

HUMANITARIAN PROGRAMME CYCLE

HUMANITARIAN NEEDS OVERVIEWS

This section covers:

- An introduction to the Humanitarian Needs Overview (HNO) and cluster responsibilities
- HNO steps and timeline
- Assessment and data collection
- Needs analysis
- CCCM sectoral needs analysis
- Drafting the HNO narrative
- Mainstreaming and cross-cutting issues

ANNUAL UPDATES TO GUIDANCE

An **updated guidance package** for developing a Humanitarian Needs Overview (HNO) and a Humanitarian Response Plan (HRP) is usually **released each year** by OCHA. This contains templates and detailed guidance on all the processes that are expected for that year, and is released in English, French, and Spanish. This is circulated by the OCHA inter-cluster coordination team in country, also, it can be requested from the global CCCM Cluster. It is available online at <https://kmp.hpc.tools/facilitation-package/>

In addition, the **global CCCM Cluster also circulates guidance** to help with HNO and HRP development, which is updated as needed, and will usually organize briefings with Cluster coordination teams early- to mid-year when the new global guidance is released.

This guidance therefore focuses on the big picture of developing HNOs and HRPs, aiming to give you a good basis to then understand the detailed annual guidance packages.

OVERVIEW

The **needs assessment and analysis phase** of the Humanitarian Programme Cycle (HPC) includes a series of steps of coordinated assessments and joint analysis. For an annual HNO/HRP process, this phase is several months long. The **end product is the Humanitarian Needs Overview (HNO)** document. This analysis is used to provide the **evidence base for strategic planning** (for the Humanitarian Response Plan) and to provide the **baseline information for situation and response** monitoring.

During this phase, a CCCM Cluster coordination team must review the information and sources available, plan for how to meet its HNO information requirements (through existing data collection by agencies or through CCCM partners) and conduct analysis on this data to determine how many people are in need of CCCM assistance, where those needs are and how severe they are. The existing capacity and needs at national and local levels across relevant stakeholders must be considered, as these will vary between and sometimes within contexts. Clusters also contribute to inter-sectoral assessment and analysis. The required analysis includes the calculation of the number of *people in need* of humanitarian assistance, and the *severity* of that need (see guidance provided by the global CCCM Cluster and OCHA). The final HNO document summarizes findings, containing both summary data and a narrative, in both inter-sectoral and individual sectoral chapters.

While the CCCM Cluster IM Officer or IM team will conduct most of the data analysis work, keep in mind that the severity and Population-in-Need figures only provide part of the overall context and need analysis. The Cluster Coordinator/s must be engaged in providing context, contributing factors, and considerations for analysis framework, provide decision-making, and communicating about the analysis to cluster members, inter-cluster to inform other sectoral planning, and the Cluster Lead Agency.

This large-scale analysis effort should be used not only to produce the HNO CCCM chapter but be used by the CCCM Cluster and CCCM actors to plan and adapt the CCCM response. While the purpose of the HNO is to

articulate the overall needs of the sector and its place within the intersectoral needs, the sources used to inform the 'big picture' HNO can also be used to inform the more dynamic information needs of response partners at the sub-national response-level. See [Toolkit Section 3. Needs Assessment and Analysis](#).

CONSIDERATIONS FOR NEEDS ANALYSIS

The phase of the response and the context of needs will shape the approach to needs analysis. For example, needs analysis at the start of a response to sudden onset crisis (when the cluster might first be activated) will be different to the one needed when cluster is planning towards transition. Planning toward transition may require more focus on capacity building, promoting community-led projects, community-led site management and service monitoring, and transition of sites.

A CCCM needs analysis must include appropriate data and analysis for planning toward solutions for affected communities.

