The IASC Transformative Agenda calls for a more evidence-based, strategic and prioritised humanitarian response. It proposes needs-based strategic planning and stronger coordination around the humanitarian programme cycle (HPC); from assessment and analysis of needs, to planning the strategic response, resource mobilization, implementation, monitoring and evaluation of operations.

The following guidance provides an overview for developing a humanitarian needs overview (HNO). It explains the purpose of a joint analytical process, the main steps required and the different roles and responsibilities entailed. It suggests tools and methods for analysing needs.

Developing an HNO is a process by which the humanitarian community collaboratively analyses existing humanitarian information and reaches a shared understanding of the most pressing issues and of the likely evolution of the situation, in order to inform the country team’s strategic response. The HNO document describes the impact of the humanitarian crisis, provides and explains an estimate of which population groups have been affected, analyses their situation and gives an overview of the operational environment. The HNO captures both the current situation and the projected evolution of needs during the planning cycle.

In the case of a sudden onset level 3 emergency, the Multi Cluster/Sector Initial Rapid Assessment (MIRA)\(^1\) will replace the HNO and include a secondary data analysis of the needs of affected population as the first step, followed by a joint community-level assessment organized around the gaps the secondary data analysis reveals. The MIRA findings will underpin the strategic plan in similar way that the HNO does in a protracted crisis.

A template for the humanitarian needs overview is attached to this guidance, but should be adapted according to the context.

More information on the humanitarian programme cycle and guidelines: https://humanitarianresponse.info/programme-cycle

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\(^1\) Refer to the MIRA Manual: https://www.humanitarianresponse.info/programme-cycle/space/document/mira-manual
AT A GLANCE: DEVELOPING A HUMANITARIAN NEEDS OVERVIEW

1. **Purpose**: the humanitarian needs overview (HNO) promotes a shared understanding of the impact and evolution of a crisis within the humanitarian country team (HCT) and informs strategic response planning. This ensures that credible evidence and a joint analysis of needs underpins an effective and targeted humanitarian response. The development of an HNO is a step in the implementation of the humanitarian programme cycle that supports the response analysis conducted for the strategic response planning.

2. **Structure**: the humanitarian needs overview is structured into three sections plus one annex:

   1. **Key humanitarian issues**: summarizes the three to five most pressing humanitarian problems at sectoral and cross-sectoral levels as appropriate. This section flags priority humanitarian challenges that need to be discussed at the response analysis stage.
   
   2. **Impact of the crisis**: describes the situation by analysing drivers, underlying factors, geographic scope, demographic scale and the situation of affected populations, while fully integrating a protection and gender analysis.
   
   3. **Information gaps**: highlights information gaps that affect operations/the response.

   **Annex**: **Operational environment and factors**: summarizes capacity and access constraints or enablers.

3. **Process**: an analysis team comprised of cluster representatives and technical experts, assigned by the Inter-Cluster Coordination Group (ICCG)/HCT and convened by OCHA, develops a first analysis consolidating existing information by using the above proposed structure. The following steps are recommended for this process:

   1. **Planning**
      
      The ICCG/HCT assigns an analysis team convened by OCHA. The analysis team develops the humanitarian needs overview and agrees on a set of parameters for the analysis taking into account:
      - available information
      - geographic scale
      - affected population groups and sectors
      - roles & responsibilities of partners
      - timelines
      - options for engagement of affected populations

   2. **Data consolidation & information gaps**
      
      The analysis team consolidates relevant information and identifies information gaps ahead of the analysis. The strategic response plan includes a plan to address these gaps.
      
      OCHA and Cluster Coordinators support the analysis team, as required, in:
      - data compilation (agreeing with partners on metadata, liaising with partners, through maintenance of CODs/FODs + assessment registry etc.)
      - the identification of information gaps

   3. **Joint analysis**
      
      The analysis team drafts an initial analysis to identify and describe the key humanitarian issues and their likely evolution over the planning cycle.
      
      Use of vulnerability and severity ranking method is optional; it may help to structure needs information and support the analysis.
      
