Assessment, Planning and Monitoring Branch

HPC 2025

An overview

September 2024

OCHA

OUTLINE

01 Lessons Learnt from the 2024 HPC

02 Strategic Orientations for 2025

(needs analysis, response planning, inclusivity)

03 Discussions Q&A

01 LESSONS LEARNT 2024

HPC 2024 – REFLECTIONS BASED ON IN COUNTRY AFTER ACTION REVIEWS

What went well

1. **Streamlined processes and simplified document** i.e. Humanitarian Needs and Response Plan (HNRP).
2. **Methodological improvements**: JIAF 2.0 was commended for improving & simplifying needs assessments and data analysis.
3. **Improved quality and use of data** in analysis and planning processes. Evidence-based planning ensured interventions were grounded in actual needs.
4. **Availability of training**, including on JIAF 2.0 and HPC methodologies.
5. **Coordination with clusters and partners**.
6. **Consultative processes and inclusivity** of communities and local authorities.

HPC 2024 – REFLECTIONS BASED ON IN COUNTRY AFTER ACTION REVIEWS

What could improve

1. **Engage communities and local actors** more directly in the planning and feedback process, ensuring their voices and specific needs are accounted for.

2. **Enhance coordination and collaboration** among clusters, between clusters, with authorities, and in intersectoral planning for more cohesive responses.

3. **Improve data management and analysis**: Collecting and utilizing reliable and updated data, prioritizing needs assessments, and improving multisectoral analysis.

4. **Set realistic targets that reflect operational capabilities and the actual situation** on the ground.

5. **Ensure the HPC is principled & minimize the influence of external factors on technical deliberations.** Ensure evidence-based approaches in needs analysis and planning.

6. **Allocate sufficient time for planning** and avoiding rushed timelines, enhancing transparency in methodologies used, particularly re PiN and severity, & utilize feedback from current and past cycles to improve planning and execution.

02 AREAS OF FOCUS 2025

KEY HIGHLIGHTS FOR THE HPC 2025

The format

Based on last year's lessons learned on the HPC Lightening, the **HNRP** becomes the standard.

The opportunity to go digital remains possible and encouraged, and HPC tools and platforms can be tailored to country-specific needs and context.

Two areas of collective and strategic focus

Before needs analysis, establish a clear **scope of analysis**, based on a transparent and comprehensive analysis of shocks & impacts.

For response planning, ensuring a greater focus and consistency on the discussion around **boundary-setting.**

NOTE: These are NOT new concepts!

The process & partnerships

Inclusivity and transparency are in high demand (especially from NGOs), given the consequences of decisions taken during the HPC.

HPC 2024 – LESSONS LEARNED ON LIGHTENING
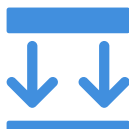## Shorter documents can maintain quality & lighten process
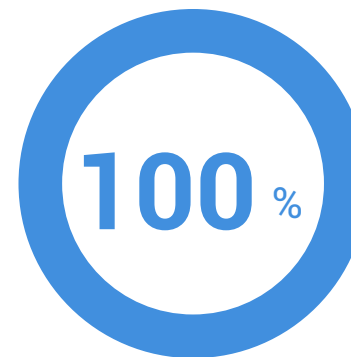
13 **Countries**
Produced HNRPs

44 **Days**
Saved on average for countries producing an HNRP

60% **Shorter**
Documents on average (from 200 to 81)

100 %

HPC 2024 documents

Disaggregated their data by age, gender and disability

HPC 2025
Putting forward collectively agreed concepts and principles

Humanitarian action is a response to emergencies

- **General Assembly resolution 46/182 (1991):** *Humanitarian assistance is of cardinal importance for the* **victims of natural disasters and other emergencies.**

- **First of the principles and good practices of Humanitarian Donorship (2003):** *The objectives of humanitarian action are to save lives, alleviate suffering and maintain human dignity* **during and in the aftermath of man-made crises and natural disasters**, *as well as to prevent and strengthen preparedness for the occurrence of such situations.*

ANNEX

I. GUIDING PRINCIPLES

1. Humanitarian assistance is of cardinal importance for the victims of natural disasters and other emergencies.

2. Humanitarian assistance must be provided in accordance with the principles of humanity, neutrality and impartiality.

3. The sovereignty, territorial integrity and national unity of States must be fully respected in accordance with the Charter of the United Nations. In this context, humanitarian assistance should be provided with the consent of the affected country and in principle on the basis of an appeal by the affected country.

