03
Humanitarian Response Plan
Guidance

—

Humanitarian Programme Cycle 2022
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Humanitarian
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Introduction

This document provides an overview of what information to present and how to do so in the development of the Humanitarian Response Plan. It should be read alongside the HNO Guidance and Template and the HPC Step-by-Step Guide. The HPC Step-by-Step Guide reasserts the sequences of the needs analysis and planning, with needs analysis directly informing the decision-making with regards to response, whether for the preparation of new plans or adjustments to existing ones. Throughout the assessment, analysis, planning and monitoring phases, it empasizes global commitments made to provide principled humanitarian action that shows respect for human rights, gender equality, inclusivity, and supports sustainable development.

Complementary guidance:

- Response Analysis and Prioritization Guidance
- Analyzing risks and determining the most likely evolution of the humanitarian situation
- HPC Guidance on Acountability to Affected People
- Guidance on Strengthening Disability Inclusion in the HPC
- Gender Handbook for Humanitarian Action
- JIAF guidance

While the proposed template does not impose a strict structure or length, the sequence has a logic in it and all parts and sections are important.

All charts, figures and graphics presented in the template are for **example purposes only.**

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Response Plan Overview

HRP **Template**
     Pages 06-14

Response Plan Overview

This summary should be drafted on the basis of Part 1 of the HRP and at the very end of the drafting process.

This part provides a summary of the following:

- Response plan (or adjustments) and strategic objectives, based on the humanitarian conditions and underlying factors identified in the HNO and subsequent response analysis determining the scope of response: which response, covering what needs, for what type and number of population groups, and where.

- Rationale for selected strategic objectives based on Part 1 of the HRP, including linkages with HCT protection strategies, and with development responses such as national plans and the United Nations Sustainable Development Cooperation Framework (UNSCDF) as well as with collective outcomes that may be formulated as part of visuals and infographics of people in need (PiN), people targeted, funding requirements, and number of humanitarian partners participating in the HRP.

Crisis Context and Impact

Extract from the summary of the HNO (or from a monitoring update) a succinct description of the crisis, including main drivers, evolution, affected populations and geographical areas, vulnerabilities, gender inequalities, barriers to access, root causes, underlying risks, including protection risks, and vulnerabilities requiring development interventions to reduce humanitarian need.

Response by Strategic Objective

- Reproduce the 3-5 strategic objectives formulated using the SMART approach based on the HNO, scoping and response analysis discussions.

- Summarize the rationale for any difference between the HNO PiN and number of people targeted in the HRP.

- Articulate the coordinated response approach for each strategic objective (or for various priorities if the same approach applies to more than one), based on response analysis and specific objective discussions.

Based on the above considerations present a crisp summary of the coordinated response approaches.

Planned Response (Visual)

- Visualize/overlay PiN map with intended inter-sector response targets at the same administrative level to allow for comparison.

- Names of neighboring countries should be referenced in the map.

HRP Key Figures

- Compile and present PiN and people targeted figures by population groups and according to specific vulnerabilities identified in the HNO (IDPs, residents, refugees, persons with disabilities, children under five years old, etc.) in appropriate visuals.

- Disaggregate PiN and people targeted figures by sex, age and disability and other vulnerability characteristics, as appropriate.

- Collate and provide a breakdown of funding requirements by sector/Area of Responsibility (AoR).

Historic Trends

- Summarise trends of PiN, people targeted, people reached, funding requirements vs funding received over the last five to ten years (or for the years data is available).

- If possible, show funding trends disaggregated by sector.

Part 1
Strategic Response Priorities

HRP   **Template**
            Pages 15-36

Part 1 describes the HRP scope based on the PiN identified in the HNO. It indicates the strategic priorities to address these needs. Based on a review of the various population and sub-population groups and geographic locations and the analysis in the HNO of the severity, magnitude, underlying causes, trends and projections of humanitarian needs, and people's own priorities, it describes the specific objectives that will enable it to meet the strategic objectives.

The overview section should provide a summary of response priorities including selected strategic objectives while detailed analysis and planning information should be presented as part of the sub-sections, namely 1.1 and 1.2.