      Ensure inclusion of local expert knowledge and views of affected populations.
      
      Findings are shared, e.g. in a working session or through regular consultations, at the inter-cluster level and endorsed by the HCT.

   4. **Using the findings**
      
      The findings of the joint needs analysis determine if a strategic response plan should be undertaken. The findings will inform the strategic planning, through a response analysis ideally undertaken in a strategic planning workshop.
      
      The HC shares the compiled evidence base and analysis with relevant stakeholders, as appropriate.

   **Analysis plan** → **Compiled evidence base** → **Shared understanding of the humanitarian situation** → **Needs analysis informs strategic planning**

4. **Update of the needs overview**: a HNO should be developed in advance of strategic response planning, allowing sufficient time for the appointed analysis team to review existing assessment data and analyse humanitarian needs in consultation with the ICCG and on behalf of the HCT. At a minimum, one update should be completed at least once a year. More frequent updates may be required if the situation is fluid and needs are changing or if monitoring reports suggest this.
DESCRIPTION

The humanitarian needs overview describes the overall humanitarian dimensions of a crisis situation including the key humanitarian issues which are considered the most pressing by common agreement. It is based on existing information (secondary data) derived from multi-cluster and sectoral assessments, monitoring data, survey results, and contextual judgement by humanitarian actors and of local sources such as government, community bodies and representatives from affected communities. The humanitarian needs overview is informed by shared and collated data and the development of a joint needs analysis.

Incomplete information: development of a humanitarian needs overview is not dependent on the availability of uniform and high-quality data: in many countries data will be partial or incomplete. Some countries will have the means to undertake more extensive and rigorous needs analysis based on available data, while others face more constraints. This guidance recommends and helps each HCT to tailor its approach. It also provides suggestions for shared analysis and categorization of needs corresponding to the level of complexity of the humanitarian context, the availability of reliable data and stakeholder capacity to collect information in a structured manner.

Timeframe for the process

The HC with the HCT are expected to outline the process prior to commencing, including: establishing a vision of needs-based strategic response planning; setting a time frame and broad parameters of the process; and agreeing on roles & responsibilities. While the timing may differ, the sequence of the steps remains the same: a humanitarian needs overview is developed first, followed by the strategic response plan (SRP). In protracted crises the needs-based strategic planning (HNO/SRP) process takes around 3 months.

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2 For example, national early warning systems that take livelihoods, markets, food, weather and health/nutrition data into account.

a Multi-cluster Rapid Initial Assessment; b Standardized Monitoring and Assessment of Relief and Transitions; c Integrated Phase Classification
KEY STEPS

1. Planning
   1 day / one meeting

2. Data consolidation & information gaps
   2-3 weeks

3. Joint analysis
   1-3 days

4. Using the findings
   as needed to inform response planning

Step 1: Planning for analysis

Analysis team: members of the humanitarian community familiar with assessments and analysis should carry out the analysis. In consultation with the ICCG and HCT the Humanitarian Coordinator therefore assigns an analysis team lead by OCHA. The team is responsible for developing the humanitarian needs overview and consulting with stakeholders on inputs and validation of the findings. The team should consist of people with analysis expertise and a good understanding of the situation, including from the perspective of affected populations. The team should be able to speak on behalf of a broad constituency and represent agency and cluster views. Team members should be capable of making expert judgements and presenting their findings in a clear and comprehensible way. The team should include at least one representative of the cluster/sector and a protection expert. The size and composition of the analysis team should balance appropriate representation and effective collaboration.

