**Structure : Humanitarian Needs & Response Plan (HNRP)**

# 0.A Cover Page

* States name of country & duration of the Appeal/Plan
* Urges people to pick up the document
* Conveys a sense of urgency
* Evokes need to respond
* Ensures dignity of those who are pictured

# O.B. HNRP At-A-Glance (one page)

* Provides a **one-page** summary of **the key facts & figures** of the context, including:
* **PiN & PT** (also broken down by cluster) – *NOTE: consider overlaying on severity of need.*
* **Substantive points to look for:**
* Clearer boundaries of what goes into HRPs, there should be a bigger distinction between PiN and PT;
* Proportion of PT vs PiN should be highest in areas where needs are most severe.
* **Requirements** (also broken down by cluster)
* **Gender, age and disability disaggregation** (and other disaggregation relevant to your context, if appropriate, e.g. IDPs, HIV, urban/rural etc) – use simple visual tools (e.g. doughnuts) to display breakdowns.

***NOTE****: This page should be* ***easily printed*** *and used by decision-makers and others to provide an overview of the crisis, planned response and funding requirements. It should have* ***limited text*** *& be easily translated into multiple languages.*

# 0.C Foreword OR Executive Summary (1 page)

* **Covers the following key points in a compelling, clear and concise manner** (no more than 1 page):
* **Context/Needs:** Highlights the humanitarian needs and trajectory of the crisis (1-3 para)
* **Response Strategy:** Sets out a clear vision / strategy for the humanitarian response (2-3 para)
* **Boundary-Setting:** Articulates the role of the plan (HRP) & what is included (1 para)
* **Credibility:** Emphasizes that the plan is achievable & cost-effective, including why (e.g. capacity, adaptability, prioritization etc).
* **Advocacy:** Highlights what is required from the international community (e.g. funding the humanitarian response, political solution, etc).

# O.D Table of Contents

* Provides a **Table of Contents**, using bold for section headings

**Part 1. Humanitarian Needs Overview**

# 1.1. Crisis Overview (2-6 pages)

* Tell a **compelling narrative** regarding the plight of affected people and how the crisis has evolved *(note: this can build on HCT Key Messages. Use bold text to make the key point in the first line of each para, and elaborate in the rest of the para).*
* Clearly outline the needs caused by the crisis, using **key facts, figures & visuals**.
* Include/reflect the following:
* **PEOPLE’S PRIORITIES:** Highlight **which humanitarian needs** different groups of affected people consider a priority. Amplify the **voices of diverse groups of affected people**/share feedback from affected communities.
* **MOST AFFECTED GROUPS**: Highlight **unique needs of different groups of people** (e.g. by gender, age, disability, displacement and/or other relevant groups (urban/rural, LGBTQI+, etc). Which groups are most impacted by the crisis? Why? How? *[Consider using a visual summary of this info].*
* Ensure you include **protection needs/risks.**
* If relevant, insert a **timeline of the crisis.**
* Use simple to understand **visuals** to highlight needs.
* If you have produced a full HNO, link to it from here.

*NOTE: Background elements—e.g. political, socio-cultural, socio-economic/market, demographic profile, legal and policy frameworks, security environment, infrastructure & technology and environmental profile (i.e. JIAF 2.0 module 1)—does not need to be included in the document itself. If available, this can be a link in the main document.*

# 1.2 Analysis of Humanitarian Needs [& Risks] (1-2 pages)

* Provide analysis (accompanied by clear visuals) regarding humanitarian needs in the context, including:
* **SEVERITY**: Where are needs most severe? Why? *[This should be accompanied by a visual clearly highlighting—based on JIAF 2.0 results—where inter-sectoral needs are highest]*
* **TRENDS**: How have humanitarian needs evolved over time (especially PiN) ? What is driving the trend? *NOTE: If there is a major change for 2024 explain WHY (especially, if what is included as humanitarianneed).*
* **[IF APPROPRIATE] OUTLOOK/RISKS:** highlight relevant outlook/risks/ projections/scenarios, including based on seasonality. *NOTE: If your context is politically challenging, consider developing a separate input that is not published / publicly available, but informs ICCG/HCT planning.*

1.3 PiN Breakdown [LINK OR ANNEX]

Provide a **detailed breakdown of the PiN**, *[NOTE: consider using visuals to* ***highlight key information easily*** *for the reader f (e.g. size of bubbles to show where needs are highest, trend arrows to show change since previous period etc.)]*

* Breakdown should include:
* **GEOGRAPHIC BREAKDOWN** (to appropriate admin area);
* **TRENDS** (i.e. changes since last HNO);
* **GENDER, AGE & DISABILITY BREAKDOWN**, where available (and estimates if not available);
* **STATUS BREAKDOWN** (i.e. IDP, resident etc.), as relevant to the context.
* The table of PiN breakdown does not need to be included in the main document. It can be included as a link or Annex.

