

HUMANITARIAN PROGRAMME CYCLE (HPC)

WEBINAR # 2 – HRP
OCTOBER 2021



Humanitarian Response Plan (HRP)

1 HPC STEPS, TIMELINE & GENERAL CONSIDERATIONS

2 FSC HRP CHAPTER & LOGFRAME

3 FSC HRP TARGETS

4 FSC HRP COSTING

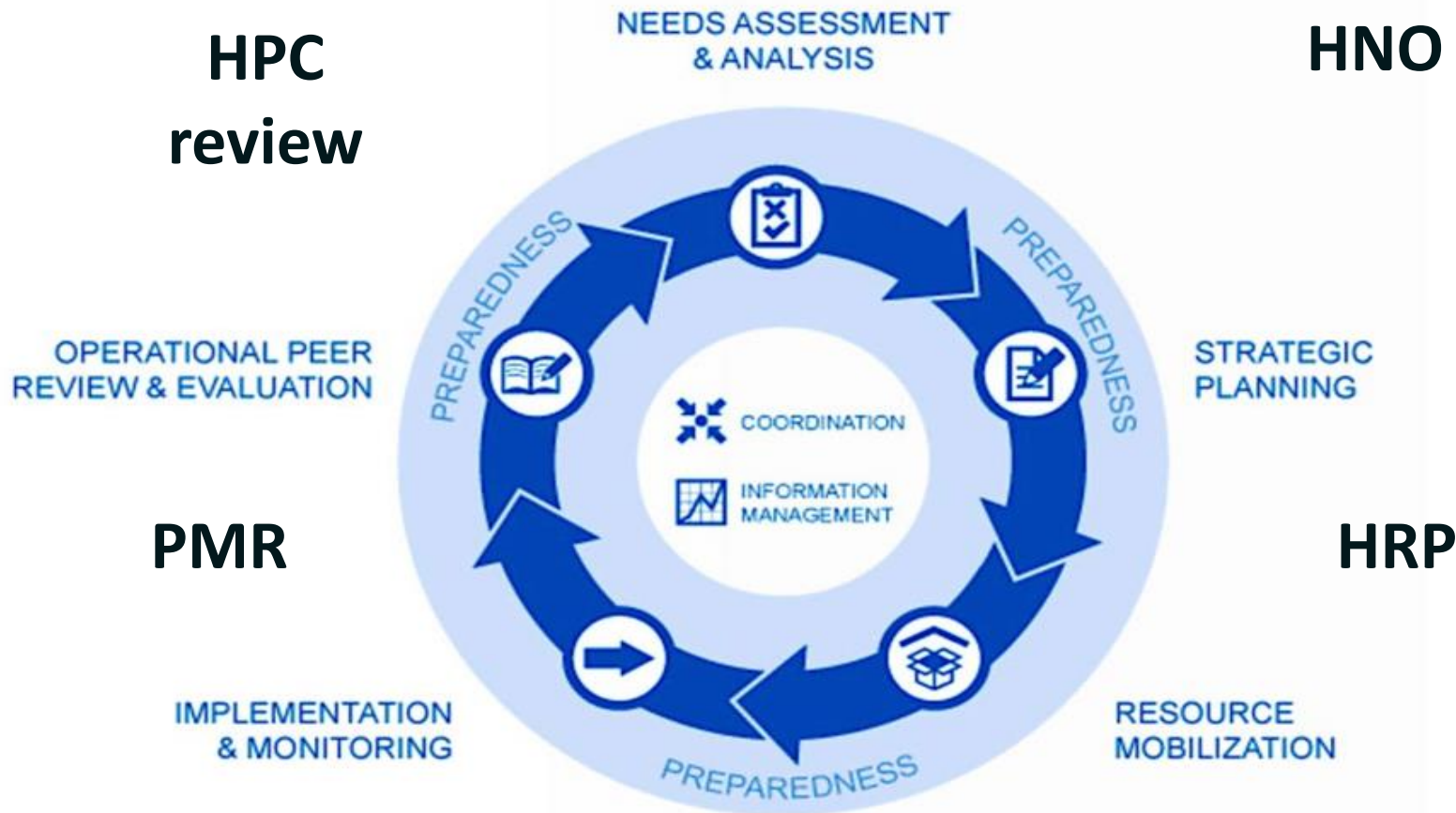
5 RRP & MULTIYEAR HRPs

6 KEY TAKE-AWAYS

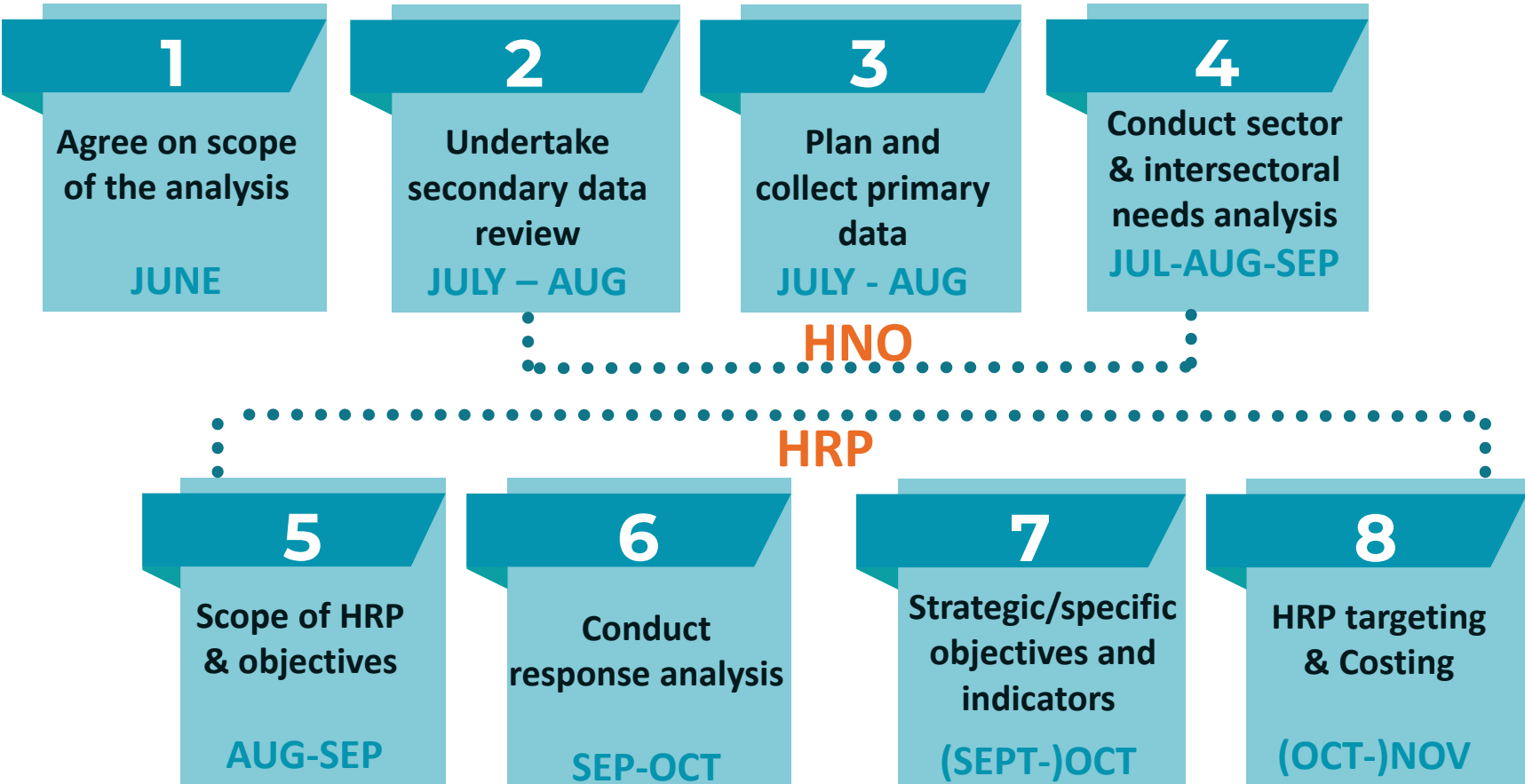


FOOD SECURITY CLUSTER
Strengthening Humanitarian Response

1 - HPC Steps, Timeline & General Considerations

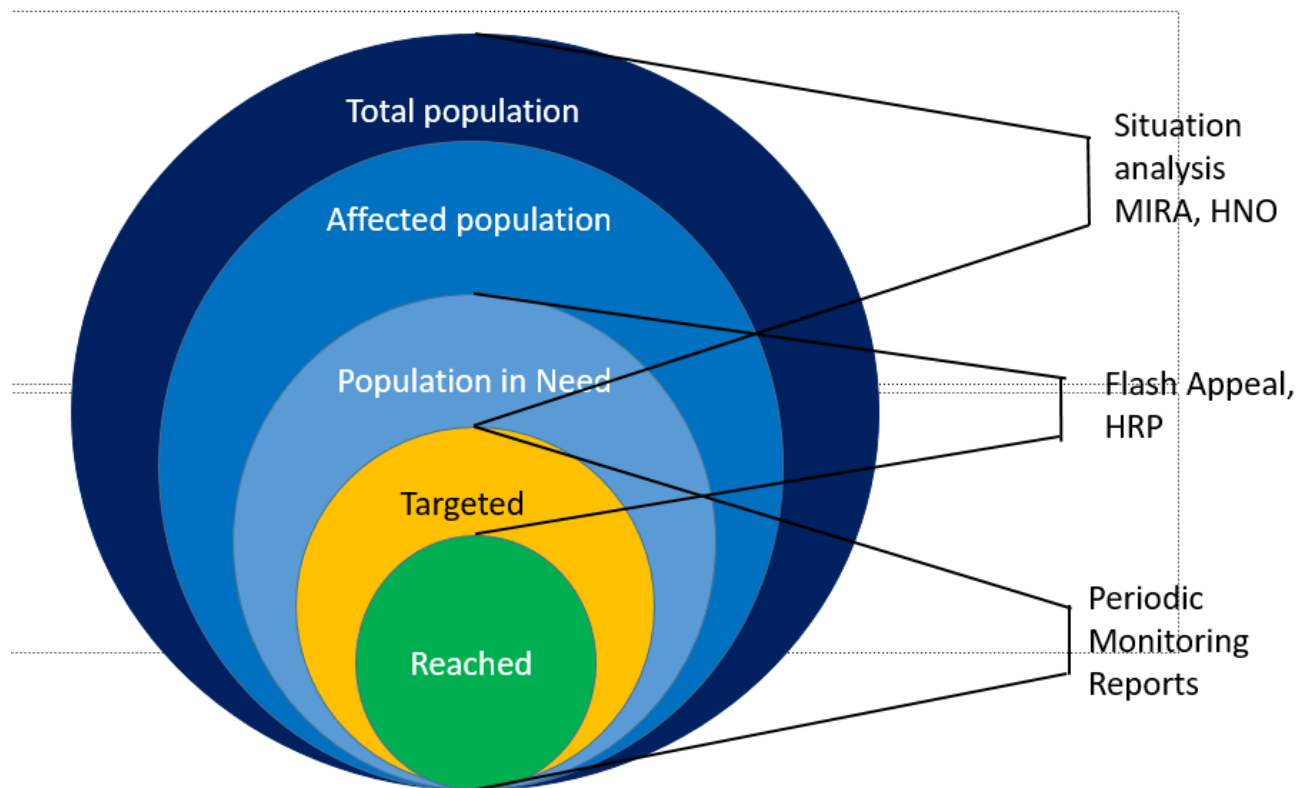


1 - HPC Steps, Timeline & General Considerations



1 - HPC Steps, Timeline & General Considerations

Visual representation of overall humanitarian population figures categories



1 - HPC Steps, Timeline & General Considerations

Reminder of key HNO issues:

- Sector's PiN and severity figures should always be estimated as per the sector's validated / preferred methods
- Clusters are free to choose the data sources for both: 1) their own PiN calculations; 2) sectoral contributions to JIAF. No pressure should be put on Clusters to use specific data sources (e.g., MSNA) as a source of data for sectoral indicators
- PiN should not be broken down into sub-pillars, nor Acute PiN calculated
- Validity of JIAF analysis at different administrative levels: don't analyze data at a lower level (e.g., Admin 3) at which it was collected (e.g., Admin 2)
- Intersectoral PiN should not be considered as a ceiling for sectoral PiN.