4. Each State has the responsibility first and foremost to take care of the victims of natural disasters and other emergencies occurring on its territory. Hence, the affected State has the primary role in the initiation, organization, coordination, and implementation of humanitarian assistance within its territory.

5. The magnitude and duration of many emergencies may be beyond the response capacity of many affected countries. International cooperation to address emergency situations and to strengthen the response capacity of affected countries is thus of great importance. Such cooperation should be provided in accordance with international law and national laws. Inter-governmental and non-governmental organizations working impartially and with strictly humanitarian motives should continue to make a significant contribution in supplementing national efforts.

6. States whose populations are in need of humanitarian assistance are called upon to facilitate the work of these organizations in implementing humanitarian assistance, in particular the supply of food, medicines, shelter and health care, for which access to victims is essential.

03

STRATEGIC ORIENTATIONS FOR 2025 HPC: Needs Analysis

JIAF 2.0
Key next steps agreed on by the Steering Committee

Strategic issues

Scope of analysis: Adapt the analysis platform to provide more features and flexibility for the analysis of the context, shocks and impacts

Relinking PiN by Severity: Explore what would it take to do it again – following high interest + the utility to support targeting at the planning stage

Implementation

Flagging: Increased support to operation to avoid flagging overload and keep it useful to identify outliners

Outcome indicators: Stronger emphasis on the importance of this step to determine catastrophic situations

Interoperability of sectoral needs analysis improved and consistency across countries strengthened

Process, tools and capacity

Improvement in the transparency of the dataset and the documentation of the analysis and changes.

Increased functionality (e.g. new language) and access to the **Analysis Platform**.

Strengthen country-level training material and the **interagency technical support** to operations through the global experts

HPC 2025
Putting forward collectively agreed concepts and principles

Setting the scope of the needs analysis has been part of IASC-endorsed guidance since 2016. It is consistent with the humanitarian principles.

- **Humanitarian Profile (2016):** *People Affected includes all those whose lives have been impacted as a direct result of the crisis (…)* ***People in Need are a sub-set of the Population Affected.***

- **JIAF 1.0:** *The first three pillars – context, event/shock, and impact – allow response actors to **define the scope of the crisis, i.e., to identify all affected geographic areas** and estimate the total number of people who have been affected by it,*

Total Population
Affected
In need
Targeted
Reached
Covered

TIMELINE
10 years of variations and interpretation for scope & PiN calculation

JIAF 1.0 + COVID-19

The absorption of COVID response plan + the introduction of JIAF led to expansion of HNOs in multiple countries, especially re **socio-economic drivers** & non-shock related vulnerabilities.

Introduction of HNOs

Various aggregation methodologies used for scope setting & PiN estimation

JIAF 2.0 implementation

| 2014 | 2015 | 2016 | 2019 | 2020 | 2021 | 2023 |

Grand Bargain Needs Assessment commitments

REACH launched its first MSNA in response to Grand Bargain Workstream 5

COVID-19 US Supplemental

Injects >US$4.1B into USAID country programmes, incl. HPC countries

'Global Food Crisis' US Supplemental (Ukraine)

Injects >$5B for global food security

2020 HPC

Case study 1 - Afghanistan

9.4 MILLION

PEOPLE IN NEED

+49 %

FROM 2019 TO 2020

HUMANITARIAN
NEEDS OVERVIEW
AFGHANISTAN

HUMANITARIAN
PROGRAMME CYCLE
2020
ISSUED DECEMBER 2019

Explanation for PiN increase

- In 2019, the HCT decided to **revise the definition of humanitarian action** in the country. '*The revised definition maintains the HCT's prioritisation of emergency needs but also **extends the scope of analysis to include vulnerable people with ongoing need for support, as well as people who require resilience and recovery assistance** to prevent them slipping into worse humanitarian need*.'