Please see the Step by Step Guide for a sequence of planning steps and the Response Analysis and Prioritization Guide for guidance on linking needs analysis to response analysis, prioritization, formulation of strategic and specific objectives and estimation of number of people targeted.

1.1
Humanitarian Conditions and Underlying Factors Targeted for Response

- Determine the scope of the HRP by reviewing the findings of the HNO or monitoring update. The scope of the HRP provides the main focus of the strategic objectives based on the humanitarian needs, population groups and sub-groups, and geographic locations identified in the HNO.

- Justify the strategic priorities of the HRP based on the severity, magnitude, underlying causes, barriers to access, trends and projections as identified in the HNO. This should also include considerations of people's priority needs identified in the HNO, and information from feedback mechanisms on the quality and type of the past response.

- Determine which are the most critical protection risks that create or aggravate living standards, coping mechanisms and physical and mental wellbeing.

- **Severity:** Which needs are more severe and, if not addressed urgently, jeopardize people's health and lives or their short-term capacities to survive (e.g. window of opportunity to protect or restore minimum self-sustenance capacity).

- **Location** of the people according to the type and severity of identified humanitarian needs.

- **Magnitude:** How many people are identified for the various types of needs.

- **Nature of the humanitarian needs (humanitarian conditions and related humanitarian consequences):** Based on the physical and well-being consequences, living standards consequences and coping mechanisms contributing to the various humanitarian conditions, examine which needs are related to people's survival, safety, dignity and sustenance capacities in the short- and medium-term, and which needs are related to people's ability to strengthen their livelihoods in order to better withstand stresses and shocks and build their resilience.

- **Underlying causes** indicate immediate, underlying and root causes of the various humanitarian needs, including vulnerabilities and capacities of affected people, communities and institutions (based on the HNO analysis). Causes that are not directly related to the crisis may indicate that the problems are structural and require long-term development responses.

- **Trends and projections** inform expected evolution of humanitarian needs including those needs that may now appear to be less severe but could deteriorate during the timeframe of the response. For further guidance please refer to the Checklist 2.0: Scaling Up Disaster Risk Reduction in Humanitarian Action.

- **People's own prioritization of needs** reflect affected populations' priority needs and should inform planning interventions (relevance).

Note: The effects of COVID-19 should be considered as part of the overall needs in the HNO and during response analysis like any other shocks or stresses affecting populations and geographic locations.

Based on these considerations:

- Present response scope including population groups and sub-groups and locations targeted for response.

- Summarize or visualize complementarity with Red Cross/ Red Crescent plans, development assistance frameworks, and government plans, highlighting the linkages across humanitarian-development-peace collaboration.

- Highlight the rationale for targeted sub-groups based on the HNO. Specify in each case the dimensions of age and sex (women, men, girls, and boys), disability and other diversity and vulnerability characteristics according to the context, or 'reaching the furthest left behind'.

Characterize targeted humanitarian conditions, based on the combination of living standards, well-being and coping mechanisms consequences, and causal factors, as well as severity. Use the following outputs from HNO:

- Description of population groups/sub-groups concerned;

- Locations;

- Nature and severity of humanitarian conditions, based on combination of humanitarian consequences faced by these population groups;

- Causes and underlying factors of needs, including overarching protection risks.

Visuals

Extrapolate from the HNO: Table and short narrative, including PiN, Trend, Age, Sex, Disability, and other vulnerability characteristics, as appropriate to the context, and underlying factors, including overarching protection risks.

1.2

Strategic Objectives, Specific Objectives, and Response Approach

- Based on the HNO analysis and the HRP scoping, formulate 3-4 strategic objectives addressing the humanitarian conditions and underlying factors

including overarching protection risks. There should be a direct correspondence between the humanitarian conditions including most important needs and the strategic objectives that formulate "solutions" to address these conditions and achieve the desired humanitarian outcomes. Strategic objectives are formulated using an iterative approach, with the HRP scope providing the initial focus and response analysis informing the articulation of the response.

- Quantify the number of people targeted for each strategic objective as outlined in the Response Analysis and Prioritization Guide. Ensure to utilize sex and age disaggregated indicators when feasible.