1 - HPC Steps, Timeline & General Considerations

Starting the HRP process....

- Engage in the entire process, discuss key issues with partners and CLAs
 - *E.g., the scope of the HRP covers all the areas where there are FS needs?*
 - *Annual or multi-annual HRP (annual targets)*
 - *What is the Partners' capacity compared to previous year?*
 - *Project or unit-based costing? (Review results only available for HPC 2023)*
- Get the timeframe from OCHA to **plan** accordingly, get in touch bilaterally with other Cluster Coordinators (be pro-active!)
- If any training organised by OCHA, make sure partners attend (specially local orgs)
- Ensure HRP logframe can accommodate FSC activities (and caseloads)
 - *E.g.: avoid a phrasing of SO1 that splits food assistance caseload only allowing IPC4 into SO1 / If "acute PiN" was calculated, avoid this being used for HRP targets*
 - *E.g.: nexus-based inter-sectoral logframe, hard to fit in standard FS activities.*



2 – FSC Chapter & Logframe

The HRP chapter should be based on the **FSC strategy**.

Content:

- Link with needs (HNO) building up the response strategy
- How to **prioritize** the areas / populations in need, considering the operational capacity of FS actors
- **How** are the goals better achieved (e.g., modalities, link with other sectors, cross-cutting issues, etc) considering the context, lessons learned from previous years...?
- **Complementary** with existing responses by development actors, Govt, etc.)?



2 – FSC Chapter & Logframe

Good practices / tips:

- Ensure the process (response strategy, logframe, targets/US\$ requirements) is inclusive of all partners (not only CLAs)
 - ✓ *You can use the SAG as a smaller group to take key decisions to be then reported to the whole FSS/FSC group*
 - ✓ *Ensure Govt counterparts agree with proposed strategy (when applicable / relevant)*
- **Organize a workshop to discuss it!**



2 – FSC Chapter & Logframe

Sectoral Response Logframe

- Sectoral Objectives (SOs)
- Activities
- Indicators (outcome and outputs)

Under each SO, the sector should have a clear set of activities with clear indicators (SMART).

Remember that you will need to monitor the response based on the logframe (in the 5W) > keep it simple!



2 – FSC Chapter & Logframe

OBJECTIVES

- FSC objectives usually focus on food and livelihoods/agriculture assistance
- Can also include Coordination Services and Capacity Building objectives (see examples)
- Linked to the overall HRP logframe objectives
- Recommended to have **between two and four** sectoral SOs.



2 – FSC Chapter & Logframe

OBJECTIVES - Examples:

- Ensure immediate access to food for the most vulnerable people affected by conflict and/or COVID-19 – Ukraine SO1
- Improve access to livelihoods opportunities, increase household incomes and rehabilitate food security assets and infrastructure in areas with high levels of food insecurity – Yemen, SO2
- Enhance and sustain emergency food production through complementary vegetable and crop livelihood inputs, fishing and livestock support – South Sudan SO2
- Strengthen resilience through emergency preparedness as well as timely assessments and enhanced capacity of partners to deliver effective response – Afghanistan SO3
- Strengthen timely, coordinated and integrated food security response through approaches that enhance local capacities and collaborate with other sectoral interventions – Nigeria SO3



2 – FSC Chapter & Logframe

ACTIVITIES and INDICATORS – Practical tips:

- Keep activities **simple** and **not too detailed**, as much as possible
 - *Pool complementary activities into one main activity (e.g. distribution of seeds + training)*
 - *Remember that you can use the 5W to gather additional info / details*
- Activities should reflect what partners plan to do in the field
 - *E.g., if hot meals in community kitchens > add this as activity, do not merge with food distribution at HH level*
- **One activity = one indicator** (or clear “algorithm” between them)
- Define how to **aggregate targets** (from indicator to sector level)
 - *Individuals vs HHs issue!*
 - *Overlapping across indicators?*



2 – FSC Chapter & Logframe

ACTIVITIES – gFSC list in the standard 5W:

Food assistance:

- Cash/voucher/in-kind;
- Food/cash for work/assets ;
- Multi-purpose cash (MPC)

Agriculture and (non-food based) livelihoods support:

- Distribution of agricultural kits (crops, vegetables, livestock, fisheries, forestry)
- Livestock treatment and vaccination, destocking or restocking, animal shelter
- Agricultural trainings
- Farmer field schools (FFS)
- Support to Community Animal Health Workers (CAHWs)
- Village savings/loans association (VSLAs)
- Income generating activities
- DRR / community infrastructure rehabilitation

Coordination:

- Capacity building
- Information gathering/dissemination



NUT Supplementary Feeding



School Feeding



2 – FSC Chapter & Logframe

OUTCOME INDICATORS:

- Examples:
 - *Improvement in Food Consumption Score (FCS) over assistance period for targeted/assisted households*
 - *Same for CSI...*
- Often requested but **hard to have** → solutions:
 1. Push back
 2. Take proxy using M&E data of major FS actor (e.g., Myanmar)
 3. Put in place unified monitoring system (e.g., WoS)
- **DO NOT confuse with HNO** monitoring indicators
 - *% population in IPC3+, FS outcome indicators from general HH surveys*



2 – FSC Chapter & Logframe

OUTPUT INDICATORS:

- Examples:
 - *# of people receiving food assistance by different modalities*
 - *# of households reached with agriculture inputs and related trainings*
 - *Qty of seed distributed by crop (cereal, tuber, legume, vegetable)*

Gender indicators, AAP indicators > discuss in advance with FSC partners and cross-cutting advisors about feasible indicators. E.g.:

- *Establishment of complaints and feedback mechanism > Projects implemented by FSC partners have CFM established*
- *SADD for key indicators*
- *Other examples?*