Analysis plan: develop an analysis plan that fits the country context, stakeholders’ capacities and the information resources available. It is recommended that parameters and boundaries for the analysis be set in consultation with the HCT. The analysis plan should make provision for the following:

- The questions that will shape the analysis—which should be taken as a starting point of any analysis—will be formulated following consultation with affected populations.
- The structure of the humanitarian needs overview (the suggested structure may require adaptation).
- Information and data available from relevant humanitarian actors (e.g. disaggregated demographics, displacement trends, market surveys, livelihood analyses, government and private industry data).
- The geographic areas to be covered (geographic scope) and how granular the analysis should be (administrative level).
- The contextual risks such as security and access issues impacting affected populations.
- The population groups, sex and age (demographic scale) and the likelihood of the groups changing over time.
- The roles and responsibilities of each partner in this process.
- The projected timeline for information consolidation, joint analysis, drafting and clearance of report, etc.
- Outline how the affected population will be involved in the analysis of needs.

Step 2: Data consolidation and identification of information gaps

Under the leadership of OCHA and with contributions from the clusters, the analysis team consolidates relevant information and findings from assessments, monitoring systems and other sources. The analysis team should also use this opportunity to reach out to information sources, stakeholders and representatives of affected populations to enrich the analysis. Assessments that have involved affected communities are to be prioritized.

It is important to organize the data so it can be used for analysis. The categories below provide a simple example of how this can be done (use an Excel sheet or simple table for data collection and encourage partners to use a similar format for the data they wish to share for the overall analysis).

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3 The analysis team may include technical or subject matter experts from UN agencies, NGOs and government representatives nominated by each cluster. Analysis for the HNO can also be facilitated by information management and Assessment Working Group where existent and as appropriate.
Working practices in assessment coordination, information management and monitoring vary significantly from context to context. Having basic elements and tools in place to help manage data will facilitate a successful needs analysis and prioritisation process. Below is a sample of the most basic support tools.

### Basic information management tools to support data consolidation

#### Common Operational Datasets (CODs) / Fundamental Operational Datasets (FODs):
CODs are common baseline datasets that all humanitarian actors require for operational purposes and ideally come from a local source (i.e. the national government). See more information at: [http://cod.humanitarianresponse.info/about-codfod](http://cod.humanitarianresponse.info/about-codfod)

#### Humanitarian Profile:
The Humanitarian Profile dataset is a subset of CODs featuring overall numbers of people at risk/affected/in need. It is a dynamic and non-GIS specific dataset of the CODs. IASC guidelines can be found at: [http://assessments.humanitarianresponse.info/files/iasc_guidelines_on_the_humanitarian_profile_common_operational_dataset_2012-08-07.pdf](http://assessments.humanitarianresponse.info/files/iasc_guidelines_on_the_humanitarian_profile_common_operational_dataset_2012-08-07.pdf)

#### Assessment Registry:
A listing of all assessment/surveys for a defined period, compiled by cluster coordinators, should ensure all relevant assessments by humanitarian actors, baseline data hosted by governments and other information is compiled. Typically OCHA maintains the assessment registry, which should be regularly updated so that effective assessment planning can be carried out to fill information gaps. Guidance can be found at: [http://assessments.humanitarianresponse.info/files/Draft%20Guideline%20on%20Survey%20of%20Surveys.doc](http://assessments.humanitarianresponse.info/files/Draft%20Guideline%20on%20Survey%20of%20Surveys.doc)

#### Indicators Registry:
The HCT may agree on a limited set of indicators for analysis that should be referenced throughout the data consolidation and joint analytical process. A list of recommended humanitarian indicators per cluster may be found at: [http://ir.humanitarianresponse.info](http://ir.humanitarianresponse.info)

### Identifying information gaps

Developing a humanitarian needs overview is also an opportunity to identify information gaps systematically. These gaps may be sectoral or geographic, or they may relate to the quality of assessment and monitoring data (i.e. a lack of sex and age disaggregated data; a lack of mandatory consultation with affected women and men from the

