach	**Responsible** for proposing final strategic objectives and approach	**Responsible** for reviewing and agreeing on final strategic objectives and approach	**Accountable** for approving strategic objectives and approach
6.2	**Present and seek endorsement by the HC/HCT of the response monitoring and accountability indicators**	**Consulted** on response monitoring and accountability requirements, roles and responsibilities	**Responsible** for identifying response monitoring and accountability requirements	**Responsible** for agreeing on response monitoring requirements **Responsible** for agreeing on monitoring roles and responsibilities	**Accountable** for approving response monitoring requirements and roles and responsibilities for response monitoring

Step 7
Formulate activities, estimate costs and finalize the response plan

STEPS	ACTIONS	CLUSTER COORDINATOR	CLUSTER MEMBERS	TECHNICAL WORKING GROUPS	ICCG/ISCG	HC/ HCT
7.0	**Formulate activities, estimate costs and finalize the response plan**	**Responsible** and **accountable** for elaborating sectoral objectives and activities that support Strategic Objectives; and estimating total financial requirements	**Responsible** and **accountable** for elaborating and uploading projects	**Consulted** on clusters/ sectors activities that are aligned with strategic and specific objectives **Informed** of estimated cost of activities **Responsible** for drafting the HRP, specifically sections on inter-sectoral response	**Informed** of clusters/ sectors activities/ projects **Responsible** for reviewing and finalizing draft HRP and estimated cost	**Accountable** for reviewing and approving draft HRP and realistic total costs; Post-HRP and particularly as Cluster Lead Agency Representatives within the HCT, **accountable** for ensuring adequate support to response implementation in line with HRP (especially when changes in current response patterns are required)
7.1	**Clusters/sectors identify cluster objectives required to achieve the HRP strategic and specific objectives and associated indicators**	**Responsible** and **accountable** for elaborating sectoral objectives and activities that support Strategic Objectives	-	**Consulted** on cluster/ sector activities to ensure alignment with strategic and specific objectives/ coordinated/multi-sector response approaches, where required	**Informed** of cluster/ sector activities/ projects **Responsible** for ensuring that activities articulate well as part of coordinated / multi-sector response approaches	-
7.2	**Upload and vet projects**	(or review committees where existing): **Responsible** and **accountable** for vetting projects in line with agreed HRP and Cluster parameters, and by assessing the individual organization's implementation capacity.	**Responsible** and **accountable** for elaborating and uploading realistically implementable projects which are in line with strategic/specific objectives and related Cluster provisions for meeting them	**Informed** of vetted and uploaded projects	**Informed** of vetted and uploaded projects **Responsible** for ensuring inter-sector consistency of Cluster-vetted projects (e.g. duplication across Clusters)	-

STEPS	ACTIONS	CLUSTER COORDINATOR	CLUSTER MEMBERS	TECHNICAL WORKING GROUPS	ICCG/ISCG	HC/ HCT
7.3	**Estimate the cost of the response**	**Responsible** and **accountable** for providing total cost estimations by Cluster, either by estimating costs of prioritized cluster activities or by consolidating costs across projects	**Responsible** and **accountable** for estimating the cost of their projects, providing a budget breakdown, and taking into consideration their implementation capacity	**Informed** of clusters/ sectors cost of activities/ projects	**Responsible** for reviewing that total cluster/sector costs of activities/ projects are realistically implementable	**Accountable** for reviewing and approving consolidated financial requirements
7.4	**Finalise the write-up the draft response plan**	**Responsible** for drafting/ finalizing the sectoral response plan **Consulted** on draft HRP **Informed** of HC/HCT endorsement	-	**Responsible** for ensuring draft sectoral plans adequately link with HRP Strategic Objectives and related response approaches	**Responsible** to review and finalise the draft HRP and seek HC/HCT endorsement **Responsible** for reviewing/ finalizing draft HRP and seeking HC/HCT endorsement	**Accountable** for reviewing and approving final HRP and realistic total costs Post-HRP, **accountable** for providing support for response implementation in line with HRP (especially when changes in current response patterns are required)