2 – FSC Chapter & Logframe – ZIM and LEB examples

Strategic Objective 1:	
Save lives through support to food access to meet basic food requirements for people facing Emergency food insecurity (IPC4) during severe seasonal shocks or other disruptions	
Ind 1.1: Number of women, men, boys and girls benefitting from Food assistance (in-kind or cash transfer)	Provide monthly food baskets through in-kind assistance to acutely food insecure population in rural areas
	Provide monthly cash-based transfers to acutely food insecure population in rural areas
	Provide monthly cash-based transfers to acutely food insecure population in urban and peri-urban areas
Strategic Objective 2:	
Protect lives of acutely food insecure population, by providing food assistance to people facing Crisis food insecurity (IPC phase 3), as well as emergency agricultural support	
Ind 2.1: Number of women, men, boys and girls benefitting from Food assistance in-kind or cash transfer	Provide monthly food baskets through in-kind assistance to acutely food insecure population in rural areas
	Provide monthly cash-based transfers to acutely food insecure population in rural areas
	Provide monthly cash-based transfers to acutely food insecure population in urban and peri-urban areas
Ind 2.2: Number of households receiving nutrition and season-sensitive emergency crop and livestock input assistance (and related training)	Provide drought-tolerant seeds for cereals (maize, small grains and legumes) as well as fertilisers (and related trainings)
	Provide horticulture seeds and other inputs / materials for household kitchen gardens (and related trainings, cooking demonstrations, etc.)
	Provide small livestock (restocking, improved breeds) and other inputs / materials (e.g. hatcheries) (and related trainings)
	Provide stock feed and forage seeds
	Support livestock vaccination, disease surveillance and management
	Provide agriculture or livestock inputs to households while working on assets rehabilitation / construction
Ind 2.3: Number of vulnerable small holder farmers receiving extension and advisory services to improve yields, manage crop pests and livestock diseases	Provide training, extension and advisory services to extension officers and farmers focusing on good agriculture practices with emphasis on climate-smart agriculture
	Provide farmers with training to support crop pest management, post-harvest handling, storage and processing
	Provide training on improved pasture and grazing management
	Provide training on and inputs for agro-ecology interventions such as soil conservation practices, soil reclamation techniques and restoration of degraded landscapes.
Ind 2.4: Number of women, men, boys and girls benefitting from food assistance (in kind or CBT) in rural areas whilst working on assets rehabilitation / construction	Provide training on and inputs for water conservation practices
	Rehabilitation / construction of critical assets for animal survival and agriculture through cash for work / food for work (or assets) activities
Ind 2.5: Number of households benefitting from rehabilitated critical community assets	Rehabilitation of critical assets for animal survival and agriculture (dip tanks and animal drinking troughs) through other modalities (e.g. contracting a company)



OUTCOME 1: Improve FOOD AVAILABILITY using in-kind food assistance modality and sustainable food/ agricultural value chain	
Output 1.1: # of farmers receiving support (training and/or inputs) to improve farming practices/ production and natural resource conservation and/or climate smart agriculture practices disaggregated by sex and by cohorts.	# of individuals receiving monthly in-kind food assistance through food parcels (including food kits, ready-to-eat food and hot meals) and community kitchens, disaggregated by sex and by cohorts.
	% of content of food parcels that are locally produced and sourced
	% of food parcels supplemented with locally produced fruits and vegetables
	Number of HHs, with Pregnant and Lactating Women (PLW) or children <5 years, receiving food parcel support.
Output 1.2: Lebanese small-scale farmers have strengthened agricultural production capacities along the value chain and adopt sustainable and climate smart agriculture practices and conservation of natural resources	# of farmers receiving support (training and/or inputs) to improve farming practices/ production and natural resource conservation and/or climate smart agriculture practices disaggregated by sex and by cohorts.
	# of farmers with improved skills for agricultural value chain development disaggregated by sex and by cohorts.
	# of Agricultural Value Chain Assessments conducted
Output 1.3: Lebanese small-scale farmers have strengthened capacities along the value chain on processing, marketing, access to markets and reduction of food waste and food losses	# of small-scale farmers with enhanced capacities to improve their access to markets disaggregated by sex
	# small-scale farmers having signed contracts or agreements with retailers, exporters, domestic traders etc...disaggregated by sex
	# of farmers with enhanced skills to reduce their food waste and food losses (transformation technologies for food preservation) disaggregated by sex and by cohorts
	# farmers with improved storage conditions disaggregated by sex
	# farmers with improved capacity to valorise organic waste disaggregated by gender
Output 1.4: Small-scale farmers have access to prevention and control measures for transboundary animal diseases and plant pests through a Disaster Risk Reduction System (DRR)	# of farmers accessing prevention and control measures through a Disaster Risk Reduction System (DRR) of trans-boundary animal diseases and plant pests disaggregated by sex
OUTCOME 2: Improve FOOD ACCESS through cash -based food assistance and support to sustainable agricultural livelihoods.	
Output 2.1: Vulnerable populations, including displaced Syrians, Palestinian Refugees from Syria, other refugees and vulnerable Lebanese, have access to cash-based food assistance and improve their access to food.	# of individuals accessing cash based food assistance disaggregated by sex and by cohort.
	# of Post Distribution Monitoring (PDM) Assessment conducted
	Total amount of money disbursed as Cash-Based food assistance in USD or LBP
Output 2.2: Farmers associations, cooperatives and agricultural MSMEs have increased capacities in production, transformation, governance along the value chain and improve agricultural livelihoods	# of local agricultural associations/ cooperatives/agricultural MSMEs receiving financial, technical (trainings) and/or inputs support with enhanced capacities on business management practices disaggregated by governorate.
	# of members of agricultural cooperatives/farmers associations with improved capacities on Good Agricultural Practices- GAP (management of soil resources, pest management and efficient use of water resources etc..) disaggregated by sex
	# of members of agricultural cooperatives with improved capacities on governance /laws and regulations of cooperatives disaggregated by sex
	# of farmers associations/agricultural cooperatives having signed contracts or agreements with retailers, exporters, domestic traders

Output 2.3: Lebanese small-scale farmers have access to emergency and/or long term support (in kind/inputs, financial, technical) that promote agricultural investment

of Small scale farmers accessing (a) agricultural inputs in-kind, (b) cash grants/credit and/or (c) technical support disaggregated by sex
of vulnerable small scale farmers receiving emergency short-term support (cash or voucher schemes) to promote agricultural investment disaggregated by sex
of farmers participating to a) awareness sessions on how to access innovative credits and b) receiving trainings on Farmers Business Schools disaggregated by sex