- In the absence of nation-wide assessment, clusters used the number of people in IPC 3 and 4 as a proxy population baseline for analysis by clusters.

2021 HPC
Case study 2 - Sudan

13.4 MILLION
PEOPLE IN NEED

+44 %
FROM 2020 TO 2021

HUMANITARIAN
NEEDS OVERVIEW
SUDAN

HUMANITARIAN
PROGRAMME CYCLE
2021
ISSUED DECEMBER 2020

Explanation for PiN increase

- The HNO outlines that the massive increase of PiN (+4million people) is **not related to the intensification of the crisis** – at a time of relative progress in the political transition in Sudan and the peace process.

- Contextually, the situation is driven by '*an **economic crisis**, exacerbated by COVID-19 containment measures, protracted internal displacement that is yet to find durable solutions*'

- In terms of methodology, for the first time in Sudan, a nationwide MSNA was conducted, the scope enlarged to the whole country + vulnerability based as opposed to a mix of shock and status in previous years.

NEEDS ANALYSIS
Setting the scope: defining the crisis & people affected

1. Setting the **scope of needs analysis** is an opportunity to analyze shocks/impacts and define 'what the crisis is' that you are responding to & who is affected by it.

2. **Key focus for HPC 2025** is promoting consistency:

   A. Analyze shocks & impacts in the country, incl.
      - *Nature and intensity*
      - *Geographic area affected*
      - *(if relevant) specific population groups affected*
      - *Overlap of different shocks & interaction of shocks over time. NOTE: especially important in protracted crises.*

   B. Identify 'crisis-affected people'.

   C. Request HCT agreement on proposed scope of analysis based on people affected by the crisis.

Total Population
Affected
In need
Targeted
Reached
Covered

04
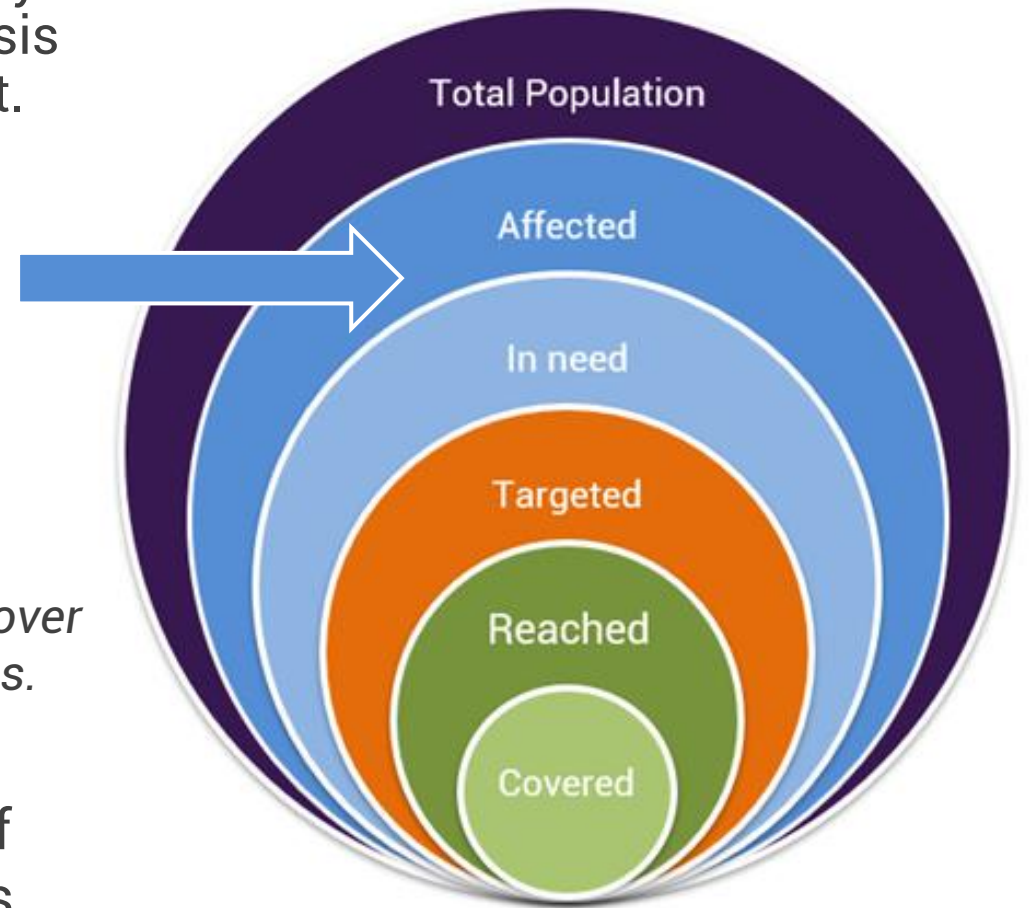
STRATEGIC ORIENTATIONS FOR 2025 HPC: Response Planning

