

Enhancing efficiency and effectiveness of Food Security Cluster Coordination

Lesson: Humanitarian Programme Cycle

Text-only version

In partnership with:

In this lesson

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Learning objectives

At the end of this lesson, you will be able to:

- define the Humanitarian Programme Cycle (HPC);
- describe the various components of the Humanitarian Programme Cycle approach;
- describe the quality and accountability standards to consider when implementing the cycle; and
- illustrate the timelines for implementing the HPC.

Introduction

In a large-scale humanitarian response, it is important to have a cooperative and transparent structure in place for planning and action, so as to incorporate all the expertise and resources available into a single multifaceted relief effort.

This lesson is about **planning and implementing humanitarian response**.

Specifically, the lesson addresses the **Humanitarian Programme Cycle** and the **timelines** for its implementation.

What is the Humanitarian Programme Cycle?

The process that organizes the response to humanitarian emergencies is called the Humanitarian Programme Cycle. The Humanitarian Programme Cycle (HPC) is **a coordinated series** of actions undertaken to help prepare for, manage and deliver humanitarian response. It consists of a number of elements coordinated in a seamless manner, with one step logically building on the previous one and leading to the next.

The HPC is intended to be a **collective, consultative process** that creates an environment in which all those involved in a response can see their role in relation to others.

! The Humanitarian Programme Cycle **does NOT apply to "refugee-only" response operations**, which are normally led and coordinated by the Office of the United Nations High Commissioner for Refugees (UNHCR). In a situation where a complex humanitarian emergency or natural disaster occurs, and a UNHCR-led operation is also under way, UNHCR engages in the collaborative IASC response, but maintains a specific supervisory responsibility in relation to state's compliance with their international

obligations towards refugees and stateless persons. Practical coordination arrangements are specified in the joint [UNHCR/OCHA Note on Mixed Situations - Coordination in Practice](#)

Why do we need the Humanitarian Programme Cycle, if we already have the process of the Transformative Agenda?

The **Humanitarian Programme Cycle** is **part of the Transformative Agenda** (TA). It is one of the eight protocols that support the TA implementation. Specifically, the HPC represents the **technical implementation** of the vision of the Transformative Agenda.



Transformative Agenda

The Transformative Agenda consists of **a set of concrete actions** designed to bring a substantive improvement to the humanitarian response model. It focuses on three key areas for **improving the timeliness and effectiveness** of the collective response through stronger **leadership**, improved **accountability**, and more effective **coordination**. The Transformative Agenda also describes how the Inter-Agency Standing Committee (IASC) Members will respond together to major emergencies that require a system-wide response. These are called "**Level 3**" emergencies.

For more on the Transformative Agenda see Lesson "*Humanitarian Coordination and Cluster Approach*".

For more on the declaration of L3 emergencies see Lesson "*Supporting Service Delivery*".

Components of the Humanitarian Programme Cycle

The Humanitarian Programme Cycle consists of **six elements** and **two key "enablers"**, which are ongoing at all times to support successful implementation of the response



Six key elements

1. Preparedness
2. Needs Assessment & Analysis
3. Strategic Planning
4. Resource Mobilization
5. Implementation & Monitoring
6. Operational Peer Review & Evaluation

Two key enablers

1. Coordination
2. Information Management



Preparedness

Preparedness is a phase of the HPC that should **precede the other phases**, while also being **present throughout the whole cycle**. It is important to prepare as much as possible before emergencies strike. Emergency Response Preparedness (ERP) involves anticipating emergencies that are likely to occur and putting in place key components of the response in advance. Preparedness covers all aspects of the response:

- collecting background information on the country and its risks and hazards (including information from partners);
- preparing contingency plans for your sector;
- putting in place and practising standard operating systems in your organization;
- being familiar with how the aid funding and implementation system works on the ground; and
- integrating emergency response plans and disaster risk reduction into development programming.



Preparedness measures taken prior to a crisis help to make the response more timely, more appropriate to the context and more cost effective.