<table>
<thead>
<tr>
<th>Information Category</th>
<th>Description</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key issues</td>
<td>Should describe the main challenges the population is facing to meet their basic needs.</td>
<td>Over 50% of grazing land is inaccessible due to conflict. 50% of markets dysfunctional.</td>
</tr>
<tr>
<td>Underlying factors</td>
<td>Should describe the root causes of the crisis (political instability, conflict, economic conditions, discrimination based on sex, ethnicity, religion, environmental conditions).</td>
<td>Competition over land resources, marginalisation of groups x,y,z and breakdown of traditional conflict mediation mechanisms continue to fuel armed clashes.</td>
</tr>
<tr>
<td>Geographic location</td>
<td>Area for which the key finding applies.</td>
<td>50% of grazing land in District A is inaccessible due to conflict.</td>
</tr>
<tr>
<td>Population group</td>
<td>A division of the population by sex, age, livelihood, ethnicity, living arrangement or other vulnerable groups, etc.</td>
<td>Over 50 % of grazing land is inaccessible in District A due to conflict, severely impacting pastoralists who traditionally use this resource.</td>
</tr>
<tr>
<td># of affected people (caseloads)</td>
<td>Groups of people (as identified above) or all of the affected people, in need or at risk due to a given problem.</td>
<td>Over 50% of grazing land in District A is inaccessible due to conflict, severely impacting 10,000 pastoralist households who traditionally use this resource, of which 18% are female headed.</td>
</tr>
<tr>
<td>Operational environment</td>
<td>Factors impacting the response</td>
<td>Access is limited and unpredictable due to insecurity.</td>
</tr>
<tr>
<td>Date of information</td>
<td>Date the information was collected (not when it was made public).</td>
<td>Dd/mm/yyyy</td>
</tr>
<tr>
<td>Source of information</td>
<td>The name of report or source</td>
<td>Food Security Cluster report, Multi-Cluster Initial Rapid Assessment (MIRA), government assessments.</td>
</tr>
<tr>
<td>Reliability of information</td>
<td>Reliability of the information recorded</td>
<td>1= reliable 2= partially reliable 3= not reliable</td>
</tr>
</tbody>
</table>
community). Consultations with affected populations to determine their key concerns and priorities may expose further gaps. Systematic maintenance of an assessment registry and vulnerability/severity ranking methodology (optional, see following page for details) can also help pinpoint where information is lacking or weak. To address information gaps, an assessment plan should be developed and included in the strategic response plan. This plan should guide the humanitarian community in conducting planned assessments during the next cycle.  

Annex on operational environment and underlying factors

The ‘operational environment and factors’ annex is of critical importance for the response analysis which is the first step in strategic planning. Analysis of the operational environment should take into consideration:

- Capacity of actors outside the HCT such as national government, affected populations and other organizations.
- Access constraints whether physical, political or bureaucratic.
- Security constraints such as safety and conditions of working environment.
- Political considerations, for example: where the SRP fits into national governments plans; the existence of a peace negotiation or of a peacekeeping or special political mission.
- HCT capacity to deliver.
- Seasonality or the ability to respond according to seasonal factors, crop cycles or weather.
- Country-specific issues and other contextual factors.

Step 3: Joint and inter-sectoral analysis

Clusters/sectors will typically analyse needs within and across their particular domain to support operational planning and strategic decision making. The humanitarian needs overview strives to capture results at an inter-sectoral level. In the simplest terms, the HNO looks at the main drivers of the crisis: which areas are affected; how many people are affected and in what way; what are their most urgent needs and capacities. It should provide an analysis both of the existing situation and its implications for the upcoming planning cycle. While building upon the existing information the analysis will have to rely to a large extent on judgement, experience and expert knowledge of the humanitarian context, particularly that of the affected population themselves.

Recommended structure of the joint inter-sectoral analysis and the humanitarian needs overview:

1. Key humanitarian issues (e.g. what are the acute challenges to the lives and livelihoods of the affected population faces and how these are likely to change in coming months).

2. Impact of the crisis
   - Drivers and underlying factors (e.g. what are root causes of the crisis; how does the context shape the crisis; pre-crisis vulnerabilities).
   - Geographical scope and demographic profile (caseloads) of the crisis (e.g. how are girls, women, boys and men affected and where they are located; what are the vulnerable/marginalized/discriminated-against groups affected).
   - Situation of affected populations (e.g. what are the needs of the affected population; what are their coping mechanisms; how has the crisis impacted on livelihoods in affected areas; what is the impact on access to essential goods and services), including a protection analysis (e.g. what are the threats they face; who is vulnerable to these threats and why; what capacities do people have to mitigate these threats and their impact; who is discriminated against/marginalized in the community and why) and a gender analysis (e.g. how are women, girls, men and boys differently affected by the crisis and what are the gender dimensions of humanitarian need).