HPC 2025
Putting forward collectively agreed concepts and principles

Setting the boundaries and priorities for collective humanitarian action has always been part of IASC guidance…

- **IASC HPC Reference Module (2015):** *As it is impossible to do everything that needs to be done, response planning requires prioritization of possible actions*. Much of the "strategy" lies in making the tough decisions about what is critical to do and how to do it…. develop a top-line country strategy which outlines the boundaries, sets priorities within those boundaries and assumptions.

JULY 2015

IASC REFERENCE MODULE FOR THE IMPLEMENTATION OF
THE HUMANITARIAN PROGRAMME CYCLE

VERSION 2.0

IASC
Inter-Agency Standing Committee

RESPONSE PLANNING
Reflections on 2024 HPC Boundary-Setting

Reclarify the boundary-setting concept and promote consistency for 2025:

- **Undertake a "reality check" on humanitarians' capacity to deliver** in the country, looking at capacity of partners and past delivery.

- **Define "who and where" the response should focus on**, based primarily on the severity of needs.

- **Define "what" humanitarians will deliver** under the appeal, based on people's own priorities and complementarity with other planning frameworks and funding/financing channels.
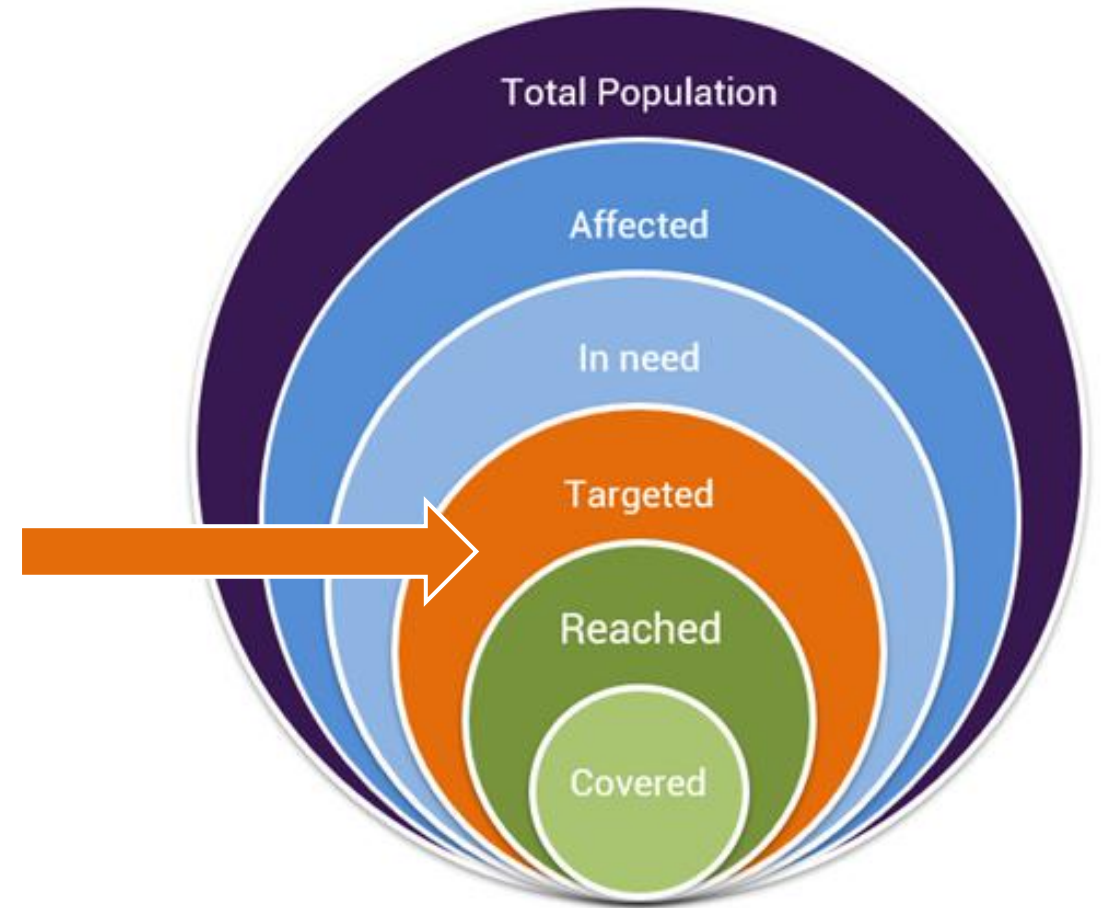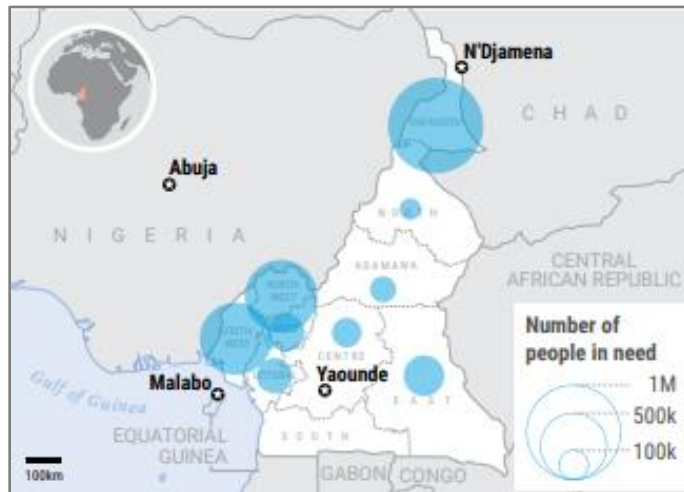
CASE STUDY - CAMEROON
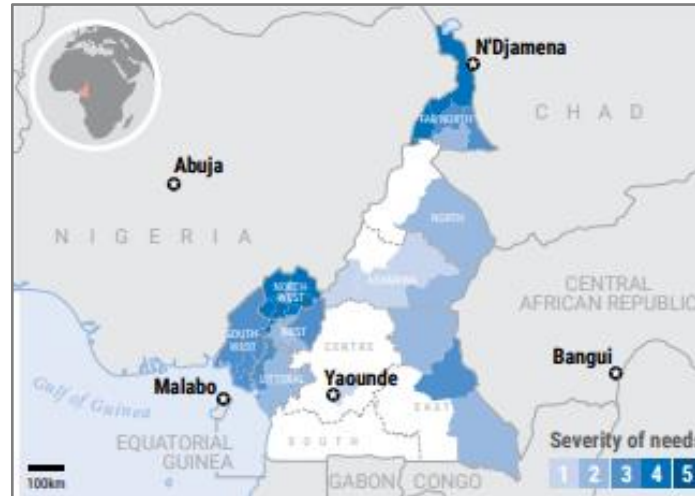## An example of scope setting and boundary setting