- Explain adjustments compared to previous or ongoing strategic objectives' responses.

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

  - Who (specifically) and how many are targeted within the population groups and sub-groups;

  - Where (specifically) they are located or which geographic areas are targeted;

  - What the response intends to achieve to improve the humanitarian outcomes (depending on which factor(s) causing the problem are addressed);

  - The timeframe to obtain the intended improvement. Add 'If multi-year plan' to column heading if necessary.

- Where the HRP has a strategic objective related directly to resilience, see UN Common Guidance on Helping Build Resilient Societies. Where 'collective outcomes' have been agreed upon, see IASC Light Guidance on Collective Outcomes to ensure reference is made in the HRP to these outcomes and other relevant plans in the country, with an explanation of how the HRP strategic objectives contribute to these outcomes.

- Develop 2-3 specific objectives per strategic objective that will enable the humanitarian community to achieve the strategic objective. Similar to strategic objectives, specific objectives are developed iteratively with the initial strategic objectives providing a starting point and response analysis informing the type and articulation of interventions.

- Determine the coordinated response approach required to deliver results against each specific objective by conducting a structured response analysis process considering appropriateness, relevance and feasibility of planned interventions and response modalities. Factors directly causing or aggravating humanitarian conditions and needs should inform discussions on which response activities should be initiated or scaled-up immediately, or adequately resourced at a determined stage later during the implementation period.

- Specific objectives should detail the intermediate results (how many, what and by when) necessary to achieve the overall strategic objectives. Most of them should be inter or multi-sectoral level, but some can also be sectoral.

- Based on response analysis and specific objective discussions, identify the required inter and multi-sectoral and sectoral response approaches to deliver the intended results. This includes integration, layering and combining responses within and across specific objectives.

- Determine the strategic sequencing of interventions including time-critical responses based on needs and response analysis.

- Identify how some response objectives and activities relate to existing development plans, such as UNSDCF, national plans, bilateral donor and financial institution plans, etc. In particular, see if these response priorities and activities can be planned and implemented with, or by development actors over a longer timeframe. In countries that defined collective outcomes jointly with development actors, set out how the HRP contributes to the achievement of the collective outcomes.

- If collective outcomes have been formulated, explain possible linkages with collective outcomes as part of the humanitarian-development, and, where appropriate, peace nexus by responding to the following questions: (1) Are any of the strategic objectives contributing to longer-term outcomes as agreed with development and peace actors? (2) Are there responses that were identified as falling under the remit of development or peace actors which need to be ensured by these actors in order for the shared objective / collective outcome to be achieved?

- Refer to the IASC Guidelines on Inclusion of Persons with Disabilities in Humanitarian Action

and the Guidance on strengthening disability inclusion in Humanitarian Response Plans for direction on how to effectively respond to the needs of persons with disabilities who are most at risk of being left behind in humanitarian settings.

- Explain how protection risks are addressed in the strategic and/or specific objectives and throughout the HRP. Consider how the response can meet expectations on the centrality of protection as set out in the IASC Policy on Protection in Humanitarian Action, the IASC Principals Statement on the Centrality of Protection, and the UN Secretary-General's Call to Action for Human Rights.

- Use the four pillars of protection mainstreaming (1. prioritize safety and dignity and avoid causing harm, 2. meaningful access, 3. accountability, and 4. participation and empowerment) to inform analysis of protection concerns and response planning. Explain how protection will be mainstreamed in project/activity development in order to enhance quality programming and compliance with the "do no harm" principle. Refer to the IASC Protection Policy and the Global Protection Cluster Brief on Protection Mainstreaming.

- Ensure that the strategic and specific objectives are aligned with the HCT protection strategy. See the IASC Protection Policy and GPC Provisional Guidance Note on HCT Protection Strategies.

- See also additional guidance on protection and COVID-19.

Based on the above considerations:

- Present each strategic objective including associated targets and rationale and disaggregate targets by population group, sub-group, location, sex, age and disability and other diversity characteristics.