IASC Emergency Response Preparedness Guide

https://www.humanitarianresponse.info/en/system/files/documents/files/emergency_response_preparedness_2015_final.pdf



Needs Assessment & Analysis

This phase **provides the evidence base** on which the whole response planning is built.

Immediately following the onset of a crisis, initial information gathering may be conducted, so that a response can begin immediately. However, an effective humanitarian response requires a multisector assessment of needs. Whenever possible, needs assessment and analysis are carried out jointly by all the humanitarian actors working in partnership to:

- identify the needs and protection risks of the affected population - women, men, girls and boys of all ages and backgrounds; and
- document a consensus and shared understanding of priority needs.



This joint assessment is undertaken with the goal of providing decision-makers with enough accurate information to make **key decisions in a timely manner**.

In rapid onset emergencies, a **joint Multi-cluster Initial Rapid Assessment (MIRA)** should be undertaken.

The Multi-cluster Initial Rapid Assessment (MIRA) is explained in **Lesson “Informing Common Strategic Decision-Making”**.

IASC Operational Guidance for Coordinated Assessments in Humanitarian Crises

https://www.humanitarianresponse.info/en/system/files/documents/files/ops_guidance_finalversion2012_1.pdf



Humanitarian Response Planning

This phase defines the overarching strategy for the response, and identifies key priorities to be addressed. It also helps to assess and adjust the humanitarian community’s response to a changing environment. Using the information collected through needs assessment and analysis, the Humanitarian Response Plan (HRP) is developed. This identifies:

- priorities;
- accountabilities; and
- gaps;
- detailed funding requirements.

The decisions made in response planning shape and guide the collective response by defining **what actions** are most urgent, **who** is responsible for these actions, and **where** they will be working. The Humanitarian Response Planning process helps indicate what **money, staff** and **materials** will be needed to implement priority actions.



Everyone is involved in creating the HRP: community organizations, local and national governments, national and international NGOs, as well as United Nations agencies and the Red Cross/Red Crescent.

IASC Strategic Response Planning Guidance

https://www.humanitarianresponse.info/en/system/files/documents/files/SRP%20Guidance%202015%20final_2.pdf



Resource Mobilization

Resource mobilization is about fundraising for the humanitarian response, as outlined in the Humanitarian Response Plan. The purpose of this phase of the cycle is to:

- **ensure well- and timely funded activities**, based on credible assessment and analysis;
- **indicate collective funding priorities**;
- **raise visibility** of a crisis;
- **maintain on-going dialogue** with donors on the evaluation of needs, results achieved and funding received.

Donors and recipients should ensure that funding aligns with the needs assessed in the response planning. Either donors: fund an organization directly contribute money into a pooled fund.

IASC Resource Mobilization Template - example

https://www.humanitarianresponse.info/en/system/files/documents/files/RM_template-8pager_1.pdf



Implementation & Monitoring

This phase tracks inputs, outputs and outcomes. It helps to establish if the humanitarian community has done what it committed to do in the Humanitarian Response Plan, and if not, why, and what should be done to address those shortcomings. Humanitarian response monitoring is necessary to:

- help the Humanitarian Coordinator (HC) and the Humanitarian Country Team (HCT) examine whether sufficient progress is being made in reaching strategic objectives;
- provide an evidence base for taking decisions about the future direction of the response; and
- support resource mobilization.

The HCT regularly reviews information on humanitarian operations to monitor the response and makes adjustments to the humanitarian plan as needed. Of course, the HCT's job is to implement the programmes for which it has taken responsibility.



The aim is to establish whether aid is actually delivered to affected people as intended and to analyse how and why any gaps have occurred.

IASC Humanitarian Response Monitoring Guidance

https://www.humanitarianresponse.info/en/system/files/documents/files/humanitarian_response_monitoring_guidance_2016_en_1.pdf



Operational Peer Review and Evaluation

Operational Peer Review and Evaluation are inter-agency support tools to review the adequacy of the response and evaluate the extent to which planned collective results have been achieved. This phase of the humanitarian cycle is:

- triggered by a request from the HC/HCT, the Emergency Directors Group or the IASC Principals;
- **mandatory** within the first 90 days of an L3 declaration; and
- meant to **recommend adjustments** to the response as necessary, and to **identify good practice** or learning.