People in Need (PiN)
3.4 M

Severity of needs

People Targeted
2.8 M

- A clear scope of analysis is set based on the geographic areas impacted by the **three-crises** Cameroon: Lake Chad basin conflict, NWSW socio-political crisis & influx of CAR refugees in the eastern regions.
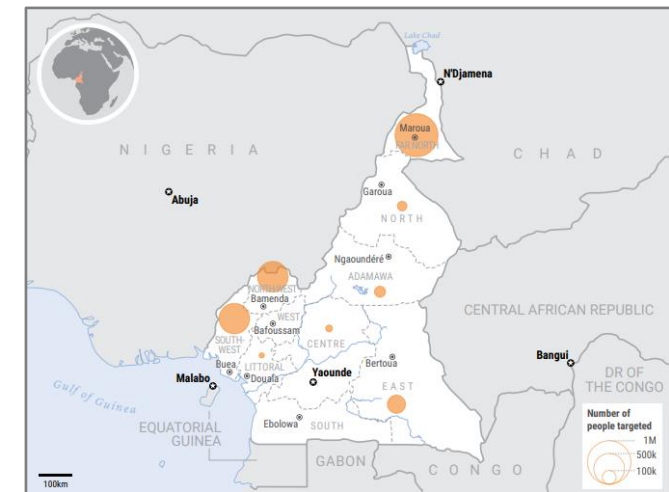
- An intersectoral analysis of severity identified **the areas where communities are most affected** by the crisis, in the North-West and the Far-North regions.

- **Targeting the most severe needs in the epicenters** of the crisis.

- In 2024, people targeted were affected by crisis in the Far North, the North and the South-West, and the most vulnerable refugees and their host communities.

RESPONSE PLANNING
Stepping-up our collective engagement with development actors

- **Being clear in HNRPs** on:
  - The consequences of boundary-setting;
  - What communities have requested and what humanitarians can/cannot do.

- **Identifying opportunities to maximize complementarity between HNRPs and UNSDCFs** *(NOTE: the absence of a framework that reflects NGOs' development activities means this is incomplete).*

- **Influencing IFI/MDB actions to invest in the places, sectors and people who need it the most** particularly re: delivery of "essential services" and social protection in estranged settings.