- Explain how the strategic objectives are built around a people-centered and inclusive approach and contribute to enhance protection outcomes for affected people.

- Present each specific objective including associated and disaggregated targets by population group, sub-group, location, sex, age, and disability and other diversity characteristics.

- Describe the coordinated response approach per specific objective including how inter and

multi-sectoral as well as sectoral approaches and response modalities will be used.

- Clearly explain which interventions will be integrated, sequenced or layered. Provide additional details under 5.1, such as for example on the rationale for integrating, sequencing or layering certain interventions, and what type of interventions and sectors are concerned.

- Highlight time-critical interventions which should be implemented first.

- Estimate people targeted numbers for strategic and specific objectives based on complementary guidance on estimating target figures.

- Summarize the links between the HRP and UNSDCF to explain the complementarity and sequencing of humanitarian and development activities, and the compatibility of results frameworks.

- Articulate ongoing or planned advocacy for complementary coverage of such populations and needs by other actors such as development and government actors and explain what frameworks or linkages between frameworks, such as collective outcomes, have been put in place in country to ensure that the same populations' needs, as well as underlying risks and vulnerabilities, are addressed as per the recent IASC light guidance on collective outcomes.

- Document detailed response analysis and decision-making flow in HRP annex 5.1.

Visuals
- Strategic objectives, referencing people targeted and disaggregation by age, sex and disability, plus subheadings for rationale and intended outcome;

- Specific objective and coordinated response approach, groups targeted, number and timeframe.

1.3
Costing Methodology

This section should provide a comprehensive overview on costing methodology used by the response as well as cost drivers.

- Explain what costing methodology was used to cost the response.

- Summarize the reasoning and metrics behind cost estimations, whether based on activities, projects, or both, to explain increases or decreases from one planning cycle to the next. This should include features of the operating environment, targeted populations, response modalities, logistics, etc.

- As feasible, estimate the costs of sector/cluster/stakeholder contributions to each specific objective, to quantify expected costs by strategic objective.

- Where feasible and appropriate, consider cost efficiency measures (e.g. cost of cash transfers) and compare it across modalities.

- Further information and guidance on costing is available here.

- For unit-based costing in particular, at a minimum the following should be documented:
  - Estimates of the unit cost of serving individuals by sector, broken down by the specific activities that may be provided;
  - Unit costs should include weighting for different contexts to estimate the effect of contextual factors, contingencies and risks. For instance, a cost per person for WASH services would be broken down into separate estimates of the cost per person for clean water delivery, latrine provision, and hygiene promotion.

- A clear framework for combining figures from needs assessments and targeting criteria with projected unit costs to come up with a total budget envelope by sector.

- Guidance on how to adjust unit cost estimates based on anticipated risks in that response (e.g. security concerns, political risk, exchange rate risk).

- Explain/list criteria used for project vetting and/or activity inclusion/exclusion. See project selection criteria that may be adjusted to activity selection.

1.4
Planning Assumptions, Operational Capacity and Access

- Analyse operational considerations that can affect the delivery of the response, particularly access issues and the operational response capacity as they affect collective response. Access impediments include bureaucratic restrictions on humanitarian personnel and supplies, denial of the

existence of humanitarian needs, impediments related to seasonal factors, climate, terrain or lack of infrastructure, aid diversion and interference in the delivery of humanitarian activities, military operations, as well as attacks on humanitarian goods, facilities and personnel.

- Provide a shared analysis of humanitarian access constraints and how it might affect the implementation of planned activities. Include ways to communicate with communities and participation on constraints and capacities.

- Consider the availability and capacities of local implementing partners and of government (national and sub-national levels) and how they will contribute to or complement the planned response, as well as the availability and capacity of development actors to address underlying risks and vulnerabilities.

- Reflect on capacity of non-traditional actors, such as the private sector and whether they could contribute to the planned response.

- Determine planning assumptions and mitigation measures to identified operational capacity and humanitarian access issues.

Based on the above considerations, present the following:

- As much as possible, provide a breakdown of the number of organizations participating in the HRP.

- Provide a breakdown of international responders (e.g. UN, INGOs, International Red Cross/Red Crescent Movement, IFIs, etc.).