HNO & HRP TIPS

- ✓ It can be intimidating but you can do it!
- ✓ The Global CCCM Cluster is available to help – ask for help from your coordination and IM focal points
- ✓ Use the past HNO & HRP as a basis – there should be strategic consistency between years, and using past work as a starting point helps save time
- ✓ Cluster team should work together on both the HNO & HRP, as a **joint coordination & IM effort**
- ✓ You're not alone: the HNO & HRP must be based on consultation with CCCM partners and other key stakeholders, and must be endorsed by the SAG
- ✓ You need to have a CCCM Response Strategy as well as an HRP, but doing the processes together saves time and ensures they are consistent with each other
- ✓ Ensure to include planning toward solutions for targeted communities
- ✓ Don't forget to do other Cluster work too!

HNO STEPS & TIMELINE

Below are the 11 steps of the Humanitarian Programme Cycle with the HNO-related steps **underlined**. These are the inter-sectoral processes, led by OCHA, to which the cluster will contribute. They are usually conducted over several months. An exact timeline for each response is circulated by OCHA.

1. **Step 1: Agree on scope of the analysis** and costing approach
2. **Step 2: Conduct secondary data review: analyse trends, identify opportunities for joint analysis with development/peace actors, and identify data gaps**
3. **Step 3: Plan and collect primary data (as appropriate)**
4. **Step 4: Conduct joint intersectoral needs analysis**
5. **Step 5:** Define the scope of the HRP and formulate initial objectives
6. **Step 6:** Conduct response analysis
7. **Step 7:** Finalize objectives and associated indicators
8. **Step 8:** Formulate projects/activities and estimate cost of the response plan
9. **Step 9:** Release the Humanitarian Response Plan
10. **Step 10:** Finalize the monitoring plan
11. **Step 11:** Conduct after action review

ASSESSMENT AND DATA COLLECTION

To ensure a sufficient quantity and quality of CCCM-related data for use in the HNO, it is important that the CCCM Cluster design their analytical requirements well in advance, ensuring that suitable data collection exercises are planned so that timely and relevant data is available as inputs to the HNO analysis.

Common sources of CCCM data for HNOs include key informant site assessments, typically conducted by the CCCM Cluster or other sources e.g. IOM-DTM or REACH. Household-level surveys can also provide additional data for CCCM analysis, if available and representative for IDP population groups. Gender and Protection Analysis done by agencies or sectors can provide insight into vulnerabilities and groups with specific needs. Often, a Multi-Sector Needs Assessment (MSNA) is conducted in a response, providing data for all sectors across different population types and geographic areas, often at household level.

The CCCM Cluster coordination team will need to ensure that planned assessments capture sufficient data for the indicators that will be used to analyse CCCM need. Data should be sex- and age-disaggregated, where possible, and should capture information to be able to analyse CCCM needs with relation to cross-cutting issues.

It is important that the data is available for all areas within the geographic scope of the HNO. Partial coverage of data severely limits analysis and requires proxy data to fill the gaps.

See [Toolkit Section 3. Needs Assessment and Analysis](#) for more information on CCCM assessments.

NEEDS ANALYSIS

INTRODUCTION

A HNO includes two types of analysis of humanitarian needs: a **sectoral** and an overall **inter-sectoral** analysis. The HNO process therefore requires the involvement of each Cluster from two perspectives:

1. To analyse needs and their severity for the sector, and the population in need of assistance (for CCCM, this is the CCCM **sectoral analysis**)
2. To provide analysis and insight which contribute to an understanding of overall people in need of humanitarian assistance, severity of the need, and interlinkages between these needs (the **intersectoral analysis**).

There are two main calculations that are done, for both the inter-sectoral and individual sectoral analyses:

- **Population in Need (PiN)** – the number of people in need of humanitarian assistance
- **Severity** – the severity of the humanitarian need, usually calculated on a scale

Global guidance is issued to support this analysis. The inter-sectoral analysis is guided by the **Joint Intersectoral Analysis Framework (JIAF 2.0)**. The CCCM sectoral analysis should be guided by the **CCCM PiN and Severity Methodology**.