- **Advocating with donors** re: consequences of development suspensions/bans.
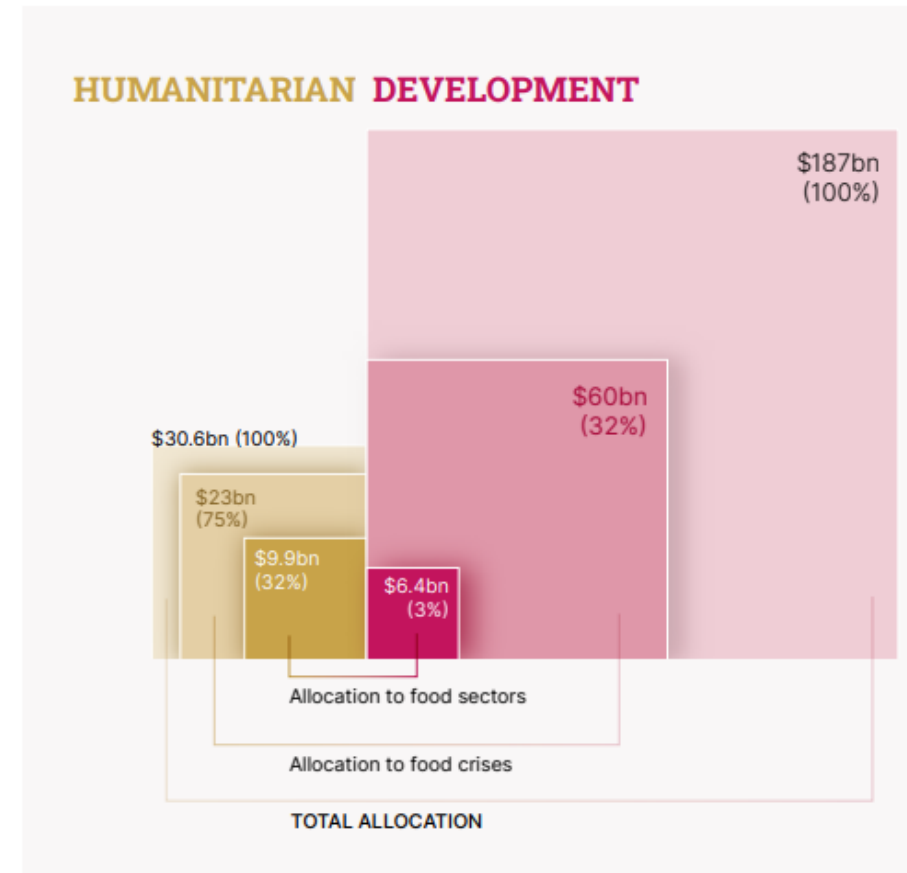
Global Network Against Food Crises "2023 Financing Flows and Food Crises Report"

DETERMINING 'THE ASK' ($)
Ensuring an evidence-based ask & avoiding 'capping'

- **Determine the costing methodology (activity-based, project-based, or a hybrid)** at the very beginning of the cycle.

- **Use your 'reality check' (at the boundary-setting phase) to begin discussions around a realistic & credible ask** early on i.e. don't leave discussions on the $ ask to the last minute when cluster envelopes are proposed.

- **Strive for processes that involve data, dialogue & engagement,** rather than blanket decisions e.g. use cluster defence processes to interrogate $ asks against agreed targets & realistic response capacity, rather than asking clusters to cut by % ('capping').

People Reached % vs Funding Received %
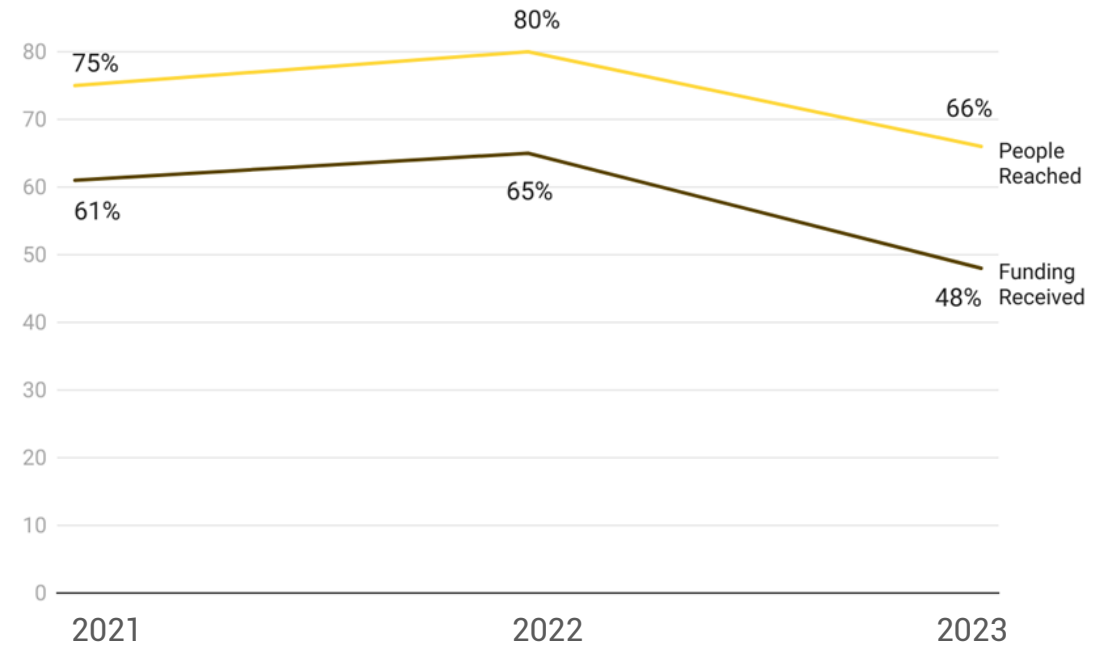
05