Output 2.4: Youth aged 15-25 years and other age group (25 and above) have access to improved agricultural technical education and vocational trainings

of youth aged 15-25 years and adults (25 and above), disaggregated by sex and by cohort, enrolled to enhance employability skills in:
(a) agricultural schools,
(b) agriculture vocational skills training (internship and on the job training, apprenticeship)
(c) basic numeracy and literacy trainings -
number of youth having access to employment opportunities/internships as a result of formal and/or non-formal education disaggregated by sex and by cohort
Youth aged 15-25 receiving online courses of the revised curriculum (formal education enrolment in one of the agricultural technical schools of MoA) disaggregated by sex and by cohort
of youth aged 15-25 years and adults (25 and above) receiving TVET training courses (short term vocational trainings) -physical attendance or online courses disaggregated by sex and by cohort

Output 2.5: Vulnerable individuals have improved opportunities to access temporary and casual labour in agriculture, to increase their access to food and to agricultural infrastructure and assets.

of farmers with access to rehabilitated agricultural infrastructure and/or communal assets disaggregated by sex
of agricultural productive infrastructure and communal assets rehabilitated/built up during the 2021 period.
of targeted individuals employed to provide temporary/casual labour in agriculture sector - disaggregated by sex and by cohort.
Total Amount in USD or LBP received by vulnerable people as cash assistance in exchange for casual and seasonal labor

Output 2.6: Vulnerable individuals have strengthened technical and operational capacities to access temporary and casual labour, in exchange that increases their access to food (Food Assistance for Trainings-FFT)

of targeted individuals with enhanced skills and competencies to access temporary/ casual labour disaggregated by sex and by cohort
of trainings targeted individuals received to develop their skills and competences (non-agricultural trainings)
Total Amount in USD or LBP received by vulnerable people as cash-based transfer for food assistance for training.
of individuals having greater access to jobs/internships as a result of support to employment opportunities disaggregated by sex and by cohort

OUTCOME 3: Improve FOOD UTILIZATION through food safety and nutrition practices (promotion of consumption of diversified/quality food AND IYCF practices).

Output 3.1: Households more vulnerable to food insecurity (women-headed households, households with pregnant and lactating women and children under five and households with individuals over 65 years old) adopt optimal nutrition practices

of individuals whose nutritional activities and practices are improved - disaggregated by sex and by cohort with focus on women-headed households, households with pregnant and lactating women and children under five and households with individuals over 65 years old
individuals benefitting from small scale production of diversified nutritious food through schools, backyard and roof/micro gardens disaggregated by cohort and by sex
of HHs with improved capacities in food preservation and transformation technologies

Output 3.2: Households and individuals have improved capacity on food safety and quality to improve their food consumptions and nutrition practices

of individuals who demonstrate improved knowledge and practice on food safety and quality measures disaggregated by sex and by cohort.
and types of initiatives in place to improve good practices, local production, safety and quality of high value nutritious food

3 – HRP Targeting

No single formula to come up with the sectoral target.

Options:

- 1. High level figure by agreement:** based on
 - ✓ *needs,*
 - ✓ *but also capacity, access / security,*
 - ✓ *not on funding/resources (but need to be realistic)*
- 2. Outcome of project proposals (“HPC tools”)**
- 3. Other methodology??**



3 – HRP Targeting

To remember:

- Ensure targets take into account: needs, operational capacities, access, caseloads covered by other actors (Govt, ICRC, social safety nets, development actors)
- Sector targets and financial requirements should be decided by the clusters, report any pressure to keep them low (especially when unjustified) but prepare well for the “*cluster defense*”



4 - HRP Costing – the 3 costing approaches

1- Project based costing

Financial requirements correspond to the sum of all projects that have been vetted and cleared for inclusion in the HRP by each cluster/sector

2- Unit based costing

Financial requirements correspond to the sum of the estimated costs of activities that would be required to deliver on the objectives of the HRP. This method uses data about the average costs per sectoral intervention, per appropriate unit (i.e. person served, item delivered, etc.). This average unit cost is then multiplied times the target for each intervention area, to arrive at an estimate total

3- Mixed/Hybrid approach

Establishes financial requirements using unit-based costing and follows with detailed project planning at a later stage to provide more detail to the initial calculations.





Project Based Costing

Case: Syria

by Mohie Alwahsh (WoS FSS Coordinator)

Estimating the cost of the response



Formulate projects/activities and estimate the cost of the response plan

8

1. Initiate drafting of the HRP
2. Project development, vetting and upload
3. Estimate the cost of the response
4. Secure HC/HCT endorsement
5. Finalize and draft response plan

Whole of Syria Food Security Sector: Project Based Costing

- Methodology relies primarily on summing funding requirements for projects submitted by different agencies.
- Project budgets are based on standard activities, outputs and outcomes developed by the Sector
- The Sector Ensures costs are appropriate and are aligned with activities and outcomes through undertaking a projects review before approval for final compilation to establish to sectoral budget requirements.
- The Sector regularly reviews the response towards the targets set out in the Humanitarian Response Plan using the standard 5Ws template throughout the year to ensure accountability towards needs being met.

The Project Costing Process for Syria Operation



Project Based Costing: The Process:

1. The cluster establishes criteria for the selection (and possibly classification) of projects, with guidance provided by the HC/HCT as needed as per guidelines provided during the HRP process. The sector establishes key criteria in addition to project defined tipsheets in advance to set the direction of the process, including concerns expressed by the affected population. Setting categories-such as [now vs later], [east vs west], [before planting season vs after] can enable the HCT to programme for prioritizing the response to the most urgent (or time-sensitive) requirements.
2. Organizations design projects based on the assessed needs, response boundaries, strategic objectives and cluster objectives/activities defined by the sectoral logframe. The projects should be designed according to the expressed needs and concerns of the affected population
3. The HCT through OCHA provides sectors adequate time to communicate with partners and ensure they able to submit well-designed projects via HRP Projects Tools which already has predefined output and outcome indicators in the system. Additionally, OCHA provides sectoral partners with key trainings on developing their projects including calculation of Gender and Ager Markers. This ensure that all partners (new and old) submitting projects are adequately equipped with skills to take the process forward.