THE JIAF 2.0

The **Joint Intersectoral Analysis Framework (JIAF) 2.0** provides the methodology for calculating PiN and Severity figures and other outputs that underpin the HNO. It was introduced for the 2024 HPC and is lighter to implement and more robust than previous versions. The [JIAF 2.0 technical manual](#) is available online¹.

The JIAF 2.0 framework is split into 3 modules that relate to each other:

1. **Contributing Factors and Scope** – which is conducted at the intersectoral level to describe the context, shock and impacts and to define the population groups used across the clusters in their analysis.

¹ Available to download in English and French at: <https://www.jiaf.info/resources/>

2. **Interoperable Sectoral Needs** – primarily conducted by each cluster individually to produce their cluster PiN and Severity estimates in a manner that is robust and interoperable for use in the intersectoral analysis
3. **Intersectoral Needs** – conducted at the intersectoral-level to produce the intersectoral PiN and Severity and identify overlaps and linkages between Clusters.

Module 2 is where most of the individual Clusters' analytical time and resources are required. It is where the Clusters analytical outputs are produced which then feed into the subsequent intersectoral step. It is worth noting that, if, during the intersectoral analysis, if issues with the clusters analysis are highlighted, when viewed against the figures from other clusters, it is possible and encouraged for the Cluster to return to Module 2, revising their figures or approach as needed.

INTER-SECTORAL NEEDS ANALYSIS

An inter-sectoral analysis is conducted for an HNO, which looks at overall humanitarian needs, severity, and interlinkages between needs. This analysis is a collaboration between the Clusters and OCHA. The outputs of this process are overall PiN figures, overall severity scales, and interlinkages between sectors in the response.

As of 2023, the inter-sectoral analysis for an HNO is conducted according to the JIAF 2.0 methodology. The JIAF 2.0 uses a 'convergence of evidence' approach. The JIAF 2.0 methodology effectively uses the outputs of each sectoral analysis (PiN and Severity) as the building blocks for the inter-sectoral analysis. To calculate overall PiN and Severity, the sectoral figures are put together, with the highest figure at the lowest level of analysis (area or population group) used as the preliminary PiN/Severity. 'Flags' are then computed which show which figures need to be collectively examined. For example, if, for an area, one sector's PiN was three times higher than the second highest PiN, this would trigger a flag. The flags are then reviewed by the clusters to explore the reasons for discrepancies, bringing evidence to either support or refute the figure and collectively agreeing on whether to keep the figure or if a revision is required.

CCCM SECTORAL NEEDS ANALYSIS

CCCM PIN AND SEVERITY METHODOLOGY

Coinciding with the changes in the JIAF 2.0 for the 2024 HPC cycle, there is a new CCCM Cluster PiN and Severity Methodology. The version released in 2023 for the 2024 HRP is [available online](#). Any subsequent updates will be circulated to Cluster coordination teams and available on the Cluster website.

In brief, the methodology is split into six steps: three steps for calculating CCCM PiN and three steps for calculating CCCM Severity. To aid in the severity calculation process and to assure alignment with other clusters as part of the intersectoral analysis stage, a CCCM severity alignment table is used.

DESIGN AND APPROVAL OF CLUSTER ANALYSIS

Throughout the process and on calculating the CCCM Cluster PiN and Severity, it is important to include Cluster partner input to ensure relevant indicators and thresholds are chosen and to validate the findings of the analysis. You may be able to do this with partners through regular cluster meetings, or to bring people together for needs analysis or validation discussions. This should involve sub-national as well as national level partners and must make specific effort to include local and national actors – both NGOs and government as appropriate. Validation includes ensuring the findings of the analysis make sense with local knowledge of needs and situation. The Cluster coordination team should also engage with other clusters, to ensure that clusters' analysis make sense with each other.

Following this validation, the findings should be presented to the Cluster's Strategic Advisory Group (SAG) prior to it being shared to OCHA for the inter-sectoral analysis. The CLA and any Cluster Co-Coordinating Partner organization must also be kept updated and engaged in the process.