INCLUSIVITY, TRANSPARENCY AND PARTNERSHIP

INCLUSIVITY & QUALITY OF THE HPC
Moving toward a people-centered HPC

Data disaggregation

All 2024 HPC documents include data disaggregation by **sex, age, and disability**

Community engagement & participation

**All countries** emphasize the **importance of community engagement**.

The level of detail varies, with some documents providing specific examples. Some docs include a dedicated section for feedback.

APERÇU DES BESOINS HUMANITAIRES
République centrafricaine

CYCLE DE PROGRAMME HUMANITAIRE
PUBLIÉ EN JANVIER 2024

HUMANITARIAN NEEDS OVERVIEW
YEMEN

HUMANITARIAN PROGRAMME CYCLE
2024
ISSUED JANUARY 2024

DONOR SUPPORT TO THE 2025 HPC IS CRITICAL
Ways donors can engage

- **At the country and HQ level, constructively engage in the HPC, by promoting robust discussions on the strategic elements,** including:
  - scope-setting for analysis & calculation of PiN
  - boundary-setting for response & calculation of target
  - calculation of $ requirements

- **Flip the discussion - incentivize change and robust discussions instead of competition and pressure to keep planning figures up.**

- **Leverage your influence at the global level to support the enhancement of the HPC by:**
  - Promoting a holistic approach to accountability, inclusivity, and quality, including championing a comprehensive framework that addresses all aspects of humanitarian response, rather than focusing on isolated thematic issues.
  - Advocating for improved response monitoring, financial tracking and cost efficiency.

- **Fund the evidence based and prioritized appeals humanitarian** are putting forward and help advocate for development action to scale-up and adapt in crisis contexts and for marginalized communities.
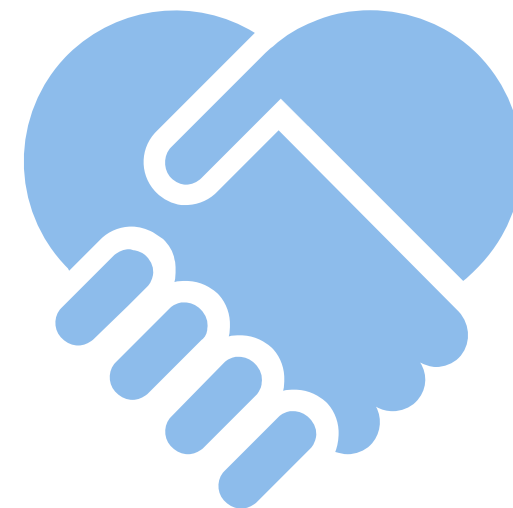
ONGOING AREAS OF WORK
Other priorities

People-centered HPC

Ensuring communities' diverse needs, priorities and aspirations are at the core of humanitarian planning (ongoing for HPC 2024/2025)

Monitoring

Placing greater emphasis on people reached & covered; linking operational monitoring (3/4/5W) with strategic monitoring (HRP) (ongoing for HPC 2024/2025).

Risk-informed planning

Building a more flexible and adaptive plan and allowing for a more timely and efficient response to identified risks (expanding on work done in HPC 2024).

Costing

Building a more predictable and transparent methodology to estimate the response costs (for HPC 2026).