3. Information gaps

Annex: Operational environment and factors (national and international response capacity, humanitarian access).

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5 Refer to Access Monitoring & Reporting Framework, OCHA.
6 See Cluster Coordination Reference Module for defined responsibilities by the clusters.
To finalize the joint analysis, the analysis team first consults the inter-cluster coordination group to validate the findings. A broader meeting or consultation process with the wider humanitarian community including national partners and affected communities should be facilitated with OCHA’s support to foster a shared and accurate understanding of the humanitarian situation. Finally the analysis is presented to the HCT for endorsement.

**Analysis considerations:**

- Analyse and describe the key humanitarian problems from the perspective of the affected populations.
- Acknowledge the multi-sectoral nature of humanitarian problems, when appropriate.
- Think about what the findings mean for the duration of the planning cycle. Apply a structure that clearly distinguishes between the current and projected situations. Distinguishing clearly between facts and assumptions will build your evidence base in a transparent manner and allow the reader to develop their own understanding of the situation.
- Consider how environmental factors and other cross-cutting issues affect and might worsen the situation of affected populations.
- Use comparison (in time or location) to strengthen your analysis (‘… based on previous experience / a similar situation in location xy it is likely that…’).
- Consider how existing gender inequalities affect and might worsen the situation of affected populations. Identify the distinct assistance and protection needs of girls, boys, women and men and how discrimination might impact their access to services or assistance.
- Use a systematic approach when breaking down complex issues. Break down complex problems into smaller elements, while retaining the links between them. In previous planning processes, some countries found it helpful to use indicator-based ranking tools to categorise and weigh vulnerabilities and humanitarian problems.
- Ensure that sufficient information is available for the response analysis process, and that it is recent, reliable and prioritised.
- Validate and triangulate findings with national counterparts and affected populations.
- Source each piece of information transparently and systematically (this will demonstrate the evidence base!).
- Use visuals: this allows you to convey complex issues in a more accessible manner. The reader may develop their own understanding more easily. It must be underlined that this is a simplification of the situation.

**Support tools and methods for joint needs analysis**

To condense large amounts of humanitarian needs information into a format that allows for comparison, ranking, and discussion, using a methodology for vulnerability and severity ranking is recommended. Such a methodology can be supported by existing tools to promote structured and transparent paths towards establishing priorities, and if done collaboratively, can reduce bias in decision-making.

The use of such tools and guidance are optional and available as support to the HCT. The HCTs are encouraged to explore and promote tools currently used in-country. When using any such tools, expert views need to be sought when adapting it to the country level. OCHA HQ and Global Clusters may assist.
Step 4: Using the findings

Making findings accessible: capture the analysis in an easily accessible format; compile it in a succinct, focused and visual way that demonstrates the evidence base on which planning for collective activities can rely. Make the humanitarian needs overview accessible and share it with relevant stakeholders once endorsed by the HC/HCT.

Linking the HNO to the SRP: the analysis team should brief participants at the strategic planning workshop on the findings to ensure that the evidence base is introduced. The HNO is meant to flag the three to five key issues for the response analysis process and the cluster plans. Both the needs analysis and the operational environment should directly inform the response analysis and help set the parameters (time, geographical areas, and feasibility of different response options) of the strategic response plan. The response analysis should help answer questions on how to address identified needs in a given operational context with the resources anticipated.