Cluster HNO calculations of PiN and Severity may be shared with the HC and HCT for approval.

ADDITIONAL ANALYSIS

In addition to PiN and severity calculations, additional relevant analysis should be done to inform the understanding of humanitarian CCCM needs in the HNO, and the capacity and response planning in the HRP. For example, ensuring sex and age disaggregation of data and analysis, analysing any specific needs of population groups of concern, or additional analysis according to cross-cutting issues priorities (e.g. to understand specific needs of people with disabilities, or relating to GBV risk mitigation).

RECORD-KEEPING

Keeping **good internal records** is important throughout this process. Drafting a methodology document is good practice, and all final calculation documents should be filed. This is especially important when there is staff turnover in the cluster team, as future staff members may need to use or build on this work for future revisions or HNOs.

DRAFTING THE HNO NARRATIVE

Narrative drafting is the final step. The cluster coordination team is responsible for drafting the CCCM chapter and will likely be asked to review the inter-cluster narrative.

- ✓ The HNO template requires you to draw on the needs assessment and analysis findings, describing the situation and needs
- ✓ Don't forget to highlight differences in needs between population groups, as well as between different locations. For example, making sure the data is disaggregated by sex and age, or is analysed for specific population groups of concern
- ✓ Keep in touch with other clusters that focus on working with the same populations as CCCM to ensure there is consistency between the sectoral chapters
- ✓ Keep it clear concise – fuller explanations of needs and response can be further articulated in CCCM Cluster strategies document or workplans.

In some cases, the HCT may choose to produce a combined HNO and HRP document.

MAINSTREAMING & CROSS-CUTTING ISSUES

You must ensure to take into consideration the following in CCCM assessment and analysis:

- Protection mainstreaming
- Age, gender, and diversity – including disability
- GBV and child protection
- Accountability to affected people
- Environment
- Localization
- Planning toward solutions for affected communities, from the start of a crisis

To help do this:

- ✓ Use the tools in Related Resources below, especially the checklists
- ✓ Consult the resources in [Toolkit Section 9. Cross-cutting issues](#)

- ✓ Identify who is at risk of protection threats, how, and why (use the Protection Risk Analysis tool in [Toolkit Section 9.1 – Protection mainstreaming](#))
- ✓ Identify, analyse, and integrate into HNO strengths and vulnerabilities of men, women, girls, boys, and groups such as older persons, people with disabilities, minority groups, LGBTI+ people
- ✓ Engage in two-way communication with affected people see [Toolkit Section 4.1 Strategic Planning](#)

TIPS FOR LOCALIZATION

- ✓ Ensure the CCCM analysis for the HNO incorporates views, knowledge and data from local actors (civil society, and academia and diaspora as relevant)
- ✓ Ensure local and national actors can contribute to data collection exercises, and are included in data analysis exercises
- ✓ Ensure consultation with local and national authorities throughout the process, where appropriate and possible
- ✓ Provide information sessions on HNO/HRP processes for local and national actors in local languages
- ✓ Include any institutional capacity needs of local actors
- ✓ Encourage local actors to use HNO documents and analysis for their own operational purposes

See Related Resources on the [main HPC page](#)

References and further reading

- [The Humanitarian Programme Cycle: Knowledge Management Platform](#) for summarized guidance and the latest HNO & HRP Guidance and Templates
- [CCCM Cluster PiN and Severity Calculation Methodology](#), July 2023
- JIAF 2.0 Technical Manual available [online](#).
- IASC (2015) [Reference Module for the Implementation of the Humanitarian Programme Cycle](#)
- [Inter-Agency Toolkit on Localization in Humanitarian Coordination](#) (2022)
- Global Protection Cluster, Child Protection AoR, GBV AoR (2018) [Tip Sheet to Integrate Localization in the HNO and HRP](#)