**Part 2. Humanitarian Response Plan**

# 2.1 Humanitarian Response Strategy (1-2 pages)

* Articulate **3-6 key elements of theresponse strategy,** including covering:
* **THE ASK:** Provide the $ required for the response and highlight any efficiencies in the response (e.g. common pipelines, etc.).
* **SCOPE & BOUNDARIES:** Outline **how many people will be targeted** and why they will be targeted. Note the **relationship of the HRP to other strategies/plans** in the country (especially the UNSDCF and development activities). If no government or development plans exist, indicate how the response strategy aims to lay the groundwork for durable solutions. Provide LINKS to relevant planning for nexus approaches, durable solutions plans, etc.
* **PRIORITIZATION**: Illustrate **how the planned response will be prioritized** based on need, this can include: a) geographic prioritization; b) prioritization of activities (*see e.g.* [*here*](https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/ss_2017_hrp_prioritization_table.pdf)*)*, taking into account people's ability to access info and aid; c) time-sensitive activities that need to be funded at certain points in the year; d) and other prioritization.
* **AREAS OF FOCUS:** What are the specific **areas of focus** for the response in 2024 (e.g. delivering in hard-to-reach areas; localizing the response; seasonality/time-sensitive actions; Early/Anticipatory Action to known risks; centrality of protection (incl. GBV), AAP, PSEA, gender, age and disability-sensitivity and related).

*NOTE: You can provide a summary here and link to more details (e.g. a full localization strategy).*

2.2 Strategic Objectives (1-2 pages)

* Outline the **scope** of the humanitarian response:
* For each Strategic Objective (SO), highlight:
* **WHAT**is the Strategic Objective;
* **HOW MANY PEOPLE** will be targeted under this objective *[notes: 1) if feasible, provide a breakdown e.g. by specific groups, gender/age/disability etc. – explain how targets were calculated (e.g. a percentage based on census, a percentage based on severity analysis, the trend of response coverage over the past years as a proxy of operational capacity or other context-specific rationale that is operationally relevant); 2) explain any overlap in people targeted under the different SOs]*;
* **WHERE**people will be targeted *[note: if feasible, show the difference between PiN vs PT for each SO]*;
* *[IF POSSIBLE]* ***HOW MUCH*** *funding is needed to deliver against each Strategic Objective.*
* ***NOTE****: The full* ***Monitoring Framework*** *includes the Strategic Objectives, Cluster Objectives, Cluster Activities, Indicators & Targets. The Framework should be linked to the HRP’s* ***logframe*** *page in HumanitarianAction. During the year, this page will provide real-time results data. On your SO page, include the text & link i.e. “The full Monitoring Framework can be found online here.*”

# 2.3 Planning Assumptions, Operational Capacity & Access, & Response Trends (1-2 pgs)

* Provide an **overall picture of operational feasibility and ability to respond** (i.e. the audience should be confident that if fully funded, all activities in the HRP could be implemented ).
* **PLANNING ASSUMPTIONS** that will impact implementation;
* **OPERATIONAL CAPACITY** toimplement the HRP *(Note: this should be accompanied by a visual of actual operational presence & key figures e.g. local / international capacity, etc. For more detailed breakdowns of partner type, location etc., provide a link)*
* **ACCESS CONSTRAINTS & CHALLENGES** that will impact delivery – highlighting any important trends & how the response will mitigate challenges*(note: if possible, overlay operational capacity & people targeted with access constraints/challenges to provide overall picture of operational feasibility);*
* **RESPONSE TRENDS,** including: 1) Response highlights, gaps & challenges from the previous year *[can be a breakout box]*; and 2) broader response trends over the year *[can be a visual of PT vs PiN and $ required trends].*
* **COORDINATION** set-up and approach, including elements that support localization and related efforts (e.g. local NGOs on HCT, area-based coordination approaches etc) *[NOTE: This can be a link to a coordination org chart & doesn’t need to be in the doc].*

# 2.4 Inclusive & Quality Programming (1-2 pages)

* *Briefly* (i.e.1-2 paras each) outline the HCT’s approach on the following issues:
* **ACCOUNTABILITY TO AFFECTED PEOPLE & PEOPLE-CENTRED RESPONSE:** highlight how communities were consulted to determine the humanitarian response strategy & plan; how communities and local actors will be included in the decision-making process throughout response implementation; outline the (preferably collective) two-way communication channels between communities & humanitarian actors; how community perceptions, feedback and complaints will be collectively handled and analyzed to influence decision-making leading to adjust response and course correct; highlight any other features of the response that make it **more people-centred** (e.g. shifting response capacity &/or coordination closer to people impacted by the crisis etc) *[Note: link to your AAP Strategy, if there is one]*
* **PROTECTION FROM SEXUAL EXPLOITATION AND ABUSE*:*** highlight the HCT’s collective approach to PSEA and how this is integrated in coordination mechanisms and the response, using a victim-centred approach *[Note: link to your Inter-Agency PSEA Action Plan, which should meet the expectations of the SG Bulletin and IASC PSEA commitments]*
* **GENDER, AGE, DISABILITY & OTHER DIVERSITIES - SENSITIVITY & EMPOWERMENT:** Outline how the humanitarian response will factor in the unique needs of different people AND (if relevant) how it will seek to empower different groups (e.g. women/girls; people with disabilities) within the response (e.g. through specific stakeholder platforms, etc.). *[Note: link to any more detailed elaborations on these issues, such as gender strategies/road maps etc].*