Evaluating a response helps to better understand:

- what actions or decisions were effective;
- how the humanitarian community can be more timely and effective in helping a disaster-affected community the next time it responds to a humanitarian crisis.

It also helps to identify any changes needed to improve the quality of the ongoing response.

IASC Operational Peer Review Guidance

https://www.humanitarianresponse.info/en/system/files/documents/files/Working%20Draft_Guidance_Operational%20Peer%20Review%2017%20December%202013%20v2.pdf

Enablers of the Humanitarian Programme Cycle

In order to implement the Humanitarian Programme Cycle effectively, there are two essential enablers:

- effective **coordination** with national and local authorities and humanitarian actors; and
- **information management**, which supports each phase of the HPC and helps connect phases with each other.

Scenario of the Aristopulous disaster

Many organizations are providing aid in Aristopulous: community-based organizations, national government agencies, NGOs and the UN. All these different organizations are providing aid to the regions of Aristopulous that were affected by the typhoon, and are responding to the various needs of the affected population. Given the multitude of needs and organizations involved in this response, we need to coordinate. If we don't, we might all be serving some groups of the population, while not adequately meeting the needs of some others. This not only wastes resources by duplicating efforts. It can lead to serious problems, even the deaths of people affected in the regions not being served. Coordination allows these problems to be avoided...

Aristopulous report update

- ✓ It has been 24 hours since category 5 typhoon Cristobal made landfall in Seaport, the capital city of Aristopulous and devastated areas in 9 provinces.
- ✓ Many cities and towns experienced widespread destruction, with as much as 90 per cent of housing destroyed in some areas.
- ✓ Early estimates anticipate that over 13 million people were affected and 3.4 million displaced.
- ✓ There is a Humanitarian Coordinator and Humanitarian Country Team in place.

Effective coordination underpins all elements of the Humanitarian Programme Cycle. It serves to identify and meet priority needs, address gaps and reduce duplication in humanitarian response.

If you coordinate well, all the actors providing assistance can **share information** about **where** they are working, **what services** they are providing, **what needs and risks** are in their areas of coverage. This allows to provide aid using the resources as efficiently and effectively as possible **where it is needed, to whom it is needed, and in a timely fashion**.

Coordination involves everyone on the ground who is providing aid. This means everyone from the affected country's national government to the UN, NGOs, the Red Cross/Red Crescent, to community-based organizations.

In order for coordination to work well, everyone must participate. At times, coordinating with other humanitarian actors can seem challenging and time consuming. However, it helps to increase overall response capacity, and most importantly, to better respond to the needs of people affected by the disaster.

! Efforts must be taken to ensure that coordination is inclusive of all humanitarian actors.

Humanitarian **Information Management** is the systematic process of collecting, collating, storing, processing, verifying and analysing data and information, and disseminating it to humanitarian stakeholders. Information Management **underpins each element of the programme cycle** and helps connect them by carrying information from one to another.

! In order for the programme cycle to function properly, data must be collected and shared in a timely manner to inform decision-making and analysis.

Quality and Accountability

Fundamental elements to take into consideration for a humanitarian action to be effective

Accountability to Affected Populations (AAP)

Affected people are at the centre of the Humanitarian Programme Cycle and they should be consulted at each step in an effective and timely manner. As a humanitarian actor you should **listen to, involve and communicate with affected populations** throughout the Humanitarian Programme Cycle. You need to establish a direct, responsible and respectful relationship with aid recipients. This also means enabling **affected people to participate and provide feedback** on decisions and activities that will affect

them. Complaints and feedback mechanisms should be established. Where their needs cannot be met or planned for, affected people should be advised and regularly updated on the programme.