- Summarize planning assumptions for the response (where relevant, note how humanitarian access, humanitarian need and other considerations have informed planning assumptions and strategic considerations).

- Indicate mitigation plans to address the identified operational and access issues.

- Summarize the primary changes likely to have increased or decreased the humanitarian challenges compared to the previous planning season.

- Recap primary achievements and lessons learned from the previous response, and how these influence the planned response.

Visuals

Map plus tables: partners by sector, partners by type, response reach under previous HRP.

1.5
Protection from Sexual Exploitation and Abuse & Accountability to Affected Populations (AAP)

1.5.1
Protection from Sexual Exploitation and Abuse (PSEA)

This section describes the HCT collective mechanism and approach to Protection from Sexual Exploitation and Abuse (PSEA) by humanitarian workers, including a common code of conduct that contains the Six Core Principles relating to SEA.

- Examine how the response operation can meet expectations of the SG Bulletin, and IASC Protection from Sexual Exploitation and Abuse (PSEA) Strategy, including a common code of conduct in place, harmonized PSEA awareness campaigns on the conduct expected of humanitarian workers and people's rights to free assistance, establishment of an inter-agency community-based complaints mechanism, and ensuring victim assistance referral pathways are in place.

- Please see additional guidance on PSEA in the HRP and PSEA in COVID contexts.

Based on the above, present the following:

- Express plans to meet expectations of the SG Bulletin and IASC Protection from Sexual Exploitation and Abuse (PSEA) Strategy, including HCT policies and mechanisms already in place.

- Demonstrate that the HCT has integrated PSEA in country coordination mechanisms and has a dedicated PSEA network in place.

- Describe the country PSEA coordination mechanisms, its membership, and how it works with AAP, GBV and protection groups.

- Make reference to the country-level framework or action plan to PSEA. The template and instructions can be found here.

- Provide an example of how PSEA is harmonized across HPC partners.

1.5.2
Accountability to Affected Populations (AAP)

This section describes the HCT Collective Accountability to Affected Populations (AAP) Framework, which is defined as a response-wide system to support listening to, and acting upon the voices of people throughout the Humanitarian Program Cycle (HPC):

- Determine how affected people, including those with different sex, age, disability and other diversity characteristics were consulted during the planning process, and how continued engagement with them will be coordinated, and continue throughout implementation, monitoring and evaluation based on their specific needs to ensure full acceptability and accessibility to the AAP mechanism.

- Consider how community information sharing and their complaints and feedback, including from the most vulnerable, will be coordinated and used for potential course corrections in the response (include reference to an inter-agency referral system for handling sensitive complaints, including on SEA if existent).

Based on the above considerations, present the following:

- Summarize information on how affected populations were consulted as part of the planning process and how engagement with affected populations will continue/evolve during the implementation, monitoring and evaluation of the response.

- Present how various vulnerability characteristics such as sex, age, and disability were considered for response.

- Articulate how community feedback mechanisms have been used to inform the response as well as future adjustments that could be made through the course of the timeframe of the response.

- Refer to any HCT policies and plans on AAP as appropriate.

- Please see additional guidance on AAP in the HPC and AAP in COVID contexts.

Visuals

Present key information in infographics on community perceptions including:

- Satisfaction levels

- Community engagement channels

- Community/HH priority needs as expressed by populations

1.6
Consolidated Overview on the Use of Multi-purpose Cash (optional)

This section describes the use of multi-purpose cash (MPC). Information on cash and voucher assistance should be integrated as indicated elsewhere throughout the document.

- Consider appropriateness, feasibility and relevance of multi-purpose cash as a response option as part of the overall response analysis detailed in annex 5.1 (see additional guidance on appropriateness and feasibility here) and highlight in particular preferences of affected populations where relevant. If MPC is deemed not appropriate or feasible, provide a brief explanation in annex 5.1. If MPC is feasible it should be reflected within this section in line with the guidance provided below.

- Determine how the use of multi-purpose cash will be coordinated and will contribute to inter- and multi-sectoral and sectoral response approaches and modalities.