The Project Costing Process for Syria Operation: Cont'd



5. The cluster agrees to an internal division of labor to coordinate implementation and ensure coverage of main needs. This takes into account those humanitarian actors that do not register their planned actions on the Online Projects System (OPS), as well as the Government's response, to minimize duplication.
5. Clusters peer-review the projects using the established selection criteria as a basis for vetting. This ensures fair and transparent representation in the peer review panel. Projects are endorsed only if they address the identified needs, correspond to the agreed division of labor, are realistically costed and can be implemented. The HC gives final approval on overall financial envelope.
5. OCHA publishes the approved projects electronically on the FTS website, where everyone can view all details alongside the HRP document. Projects can have any start or end date within the period covered by the plan. The HCT decides how to group or sort projects (different countries have different clusters, but projects can also be sorted according to other criteria such as inter-cluster groupings or themes if these are more convenient). Projects can be revised on OPS at any time to react to situations evolving and shifts in the division of labor.

Advantages of Project Based Costing:

Advantages of Project Based Costing

- Recognized as a useful tool to convene humanitarian actors together to discuss needs.
- Already familiar to UN agencies and INGOs. Additionally, Understandable for implementing partners, including local NGOs
- Fits with existing tracking systems (HPC Project Tools, FTS)
- When coordinated well produces a solid picture of financial needs.



Challenges of Project Based Costing:



- The HRP cost methodology is often viewed as a fundraising figure rather than a credible resource figure based on the needs of affected populations. This reduces the relevance of the HRP as a strategic-level interagency management tool.
- A significant amount of funding is being channeled outside HRPs, making it difficult to accurately track and assess the extent to which needs have been met. This leads to perceptions that financial requirements are inflated, and potential 'double counting'
- Sector/cluster response plans are often retrofitted to the projects rather than following the logical sequence of the planning process. Additional projects are often added during a new crisis as new agencies arrive, or donors find "new" money. This tends to increase budgets further and further undermine the perception of the HRP budget is an accurate representation of needs.
- HRP processes often do not take adequate account of the capacity available to deliver a humanitarian response and may not have a visible benefit beyond place marking of agency roles for the benefit of donors
- The current HRP project-based costing process often imposes a significant administrative burden in-country. These typically occur within a tight timeframe leaving insufficient time for consultations, including with affected populations. This was the main reason cited by field-based staff for wishing to change the current system.

Discussion on ABC



- OCHA reached out to sectors through the ISG to propose implementing the Activity Based Costing instead of the Project based Costing, OCHA position's is that ABC is the best way to move with more efficient programming.
- ISG and FSS, didn't support the ABC approach to take place during 2022 year for the following reasons:-
 - ✓ Missing recorded partners project submitted as the transition would risk capture partners submissions between Project/Activity cost module's which will be impacting the overall HRP costing sector process and outcomes.
 - ✓ Lack of capacity and preparations in such a short timeline to move from Project Based Costing to Activity Based Costing.
 - ✓ Overlap with the movement from yearly HRP approach to multi-year Syria HRP.
 - ✓ the small and medium partners will lose visibility
 - ✓ the donor will see a list of acronyms (in the HRP) some activities and a tag price and they will exclude any partner with a proposal that is different from that cost and the partners will come back to the cluster
 - ✓ ABC possible to impact the strategic programming module particularly enhancing long term strategic program which rely on the project module approach and strengthened with the project narrative/design.

Thank you!



4 - HRP Costing – process for FSC

1- Project based costing

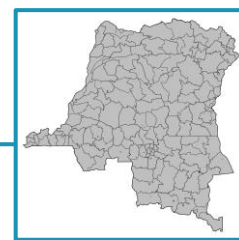
- Define targets > check if OCHA sticks to HPC Tools' figures or not
- If HPC is used for targets, have your data in order:
 - Ensure needed data collection in your own format (similar to 5W), as HPC is not reliable and you will need / be asked for disaggregated data not provided by HPC Tools (targets by indicator, SO, admin 2, SADD)
 - If multi-sector projects (e.g. VEN) > ensure specific targets and costs for FSC
- Important to involve all partners (insist to get their projects)
- Prepare your table / list of projects, disregarding if OCHA asks for it or not, it comes handy!
- Project Review:
 - Define who reviews the project (should be a committee!)
 - Attention to costing of projects still needed (criteria for evaluation)
- Discuss with partners the prioritization by % of funding



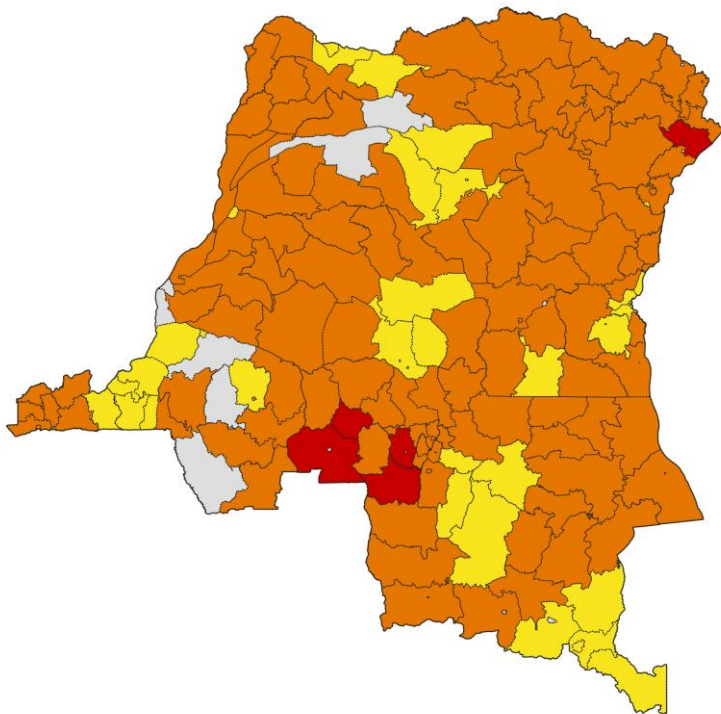


République Démocratique Du Congo
**CLUSTER SÉCURITÉ
ALIMENTAIRE**

PiN, Target and Budget



Population in Need

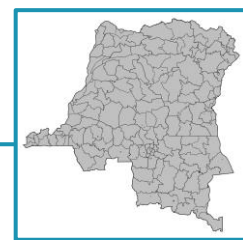


Based on the IPC 20

100% of the population in Phase 3 (Crisis)