No SRP required: development of an HNO might reveal that the situation has stabilized to a point where no SRP is required. Other planning and funding tools might be more appropriate to shift the focus towards an exit strategy, preparedness activities and resilience programming.7

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7 Activities such as contingency planning and preparedness will also be undertaken if a strategic response plan is undertaken.
## ANNEX I: ROLES AND RESPONSIBILITIES

<table>
<thead>
<tr>
<th>MAIN STEPS</th>
<th>Preparation/pre-planning</th>
<th>Needs Analysis</th>
<th>Strategic Planning</th>
<th>Country strategy</th>
<th>Cluster Plans</th>
<th>Response Monitoring</th>
</tr>
</thead>
<tbody>
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<td>Content</td>
<td>Planning for a needs-based strategic response planning including time frame</td>
<td>Joint needs analysis/overview</td>
<td>Components for response analysis:</td>
<td>Country strategy</td>
<td>Cluster strategies</td>
<td>Overview</td>
</tr>
<tr>
<td></td>
<td>Establishing the broad parameters of the process</td>
<td>Key problem statements</td>
<td>1. Needs analysis (HNO)</td>
<td>Parameters:</td>
<td>Cluster objectives</td>
<td>• Changes in context</td>
</tr>
<tr>
<td></td>
<td>Considering options for consulting the affected population</td>
<td>Impact of the following on the crisis:</td>
<td>2. Operational environment:</td>
<td>boundaries;</td>
<td>Log frames</td>
<td>• Needs analysis</td>
</tr>
<tr>
<td></td>
<td>Agreeing on roles &amp; responsibilities</td>
<td>– Drivers/underlying factors</td>
<td>- Capacity (local, national, international, HCT)</td>
<td>assumptions;</td>
<td>• Response capacity</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>– Scope/scale and demographic profile</td>
<td>- Community concerns</td>
<td>results of response analysis</td>
<td>Strategic objectives</td>
<td>Strategic Analysis</td>
</tr>
<tr>
<td></td>
<td></td>
<td>– Population status (including livelihood analysis)</td>
<td>- Access constraints</td>
<td>Strategic objectives</td>
<td>Strategic indicators, baselines and targets</td>
<td>• Funding analysis</td>
</tr>
<tr>
<td></td>
<td></td>
<td>– Impact of the crisis on critical markets</td>
<td>- Security constraints</td>
<td></td>
<td></td>
<td>• Cluster Performance and achievements</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Information gaps (assessment planning in SRP)</td>
<td>- Political considerations</td>
<td></td>
<td></td>
<td>• Challenges</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>- Seasonal cycles</td>
<td></td>
<td></td>
<td>• Contingency/Preparedness Plans</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Market capacity</td>
<td></td>
<td></td>
<td>Recommendations</td>
</tr>
<tr>
<td>Modalities</td>
<td></td>
<td></td>
<td>- Country specifics</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>HCT planning meeting in consultation with the ICCG</td>
<td>Analysis team, supported by OCHA, responsible for the development of humanitarian needs overview.</td>
<td>Response analysis: during strategic planning workshop based on needs analysis and operational environment</td>
<td>Workshop</td>
<td>Intra-cluster work</td>
<td>Through processes, responsibilities and reporting format outlined in monitoring framework</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>Validation by HCT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Main actors</td>
<td>Humanitarian Coordinator (HC)/HCT/ICCG</td>
<td>HCT/ICCG, Clusters, OCHA analysis team assigned by HCT/ICCG comprising cluster representatives and technical experts</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Roles + responsibilities</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>HC/HCT: decision on the overall process from joint needs analysis to strategic response planning</td>
<td>HC/HCT: leads planning process, defines overall vision</td>
<td>HC/HCT: Leads planning process, defines overall vision</td>
<td>Cluster strategies</td>
<td>Cluster: contributes to cluster plans; elaborate on projects, including requirements in line with cluster objectives</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cluster coordinators: planning with the HCT</td>
<td>HC/HCT: custodians of the process, responsible for initiating and validating joint analysis</td>
<td>HC/HCT: leads planning process, defines overall vision</td>
<td>Cluster objectives</td>
<td>Cluster: reviews compiled core and supplemental information; synthesises challenges faced in reaching objectives; makes recommendations for cluster/HCT action</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Analysis team: conducts consultations and develops humanitarian needs overview</td>
<td>Cluster coordinators: participate in planning, engage with cluster members, provide HCT with inputs for the strategy, ensure cross-sectoral collaboration</td>
<td>Log frames</td>
<td>OCHA: facilitates compilation of core and supplemental information for inter-cluster analysis and reporting</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>OCHA: convenes analysis team and supports data compilation, consultations, caseload estimation, joint analysis, production of needs overview document and dissemination as appropriate, maintains assessment registry</td>
<td>OCHA: Facilitates planning process, coordinates caseload planning, prepares draft country strategy, finalises response plan</td>
<td>• Country strategy</td>
<td>ICCG: analyses compiled information and synthesises challenges faced in reaching objectives; makes recommendations for HCT</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cluster coordinators: coordinate member inputs, participate in consultations, identification of needs and gaps, validate findings</td>
<td>NGOs, agencies: participate in consultations, provide expert inputs</td>
<td>NGOs, agencies: participate in consultations, provide expert inputs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Timeline</td>
<td>A meeting ahead of the start of the process</td>
<td>4-6 weeks before SRP development</td>
<td>One meeting/session (ideally at SRP workshop)</td>
<td>4 weeks including workshop</td>
<td>4 weeks</td>
<td>As agreed in the Monitoring Framework</td>
</tr>
</tbody>
</table>
## ANNEX II: AIDE MEMOIRE FOR HUMANITARIAN NEEDS OVERVIEW