- Consider how planned MPC and social protection assistance complements each other.

Based on above considerations as part of the response analysis document:

- Reflect considerations on appropriateness, relevance feasibility during the implementation timeframe of the HRP;

- How the use of multi-purpose cash is coordinated and might interface with other sectorally or multi-sectorally coordinated modalities;

- If applicable, add a section that presents the use of multi-purpose cash approaches across all strategic objectives;

- Applicable standards and calculations (including calculation of Minimum Expenditure Basket);

- Consolidated financial requirements disaggregated by Multi-purpose cash portion (i.e. X % of total requirements is MPC) and targeting strategy/population;

- Indicate key partners involved in coordinated use of multi-purpose cash.

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Part 2
Response Monitoring

| HRP | **Template**
Pages 37-40 |

2.1
Monitoring Approach

This part presents a coordinated approach to response monitoring and identifies which data, indicators and other information must be monitored in order to assess progress against strategic objectives, their respective specific objectives, and results in terms of improvement of humanitarian consequences:

- Determine the requirements of a monitoring framework based on consultations between the Inter-Cluster Coordination Group and Information Management Working Group.

- Develop a monitoring framework, with indicators and targets attached at different levels, i.e. strategic objectives, specific objectives, cluster objectives, cluster activities.

- Identify outcome level and SMART (specific, measurable, attainable, relevant and time-bound) indicators in order to assess progress and achievement of results against the specific objectives associated with each strategic objective, and desired changes in the humanitarian conditions.

- Use the Indicator Registry to harmonize the definition and construction of the indicators.

- If the objectives, indicators and targets have already been entered in the Response Planning Module, you may extract them in an excel file, and prepare the monitoring framework from there.

- Compile for each indicator the following parameters: indicator label, baseline, need, target, data source, data collection method, data collection frequency, data collection responsible, data validation responsible, data storage.

- Disaggregate indicators against relevant dimensions such as sex, age, disability and other vulnerability characteristics, as appropriate. Refer to practical information on development of disability inclusive monitoring frameworks and gender sensitive monitoring.

- Seek agreement on roles and responsibilities to report at different levels.

- Refer to Humanitarian Programme Cycle (HPC) Monitoring for guidance and templates on the monitoring framework and the monitoring plan.

Based on the above considerations, present the following:

- Explain the monitoring framework, provided in annex 5.4, with indicators and targets attached at different levels, i.e. strategic objectives, specific objectives, cluster objectives, cluster activities.

- Explain how monitoring responsibilities are shared between actors and clusters.

- Linking to chapter 1.5, highlight perception related indicators on how affected populations feel the response is progressing, meeting their priorities, and community engagement modalities.

- Explain how the measured progress and achievements will be used and communicated to decision makers (partners, donors, government) and feedback provided to people of concern, media and the general public. This may be a combination of the following:

  - Real-time data available online in Humanitarian InSight

  - Summarized data presented graphically in a dashboard

  - Detailed data and analysis presented in a progress report

  - Achievements and analysis in a year end report

- Present a timeline detailing the schedule of monitoring products planned for release.

2.2
Strategic and Specific Objectives: Indicators and Targets

Part 2.2 visualizes a part of the monitoring framework, covering the strategic objectives and specific objectives. The complete monitoring framework is to be presented under 5.4. in the annex.

Based on the above considerations:

- Present in section 2.2 the strategic objectives, specific objectives, with only indicators, baseline, need and target.

- Provide in annex 5.4 the complete monitoring framework, with all parameters to the extent possible by the time of writing.

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Part 3
Sectoral Objectives and Response

HRP	**Template**
	Pages 41-52

Part 3 gives complementary information on sectoral responses, indicating how these contribute to the collective response to achieve the strategic and underpinning specific objectives as well as the role played by each sector.

3.1
Cluster/Sector Chapters

Note: *clusters and sectors are used interchangeably.*

- Based on findings of sectoral and inter-sectoral needs analysis, develop and present sectoral objectives that are linked, as appropriate, to relevant specific objectives associated with strategic objectives and consistent with the targeted population groups/sub-groups, geographic locations, cross-cutting issues and themes (such as sex, disability and their impacts on sector services and context) and intended achievement of humanitarian outcomes.