Strengthening AAP in Pakistan: www.fao.org/resilience/news-events/detail/en/c/171168/



Good communication between aid workers and affected communities, taking into account gender, age and vulnerabilities, leads to meaningful dialogue and the identification of evidence-based needs, risks and potential, thereby improving the quality of the strategic process and actions linked to it.

Protection

Protection of people affected and at risk should inform the Humanitarian Programme Cycle and operational activities. In practical terms, this means identifying at the outset of a crisis who is at risk, how and why, then taking into account the specific vulnerabilities and coping mechanisms that underlie those risks. This process includes ensuring protection-oriented analysis and priority setting, a rights-based and participatory approach to collective action and the incorporation of "Rights up Front" to reinforce the need to respond early to human rights violations.

Cross-Cutting Issues & Gender Equality

Humanitarian organizations should acknowledge differences with respect to gender, ethnicity, disability, age and other social markers of exclusion and use sex and age disaggregated data to inform the response. Design, implementation, monitoring and evaluation of humanitarian programmes must take into account:

- the **implications on women, girls, men and boys**; as well as
- all the **dimensions of diversity that can lead to exclusion**.

Environment

Consideration of the environment is a fundamental requirement of effective humanitarian action. Environmental issues underlie and contribute to humanitarian crises, and humanitarian action can damage the environment, with harmful effects on **affected populations and host communities**.

Some of the most common environmental issues are:

- **groundwater availability** and the need for informed management and monitoring;
- **pollution**, including salt intrusion and potential chemical leakages;
- **deforestation**, with potential links to problems in meeting shelter or domestic cooking needs; and
- **desertification and soil degradation**.

Reducing the environmental footprint of the response can ease the transition into sustainable recovery and contribute to strengthening the resilience of affected communities. The humanitarian community should avoid establishing displaced population camps in risk areas, such as floodplains or locations close to protected areas or sites of natural/historic importance, and should be aware of potential sources of local conflict, such as water scarcity and resource depletion.

Example: Environmental damage in Haiti earthquake response

In Haiti, a massive earthquake in 2010 produced a large number of Internally Displaced People (IDPs) who were living in makeshift camps. In these camps, poor sanitation and flooding soon caused further environmental damage and increased the risk of infectious disease. Toilets and latrines, when present in shelter sites, were unhygienic and did not meet Sphere standards.

Infrastructure was lacking to treat sewage evacuated from toilets and latrines, the immediate plan being to discharge sewage at a landfill site and in other informal locations. By concentrating sewage disposal, however, the environmental impact could have been exacerbated, creating an anoxic dead zone.

Rapid Environmental Impact Assessment: Haiti Earthquake - January 12, 2010.

Sun Mountain and CHF International.

Resilience

The humanitarian system has an important contribution to make in building the resilience of communities. Effective preparedness can mitigate the effects of shocks and stresses on communities and households. Providing earlier, more effective responses in support of people's livelihoods before the onset of a crisis can support communities and households to respond to shocks and stresses **in ways that enhance their capacity to cope with future risks.**

Exit and Early Recovery

Early recovery is a vital element of any effective humanitarian response. Planning for it should start when the crisis begins. Early recovery describes a set of activities that addresses recovery needs arising during the humanitarian phase, using humanitarian mechanisms that align with development principles. Early recovery **enables people to use the benefits of humanitarian action** to seize development opportunities, strengthens resilience, and establishes a sustainable process of recovery from a crisis. For **humanitarian organizations**, early recovery can provide a path to durable solutions and an exit strategy.

! For this reason, emergency programmes that promote **sustainable mid- and long-term solutions**, including greater system and community resilience, should be integrated into the Humanitarian Programme Cycle and explicitly referenced in humanitarian strategies and approaches.

Example

Your organization adheres to the standard guidelines that have been developed to ensure accountability. These include providing programmatic reports, respecting humanitarian principles and consulting the affected community. In the Aristopoulous disaster, It's important that you are aware who we are accountable to as humanitarian actors: the Olvitani government, the Olvitani people, your donors, and your organization, its mission, standards, and overarching principles.