# 2.5 Cost of the Response (1/2 to 1 page)

* Briefly outline:
* **COSTING METHODOLOGY:** explain which costing methodology was used for the HRP (project-costed, activity/unit-costed or hybrid);
* For **project-costed** HRPs, provide info on the project submission & vetting process (e.g. cluster defences, inter-cluster defences, etc.) – how were projects selected for inclusion?
* For **unit-costed HRPs**, present data and methodology used to estimate costs;
* For **hybrid-costed HRPs,** highlight which elements of each were used and how the $ figures were calculated.
* **CHANGES IN THE COST OF OPERATING:** highlight any \*major\* changes in operating costs to explain a change in the overall ask of the HRP (e.g. fuel price rises, inflation etc).

# 2.6 [Optional] Consolidated overview on the use of multipurpose cash

* Highlight for the **appropriateness, feasibility and relevance of multipurpose cash (MPC) was considered**, including feedback from affected people, where relevant;
* Describe **how the use of multipurpose cash will be coordinated and will contribute to/interface with** inter- and multi-sectoral and sectoral response approaches and modalities;
* Outline **how MPC will contribute to response objectives** and provide details of the target population, geographic focus and monitoring plans;
* Describe **applicable standards and calculations** (including calculation of Minimum Expenditure Basket); and, if applicable, how this is adapted to specific/diverse groups of people.
* Provide **consolidated financial requirements** disaggregated by MPC portion (i.e. X % of total requirements MPC or $ amount) and targeting strategy;
* Outline how **MPC and social protection assistance** complement each other;
* Indicate **key partners** involved in coordinated use of MPC.

# 2.8 Monitoring

* Outline how the needs AND response will be monitored, including:
* **SITUATIONAL MONITORING:** highlight key assessment processes and/or dates which will be used to monitor needs (e.g. displacement tracking, IPC etc), as well as how assessments will be coordinated and tracked (Assessment Working Group, etc.)
* **RESPONSE MONITORING:** outline how collective response monitoring will be carried out, including what indicators will be used (*note: link to the full logframe to the HRP, rather than including it inside the document!)*
* **MONITORING THE QUALITY & INCLUSIVENESS OF HUMANITARIAN PROGRAMMING:**
* Outline how community feedback will be received & integrated into the response / course corrections;
* Outline how gender, age, and disability-sensitivity will be tracked in the response.
* Show a **timeline for reports/updates** that monitor the situation and response (e.g. Humanitarian Snapshot, Humanitarian Dashboard and, if applicable, Periodic Monitoring Report).
* Link to the **HRP Monitoring Framework on HumanitarianAction** (which provides access to live/real-time response data)

**Part 3. Cluster/Sector Needs & Response**

# 3.1 Cluster/Sector Pages

* Provide 1-2 pages per cluster/sector/AoR, which covers (one para each):
* SUMMARY OF NEEDS
* RESPONSE STRATEGY
* TARGETING & PRIORITIZATION
* PROMOTING QUALITY & INCLUSIVE PROGRAMMING (including AAP, PSEA and Gender as per slide 20)
* COST OF RESPONSE
* PLUS:
* PiN, PT, Requirements, # Partners
* Cluster Objectives & linkages to Strategic Objectives (and under the Cluster Objectives, include the following “The cluster page, including indicators and activities, can be found online here [add relevant link]”

*NOTE: In addition to the text on the cluster page,* ***it is critical that clusters provide their activities, indicators and targets****, linked to their Cluster Objectives (and thereby to Strategic Objectives), which come together in the Monitoring Framework and are entered in HPC-Tools. They will be available in the online cluster page in* [*HumanitarianAction*](https://humanitarianaction.info/plan/1111/logframe)*, which will provide* ***real-time results data*** *during the year.*

*NOTE: Keep visuals together with the cluster pages (rather than separated out).*

*NOTE: Each sector/cluster should provide the link to the online cluster page on HumanitarianAction. They may also link to a longer/more detailed strategy, if they so choose.*

**Part 4. [IF APPLICABLE] Refugee Response Plan**

**How to Contribute & About**

* Highlights:
  + How to contribute (e.g. via the Response Plan, to the CBPF, to CERF etc)
  + About (background to the document – standard para)
  + Where to get the latest updates

*NOTE CHANGES: this section should show OCHA,* [*HumanitarianAction*](https://humanitarianaction.info/plan/1111/logframe) *and* [*FTS*](https://fts.unocha.org/plans/1123/recipient-types)*.* [*HumanitarianResponse*](https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/ukraine_humanitarian_response_plan_2018.pdf) *has been discontinued and replaced with* [*ResponseReliefWeb*](https://response.reliefweb.int/)*.*