<table>
<thead>
<tr>
<th>STEPS</th>
<th>Pre-planning</th>
<th>Planning</th>
<th>Data Consolidation and Information Gaps</th>
<th>Joint needs analysis</th>
<th>Using the findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Content</td>
<td>Consolidate available information Think through the entire process from needs analysis to next steps.</td>
<td>Organisational, inter-cluster and agency considerations:  - Capacity  - Resources  - Space/sharing space  - Time allocation  - Ensure protection analysis informs the HNO government and other local sources  - How do we capture the views of affected populations?</td>
<td>What do we know?  - Sources (CODs, FODs, government, NGO websites, community consultations, cluster reports etc.)?  - Reliability?  - Quality?  Coverage? What do we not know?  - Sources (CODs, FODs, government, NGO websites etc.)?  - Lack of sex- and age-disaggregated data  - Reliability?  - Quality?  - Impartiality and independence of data and sources  Coverage? Scale/projection of crisis?  - What format should be used to consolidate the data?  Identify gaps in consultation of findings with affected populations</td>
<td>Consider:  - How?  - When?  - Who? Different groups?  - Why?  - Displacement trends  - Use of ranking tools  - Inter-sectoral needs?  - Gender, age &amp; cross-cutting issues?  - Environmental factors?  Flag the three to five most urgent needs that emerge from those questions and have in mind that solutions are commonly multi-sector.</td>
<td>How do we use the findings?  How and to whom do we present any problems?  Is a strategic response plan needed?</td>
</tr>
<tr>
<td>Support questions</td>
<td>- What do we need to know?  - Why are we planning this exercise?  - For which areas are we planning?  - When are we planning for/timeline?  - What are we planning and how?  - For whom are we planning this exercise?</td>
<td>- Who’s involved?  - Why are we planning this exercise?  - For which areas are we planning?  - When are we planning for/timeline?  - What are we planning and how?  - For whom are we planning this exercise?</td>
<td>- What are the key issues of the crisis? Who are the main actors?  - What are the underlying factors?  - What are the rural/peri-urban/ urban divides of the crisis?  - How are girls, women, boys and men of different ages, including those with specific needs, affected by the crisis?  - Which factors exacerbate exposure to existing/new vulnerabilities?  - What is disrupting or affecting access to critical markets?</td>
<td>- What can each sector bring to a joint/integrated plan?  - How are the different needs of girls, boys, women and men of all ages and diversity affected by the crises? Why?  - What is the effect of/on other cross cutting issues such as environmental concerns?  - What are the sources and manifestation of threats people face? Who is vulnerable and why?  - What is disrupting social cohesion in communities?  - What are displacement trends and what causes displacements?  - How does this impact affected people’s livelihoods?  - What projections can we make (seasonal, social, cultural, religious)?  - What are the existing capacities in the context to support recovery?</td>
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ANNEX III: TIPS FOR DEVELOPING A GENDER, AGE AND DIVERSITY SENSITIVE HUMANITARIAN NEEDS OVERVIEW