- Clarify if the sector/cluster response will be integrated, layered or sequenced within a multi-sectoral response.

- Present key information such as PiN, people targeted, financial requirements, target vs PiN map as infographics.

- If the cluster also consists of Protection Areas of Responsibilities (AoR) or subclusters, subclusters, specify what they are and their specific contribution and outputs. When relevant, they should also be presented with the same outline as cluster response plans.

- Indicate the number of targeted people, and targeted sub-groups, where relevant, with attention to age, sex and disability at a minimum.

- Explain which response modalities (CVA, in-kind or services) will be used to deliver the planned programmes and why they were selected.

- Response modalities are informed by the agreed upon strategic objectives and coordinated response approach (Part II). They should consider context, vulnerabilities and affected population preference. Each sector should systematically consider the possibility of using service delivery, in-kind, cash and voucher in a complementary way for both multisector or sector specific programming.

- Refer to key evidence collected and used to inform the determination of the feasibility of different response options.

- State the percentage of the response delivered by the respective modalities.

- Explain concrete people-centered approaches that are aligned to the overarching HCT Collective AAP Framework (the response-wide system to support listening to, and acting upon the voices of people, throughout the HPC).

- Where collective outcomes have been agreed, please indicate how the cluster/sectoral response will contribute to any of the outcomes.

- For projectized appeals, summarize vetting criteria used for projects included in the plan. See vetting criteria examples here.

3.2

Protection (sample chapter)

Expand analysis to each Area of Responsibility that is active in the country. Add standard breakdowns for each of the AORs in next pages (minimum half a page per AoR).

Instructions for Response Planning Module specific to Protection sector and AoRs:

For each HRP, one field cluster/coordination entity to be defined in RPM called "Protection". All activities or indicators will be defined within one framework under that coordination entity.

This single field cluster will be associated in RPM with multiple 'global sectors', as relevant for the HRP, with the labels listed below. These sectors/sub-sectors are used for reporting purposes only, not for coordination.

- Protection
- Child Protection
- Gender-Based Violence
- Mine Action
- Housing, Land, Property

Instructions for Project Module specific to Protection sector and AoRs (applicable only to project based plans):

In the Project Module, project owners should submit their projects to a single field cluster. The financial requirements for each project will be divided in percentages adding up to 100% across the sectors/sub-sectors mentioned above. For subsequent reporting, projects can be filtered or grouped by 'field cluster' which will show all projects together, or by 'global sector' which will show each separately.

Visuals

Protection sub-headers:

- Objectives
- Monitoring

AoRs:

- Child Protection
- Mine Action
- Gender-Based Violence
- Housing, Land, Property

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Part 4
Refugee Response Plan

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Present sectoral objectives that are linked, as appropriate, to relevant specific objectives associated with strategic objectives and consistent with the targeted population groups/sub-groups, geographic locations, and intended achievement of humanitarian outcomes.

- For countries that have developed a Country RRP or that are covered under a Regional RRP, ensure alignment of this chapter with these Plans (strategy and objectives, people targeted and requirements).

- Present key information such as people targeted and financial requirements with attention to age, sex and disability disaggregated data where possible. Explain which response modalities will be used to deliver the planned programmes. Response modalities are informed by the agreed upon strategic objectives and coordinated response approach (Part II). They should consider context, vulnerabilities and affected population preference, each sector should systematically consider the possibility of using service delivery, in-kind, cash and voucher in a complementary way for both multi-sector and sector specific programming.

- Refer to key evidence collected and used to inform the determination of the feasibility of different response options. State the percentage of the response delivered by the respective modalities.

- Explain concrete people-centered approaches that are aligned to the overarching HCT Collective AAP Framework (the response-wide system to support listening to, and acting upon the voices of people, throughout the HPC).

- Estimate the cost of the response.

- If applicable, the unit-based costing of the refugee response within an HRP will be developed separately by UNHCR and refugee response partners.