The Humanitarian Programme Cycle - Lessons learned

The Humanitarian Programme Cycle allows humanitarian actors to jointly define the overall shape of the response, position their role in relation to other organizations and understand what needs to be done at a given moment, in line with agreed objectives, in order to ensure a more coherent, effective and accountable response. The Humanitarian Programme Cycle highlights the following needs:

➡ **Monitor humanitarian action** - Organizations should monitor humanitarian action and **adjust their response strategy** and programmes on the basis of monitoring results.

➡ **Plan an exit strategy** - It is crucial to **plan an exit strategy from the outset** and ensure clarity regarding how to transition effectively and hand over to national, local and development partners, as appropriate.

➡ **Empower field-based decision-making**, locating it as close as possible to the population affected by the crisis. It is vital to work with and listen to people affected by the crisis, as well as local NGOs, national and local authorities and humanitarian organizations already in the country.

➡ **Set objective early and ensure they drive the response** - In order to set objectives early and ensure they drive the response, those involved need:

- strong and accountable **leadership** and
- solid **coordination architecture**.

➡ **Plan based on joint risk analysis and evidence** - Organizations need to:

- collect, analyse and share information in advance of, and during crises;

- undertake joint risk analysis and needs assessments, where possible in partnership with national authorities and development actors;
- take new information into account to adapt and update plans; and
- ensure that decisions are evidence-based.

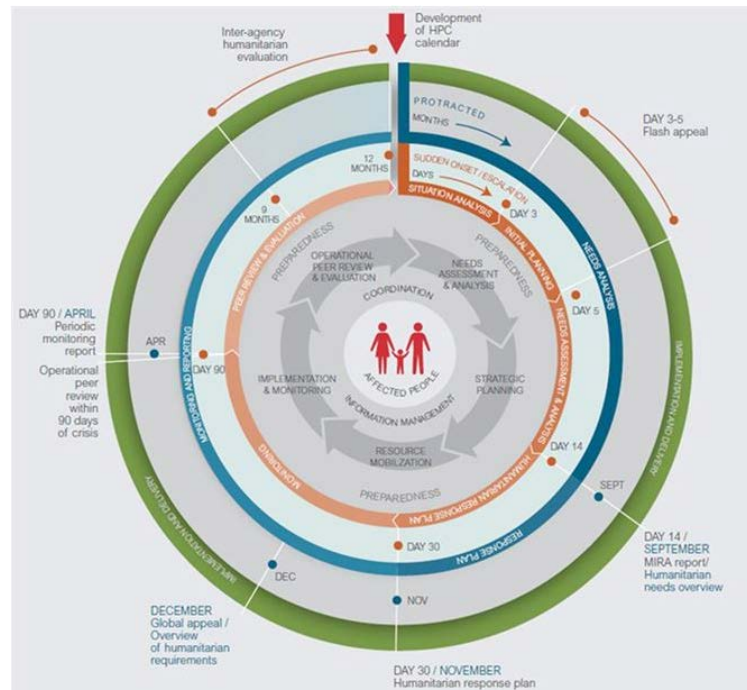
➔ **Prepare as much as possible before a crisis strikes** - Preparedness includes both **minimum** and **advanced preparedness actions**, such as:

- joint risk analysis;
- contingency planning;
- prepositioning; or
- the integration of emergency planning in development programming.

Timelines for implementation

To be meaningful, the HPC needs clearly defined **timelines** for implementation. These should will be adapted to each individual context. The **duration** of the timeline will depend on:

- the **optimal planning period for the response** (e.g. single or multi-year).
- the **nature of the crisis** (e.g. sudden onset or protracted);



In sudden onset crises, you may need to **take decisions based on limited or incomplete information**.

There may be an urgent need to provide rapid overall direction to the response, to enable the mobilization of action and resources.