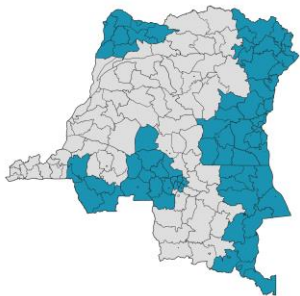
100% of the population in Phase 4 (Urgency)

Phase 3	Phase 4	Phases 3+
Crisis	Urgency	PiN
20,909,326	6,116,918	27,026,244



Targeting

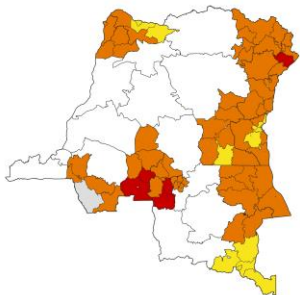
2 successive levels of targeting:



- **Areas based:**

According the current response activities

Areas targeted: Haut-Katanga, Haut-Uele, Ituri, Kasai, Kasai-Central, Kasai-Oriental, Kwango, Maniema, Nord-Kivu, Nord-Ubangi, Sud-Kivu, Sud-Ubangi, Tanganyika

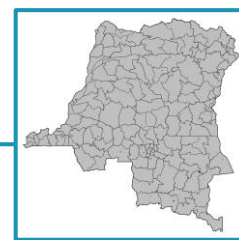


- **Based on the IPC:**

Areas in Phase 4 => 100% of the population in Phase 3+

Areas in Phase 3 => 100% of the population in Phase 4 and 50% of the population in Phase 3

Targeted population: 11 087 183



Costing

Sectorial Objective 1:

100% of the targeted population

- Food distribution: 40% of the population, USD27/ person/ month (for 3 months)
- Cash distribution: 60% of the population, USD20/ person/ month (for 3 months)

} \$ 758 363 283,00

Sectorial Objective 2:

40% of the targeted population

- Emergency agricultural support: 50% of the population, USD160/ household/ month (for 1 months)
- Livelihood support: 50% of the population, USD300/ household/ month (for 1 months)

} \$ 204 004 158,00

Cross-cutting activities (PSEA/ AAP/ ...):

TBD

Cluster coordination:

TBD

Thank you!



4 - HRP Costing – process for FSC

2- Unit based costing

- Ensure targets are defined with FSC partners
 - In parallel, get some key figures from partners (where they plan to operate, doing what) to understand the potential gap between HRP official targets and potential implementation in the field + have a “list of projects” (e.g. LEB)
- Ensure “units” for costing (basic activities) are defined with partners
- Ensure unit costing is agreed with FSC partners
- Document (at least internally) how costs have been calculated
- Discuss with partners the prioritization by % of funding

Group discussion: **How to disaggregate targets by SADD??**



4 – HRP costing

BREAK OUT ROOMS

Good practices/tips, challenges & solutions

Unit based:

<https://jamboard.google.com/d/1X7YptMImVMfauZt6tsRYNLfcMvhtrIV51ZMBAfMKgdg/viewer?f=0>

Project based:

<https://jamboard.google.com/d/1bu5EgsN7xreLCZ-j8nkS24IW4GItgYY7IYgMPdb68Tg/viewer?f=0>



4 – HRP costing

Project-based HRP



Targeting
Financial requirements



4 – HRP costing

Unit-based HRP



Targeting
Financial requirements

Good practices / Tips

Make use of the FSC meetings to discuss the targeting figures and the financial requirements

Able to capture ALL projects that support the HRP objectives

Update regularly the unit cost

Further elaboration, training is needed

Have a table or file where you consolidate activity costing

Challenges

very misleading for the narrative and weakness strategic approach

moving from project to unit

Delayed results of the IPC will affect the HNO & HRP process

Perhaps unfamiliar for Partners so learning curve for everyone

Limited tracking on FTS? Since no projects...

We should consider capacity of partners the information on which is not always available

long time to define the unit costs

Lack of access and other contextual risks and their implication on the costing of activities are complicated.

Solutions

costs could be "ranges" with caveats to account for country-specific variables

Plan physical access (geography and condition base)



5 – Cluster defence

- Defend (@ICCG / HCT) your HRP targets and financial requirements
- Content:
 - Needs and Targets (summarise key humanitarian needs, describe how the cluster determined which PiN would be targeted, criteria/thresholds)
 - Strategy, objectives, activities and indicators + modalities (focus on CVA)
 - Proposed financial requirement
 - Proposed prioritization (activities, locations, vulnerable groups, approaches)
 - Synergies, complementarities, boundaries
 - Cross-cutting issues (AAP, gender, disability, environment, CoP)
 - Risks / Assumptions



6 - Refugee Response Plan and Multi-annual HRP

Refugee Response Plan

- same as HRP
- the unit-based costing of the RRP within an HRP will be developed separately by UNHCR and refugee response partners.

Multi-Annual HRPs

1. Same SO, sectoral objectives and logframe; revision of the target (people and US\$), geographical coverage, etc every year.
2. In some countries, PiN, target and US\$ requirements for the multi-year HRP and revised yearly



8 – HRP Key Take-aways

Last JAMBOARD of the day 😊

<https://jamboard.google.com/d/1WnvQaGm6mackbHPais2ogJzHm6WhhpcjoByTN2pl8og/viewer?f=0>



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8 – HRP Key Take-aways

HRP key take-aways



Need to consult with partners, CLA, SAG

Participation and collaboration with partners.

To be aware of many different contexts and to make sure to include as many partners as possible

We cannot continue fighting with OCHA.

Need to be flexible and consider changes as we are confronted by new challenges.

Tight deadlines

Transparency.

Costing and Prioritization

Need to streamline the process.

- Engage in the entire process, discuss key issues with partners and CLAs
- Ensure HRP logframe can accommodate FSC activities (and caseloads)
- Sector targets and financial requirements should be decided by the clusters, report any pressure to keep them low (especially when unjustified) but prepare well for the “cluster defense”
- Ensure the process (response strategy, logframe, targets/US\$ requirements) is inclusive of all partners (not only CLAs)
- Remember that you will need to monitor the response based on the logframe (in the 5W) > keep it simple!
- Ensure targets take into account: needs, operational capacities, caseloads covered by other actors (Govt, ICRC, social safety nets, development actors)





Thank you!