- Where feasible and appropriate, consider cost efficiency measures (e.g. cost of cash transfers) and compare it across modalities. Cost effectiveness should be included, if possible, at monitoring level.

- Present method used to estimate sector/cluster costs in a transparent, and understandable way (e.g. using activity-based or project-based costing). Provide a short description of the predominant cost drivers (i.e. the particular features of the operating environment, target population, needs, or appropriate response modalities which will drive the average cost of providing services higher or lower). This is an essential element of the budgeting process, making it possible to understand different price tags per activity and link them to operational realities. Include costing of assessment, monitoring and evaluation activities at sector level, as appropriate.

- Summarize vetting criteria used for projects/activities included in the plan.

Visuals

Suggested sub-headers:

- Objectives
- Response
- Cost of response
- Monitoring

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Part 5
Annexes

HRP **Template**
Pages 57-75

The annexes provide additional and transparent information on the prioritization process followed to decide on target population groups/sub-groups and numbers targeted (versus estimated numbers in need), geographic locations, humanitarian conditions and needs to address, and response approach and modalities.

5.1

Response Analysis

This annex documents in detail the response analysis process and outputs, while Part 1 documents some of the most important outputs of response analysis and the optional chapter 1.6 on MPC presents the use of multi-purpose cash as a response option to meet basic needs.

For guidance on response analysis please refer to the Response Analysis and Prioritization Guide. This guide explains the steps to be undertaken from the needs assessment/analysis (HNO) to the response plan (HRP), which is to be documented in this annex.

Response analysis is a joint inter-sectoral process that facilitates the identification of appropriate, relevant and feasible interventions and modalities to respond to the humanitarian needs of population and sub-population groups, as identified in the Humanitarian Needs Overview. It consists of formally reviewing the range of interventions possible to address identified needs and barriers, and their causes, for the various population groups and locations to select those that will meet these needs most effectively and efficiently.

The following should be documented in this annex:

- Explain the response analysis framework used to inform joint response analysis and decision-making processes.

- Clarify which factors/causes of the humanitarian conditions were targeted for the response and why (e.g. to address the immediate causes rapidly, to contribute to the sustainability of results by linking up with other interventions including development etc.).

- Explain how appropriateness, relevance and feasibility of various interventions and intervention modalities were taken into account. Refer to market feasibility, people's own priorities, barriers to access, and how the proposed interventions relate to the priority needs, risks and barriers identified.

- Summarize targeting approach used.

- Indicate gaps and limitations in the response analysis and plans to overcome them, including when and by whom.

5.2

List Participating Organizations Along With Type and Number of People Targeted and Funding Requirements

5.3

Planning Figures

- Share an Excel version of the planning figures for people in need and targeted by sector on HDX and provide the link under the table.

- Present planning figures by relevant admin level to the context, as appropriate (Governorate/District)

5.4

Monitoring Framework

Present the complete monitoring framework as a single table including strategic objectives, specific objectives as well as sector objectives and activities, with associated population figures, indicators and targets:

- Use the landscape format for ease of presentation.
- Note by the time of writing the monitoring framework may not be finalized. It is acceptable to present an incomplete monitoring framework in the HRP, with the expectation that a complete monitoring plan is released subsequent to the launch of the HRP. The monitoring plan entails the framework and a narrative explanation with a timeline to direct HRP monitoring over the course of the year.
- Further guidance and templates including for the monitoring framework and plan can be found under the [Humanitarian Programme Cycle Monitoring](#).

5.5

What if we Fail to Respond?

- Reflect the impact in terms of lack of achievement of the prioritized humanitarian outcomes, given that eventually these are the ones that reflect the hardship for people's lives and livelihoods.
- Where relevant, note how a failure to respond will impact differently on specific sub-groups, including the most vulnerable. SEA represents a serious breach of accountability and a grave failure of the mandate to protect and assist the most vulnerable persons.

Visuals

Suggested sub-headers per humanitarian condition

5.6

How to Contribute

Visuals

Suggested sub-headers:

- Contribute to the HRP.
- Contribute through the CERF.
- Contribute through Country-based Pooled Fund.

5.7

Acronyms

5.8

End Notes