Example: Yemen crisis – humanitarian coordination (2015)

Following a sharp escalation in violence in Yemen during the months of March and April 2015, the Humanitarian Country Team (HCT) decided to issue a Flash Appeal to advocate for urgent funding to respond to increased humanitarian needs. The Flash Appeal is a tool for structuring a coordinated humanitarian response for the first three to six months of an emergency. The UN Humanitarian Coordinator triggers the Appeal in consultation with all stakeholders. The Flash Appeal is issued within one week of an emergency. It provides a concise overview of urgent lifesaving needs, and may include recovery projects that can be implemented within the time frame of the Appeal.

A multi-sector contingency plan was already in place and provided the framework for the Cluster's needs analysis; a Multi-cluster Initial Rapid Assessment (MIRA) was also conducted. All Cluster partners had a chance to input their project concept notes, and the Clusters facilitated this process through Cluster meetings. The Flash Appeal was subsequently discussed by the HCT and the Inter-Cluster Coordination Group, and published on 17th April 2015, with a duration of three months. The whole process took just four days. **Flash Appeal report**

(http://reliefweb.int/sites/reliefweb.int/files/resources/Yemen_Flash%20Appeal.pdf)

In sudden onset crises, the **application of the Humanitarian Programme Cycle** should begin immediately and be applied in a flexible manner. As in the Aristopulous crisis, the humanitarian response may be declared a **Level 3 response** by the IASC. Particularly where there is a sharp escalation in a protracted crisis situation, a considerable amount of work may have already been done to:

- identify vulnerable populations;
- assess and monitor their needs; and
- define and cost elements of the response.

! It is also important to take stock of what is in place, so as to **avoid duplication or overlap** and ensure that there is only one joint planning framework in place at any given time.

Report updates on the situation in Aristopulous.

- It has been 72 hours since a category 5 typhoon has made landfall on Aristopulous.
- The government of Aristopulous has welcomed international assistance however they have stated this must be carried out in close coordination with the government and that they will give the final approval to any strategy for intervention.
- There is a Humanitarian Coordinator and Humanitarian Country Team in place.

- The Emergency Relief Coordinator has declared an L3 emergency in Aristopulous.
- Clusters that already existed are meeting, additional clusters are likely to be activated.

To ensure well-coordinated action in the fast-moving environment of a sudden onset crisis or sharp escalation of an existing crisis, it is recommended that the HC, in consultation with the HCT and, where applicable, the Government, take the following steps.

Pre-crisis

Emergency response preparedness actions are undertaken making it possible to respond faster, more appropriately and efficiently, and to take decisions on the basis of more reliable information. Once thresholds identified through risk analysis are met, a contingency plan is prepared or updated, setting out the initial response strategy and operational plan, which can be seamlessly transformed into a flash appeal when the crisis occurs.

Day 1 after the onset

The HC convenes a HCT meeting to discuss the scale and magnitude of the crisis. The outcomes of the meeting are (a) an analysis of the situation and capacity (including coordination gaps and leadership proposals); (b) an immediate statement of strategic priorities to feed into headquarters-level press and advocacy; and (c) timeline of next steps. The process of gathering, consolidating and analysing information on needs is expected to start immediately.

By days 3-5

Based on an initial analysis of needs, a flash appeal is developed, setting out the immediate priorities and funding requirements of the response. If an up-to-date contingency plan exists, this should be used as the basis of the flash appeal.

By day 14

A Multi-Cluster/Sector Initial Rapid Assessment is carried out and a report is issued; the findings underpin the response planning process. Where applicable, existing joint needs analyses are updated.

30 days after the flash appeal

Based on updated joint needs analysis, a Humanitarian Response Plan is developed, or updated, establishing a framework for humanitarian action and for monitoring results. If a humanitarian response plan already exists, it may not be necessary to develop a new one. Instead, the plan can be updated to take into account the changes in context and shift in response approach, as appropriate.

60 days after the humanitarian response plan

A periodic monitoring report is issued which records inputs and outputs and measures progress towards the strategic and cluster objectives of the humanitarian response plan. The report may also indicate a need to prepare / update a humanitarian needs overview or revise the humanitarian response plan. The frequency of reporting is determined by the HC and HCT.