Webinar - Feedback

Go to www.menti.com and use the code 6327 6115

Overall how would you rate this webinar

Mentimeter

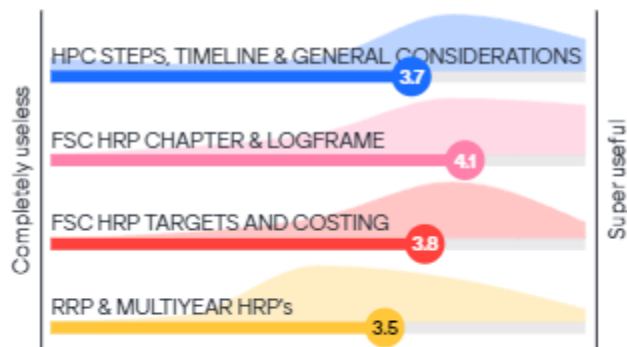


Webinar - Feedback

Go to www.menti.com and use the code 6327 6115

How would you rate the usefulness of each session?

Mentimeter



Webinar - Feedback

Go to www.menti.com and use the code 6327 6115

3- Please add here your comments, suggestions to improve or additional topics for upcoming webinars



3 hours is a heavy webinar... would suggest to break into two sessions

keep them coming!! :)

-

U r the best Cristina

Coordination with partners outside of HRP

To continues such technical meetings and webinars

Asking for feedback the field on areas to discuss.

Explain more on JIAF standard for calculating PiN

Multi-year HRP

Support Cluster to implement similar workshop at country level toward FSC partners

More time dedicated to each topic - there was an appetite to clarify some of the topics in more detail. Maybe break it up into two sessions with more time for discussion, LLS and sharing of views.

More discussions like this. it was very useful. Sharing experience is also very helpful



HRP COSTING METHODOLOGIES RECAP



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5 - HRP Costing – the 3 costing approaches

1- Project based costing

Financial requirements correspond to the sum of all projects that have been vetted and cleared for inclusion in the HRP by each cluster/sector

2- Unit based costing

Financial requirements correspond to the sum of the estimated costs of activities that would be required to deliver on the objectives of the HRP. This method uses data about the average costs per sectoral intervention, per appropriate unit (i.e. person served, item delivered, etc.). This average unit cost is then multiplied times the target for each intervention area, to arrive at an estimate total

3- Mixed/Hybrid approach

Establishes financial requirements using unit-based costing and follows with detailed project planning at a later stage to provide more detail to the initial calculations.



5 - HRP Costing – Project based costing

2021 HRPs > 15 countries: Cameroon, Chad, Libya, Mali, Mozambique, Niger, Nigeria, oPT, Pakistan, Somalia, South Sudan, Syria, Ukraine, Venezuela, Zimbabwe

Pros:

- Provides overview of response capacity, and early identification of possible gaps & duplications
- Allows financial tracking of response (projects requirements vs funding received in FTS - [example](#) from oPT 2021 HRP)
- Visibility to partners (appealing agencies listed in HRP & FTS)
- Match between partners' financial asks and HRP costing
- Possibility to prioritize projects during an emergency
- Possibility to link directly to humanitarian pooled funds (facilitating submission process for partners)
- Provides higher transparency of process through the project Review Committee that would include various actors (including NNGOs)
- Allows the FSC teams to better understand partners' capacity/strategies



5 - HRP Costing – Project based costing

Cons:

- Overall cluster/sector financial requirements reflect capacities of appealing agencies, which can be much lower than needs in some cases (*though this could be considered appropriate to avoid unrealistic plans*)
- Disconnect between targets and financial requirements if former are not defined based on submitted projects
- Partners have to submit one (or more) projects to be part of the HRP, and the process takes longer time because it includes projects' submission/revision/clearance. Some partners may not be willing to engage / be excluded if timing not convenient / they do not see benefit of it > underestimated plan
- Information (“transparency”) on cost breakdown could be less visible > risk of budget overinflating or under estimation (impacting quality standards) > FSC needs to check / dig information / ensure agency capacity
- Lengthy process to review all projects – vetting done with FSC committee when possible



5 - HRP Costing – Unit based costing

2021 HRPs > 8 countries: Afghanistan, CAR, DRC, Ethiopia, Haiti, Iraq, Myanmar & Yemen

Pros:

- Financial requirement is directly linked to needs
- Allows partners to focus on strategic decisions of the planning process (beyond the organizational contribution to it)
- Once unit costs are calculated, easy to put in place, e.g. also for revisions / rapid onset emergencies
- FSC partners do not have to submit project sheets, nor be involved in lengthy vetting process



5 - HRP Costing – Unit based costing

Cons:

- Lengthy process to get full endorsement from partners on set of activities and average costs which might require regular review and updating (*as a result of fluctuating needs and/or prices*)
 - Partners may not be willing to share their unit costs
 - (Support) costs can vary considerably between geographic areas but also due to agency capacity
 - Costing of complementary activities may be overlooked > impact on program quality
- High difference in costing among agencies (UN vs INGOs vs NNGOs) > partners' financial asks may be not be fully reflected in HRP costing
- Certain level of funding may not translate into the expected levels of achievements if actual costs of operations differs from HRP costing
- Inability to conduct detailed financial tracking at project / partner level in FTS (as no projects are submitted on HPC)
- Reduced partners' visibility (no list of partners in HRP & FTS)
- Less information for coordination team on planned interventions and potential gaps / duplications
- Less direct engagement of partners with clusters (more with donors)



5 - HRP Costing – Hybrid

3. Mixed/Hybrid approach

HRP 2021 > 3 countries: Burkina Faso, Burundi, Sudan

Pros:

- Same as unit-based:
 - Financial requirement is directly linked to needs
 - Allows partners to focus on strategic decisions of the planning process
 - Once unit costs are calculated, easy to put in place, e.g. also for revisions / rapid onset emergencies
- Same as project based:
 - Provides overview of response capacity, and early identification of possible gaps & duplications
 - Visibility to partners

Cons (same as unit-based):

- Lengthy process to get full endorsement from partners on set of activities and average costs
- Difference in costing among agencies (UN vs INGOs vs NNGOs) > partners' financial asks may be not be fully reflected in HRP costing
- Inability to conduct detailed financial tracking at project / partner level in FTS