By day 90 (mandatory for L3 Responses)

An operational peer review is conducted by an inter-agency group of peers to recommend any adjustments to the management and coordination of the response.

Between months 9 to 12 (mandatory for L3 Responses)

An inter-agency humanitarian evaluation is conducted by an independent team of experts to assess collective results achieved against the humanitarian response plan.

TIP: From sudden onset to multi-year planning cycle

The HC/HCT may consider transitioning to an annual/multi-year planning cycle once the crisis moves from the emergency phase and if it requires a sustained response.

Annual or multi -year planning in protracted crises

HCs and HCTs in protracted crises, often in conflict and post-conflict situations, generally engage in an **annual needs analysis and response planning process** from September to November of each year. However, the planning time frame is flexible and can start at any point in the year and run for any length of time, based on operational requirements.

Example: Humanitarian Response Plan 2016 Myanmar (PDF)

https://www.humanitarianresponse.info/en/system/files/documents/files/2016_myanmar_hrp_final_0.pdf

In contexts where needs and planned responses change little from year to year, or multi-year programming, such as resilience-building actions, is under way, a **multi-year HRP** should be considered. This should cover a 2-3 year span, so as to enable an outcome- oriented approach that achieves incremental results, ensuring that the response effectively strengthens resilience.

Strategic Response Plan 2014-2016 Sahel Region (PDF)

http://www.fao.org/fileadmin/user_upload/newsroom/docs/Regional%20Sahel%20SRP%20Final.pdf

The programme cycle **timeline can be extended to allow for broad consultation** at both national and subnational level. The number of tools is limited to a smaller set, given that information should be available on the crisis and the needs assessed.

STEP # 1 - The HC convenes an HCT meeting and a programme cycle calendar is agreed.

STEP # 2 - A humanitarian needs overview is developed through an inter-agency/cluster process. This collaboratively analyses existing needs data and other information and reaches a shared understanding of needs, priority issues and the likely evolution of the situation. This analysis underpins the Humanitarian Response Plan.

STEP # 3 - The HCT defines the joint response strategy, including strategic objectives and indicators, and includes cluster/sector response plans with objectives, activities and funding requirements. The Humanitarian Response Plan serves as the basis for response monitoring.

STEP # 4 - A periodic monitoring report is issued, which records inputs and outputs and measures progress towards the strategic and cluster objectives of the Humanitarian Response Plan. The report may also indicate a need to collect fresh assessment data and undertake analysis through a humanitarian needs overview process or to revise the Humanitarian Response Plan. The frequency of periodic monitoring reporting is determined by the HC and HCT.

OPTIONAL - The HC and HCT may wish to repackage information presented in the humanitarian needs overview and Humanitarian Response Plan into public information products for advocacy and fundraising.

What if there is a spike in needs or a change in the context?

If there is a (significant and unforeseen) spike in needs or a change in the context, the HC and HCT may decide to **revise the response plan** or develop a Flash Appeal to outline the new needs and associated funding requirements for the spike or new part of the crisis. In this case, the Flash Appeal serves as a precursor to the revision of a Humanitarian Response Plan.



Preparedness actions are undertaken on an ongoing basis, making it possible to respond faster, more appropriately and efficiently, and to take decisions on the basis of reliable information.

Summary

The Humanitarian Programme Cycle (HPC) is a coordinated series of actions undertaken to help prepare for, manage and deliver humanitarian response.

The HPC consists of six elements and two key "enablers" (Coordination and Information Management), which are ongoing at all times in support of the successful implementation of the response:

- | | |
|--------------------------------|------------------------------------|
| 1. Preparedness | 2. Needs Assessment & Analysis |
| 3. Strategic Planning | 4. Resource Mobilization |
| 5. Implementation & Monitoring | 6. Operational Review & Evaluation |

The HPC needs clearly defined timelines. These will be adapted to each individual context.

The duration of the timeline will depend on: the nature of the crisis (i.e. sudden onset or protracted); the optimal planning period for the response (i.e. single or multi-year).