Humanitarian situations, be they natural or human-made disasters, have profoundly different impacts on women, men, girls and boys of different age and diversity groups (such as LGBTI, disabled, ethnic/religious minorities). The varying effects on these groups, resulting from their levels of access to power and resources, mean each group will have different perceptions and priorities in terms of the humanitarian and protection assistance they need.

This annex provides tips for the humanitarian needs overview analysis team, to allow them to produce an overview that takes these differences into account, and results in the development of an evidence base with which to design and deliver appropriate and accessible assistance for all groups, contributing to the overall efficiency and effectiveness of humanitarian programming.

A humanitarian needs overview has ‘mainstreamed gender and age’ when the circumstances, needs and capacities of different groups are described, and the implications of these findings for programming and prioritization are subsequently discussed in the analysis. A humanitarian needs overview that lumps all people together without identifying and addressing the different situations of males and females of different age and diversity groups will lead to a response that won’t adequately and efficiently respond to the distinct needs of the diverse groups that make up an affected population.

Step 1: Planning for analysis

When planning for the analysis:

1) Ensure that, as far as possible, the members of your analysis team have direct field experience of the emergency context, and based on engagement with the affected population, a solid understanding of what the different groups of affected men and women perceive as their main needs.

2) Set out the information requirements:

- Identify the types of information you will need in order to get a robust understanding of the situation of the affected female and male populations of various age and diversity groups. To answer this question you will need to consider how existing gender inequalities affect and potentially worsen the situation of the different affected population groups.

- Include, in the questions that will guide the analysis, a standing item on how the crisis has affected different groups of people including girls, boys, adolescent girls and adolescent boys, women, men, older women and older men. To answer this question you will need to consider:
  - The different assistance and protection needs and distinct vulnerabilities of each group that result from their age and/or gender.
  - How existing gender inequalities affect and potentially worsen the situation of the different affected population groups.

List the type of sex- and age-disaggregated information you will need to support your age and gender analysis, including but not limited to:

- Demographics of the population in affected areas (rural and urban); demographics in the displacement or refugee sites; number of female headed and male headed households (including older headed households); number of people living alone and widows; ethnic affiliations; dependency ratio; sex ratio.

- Malnutrition rates; morbidity and mortality rates; prevalence of disability and chronic disease; birth rate.

- Primary and secondary school attendance; literacy rates.

- Poverty rates; dependency ratio; sex ratio; female/male and age division within the agricultural and formal employment sectors.
• Protection risks and sector specific data, e.g. levels of food insecurity, health consultations etc.

3) Map data sources (including secondary data):

Map out the information and data types that are available and that will help you conduct a gender- and age-sensitive analysis of the number of people affected by a disaster and their possible needs. Pre-crisis information helps understand how the position of different age and gender groups may affect their experience of a crisis and how existing vulnerabilities are likely to be exacerbated by the disaster. By comparing pre- and post-crisis information, you will be able to build a ‘before and after’ comparison of how different gender, age and diversity groups have been affected by the situation.

• **Population data:** you need to have an idea of how many people, disaggregated by sex and age, have been affected by the current emergency. For the national level, obtaining recent and reliable data from the preferred source—the national statistics office—can often be difficult. Global sources, such as the US Census Bureau and United Nations Statistics Division, can give a reasonable picture of the affected population.

• **Socio-economic data:** identify data sources that provide sex- and age-disaggregated data on the social and economic conditions of girls, boys, women, men and older women and men. For example, you should review the following sources that all provide valuable comparative information about livelihoods, incomes, representation, legal status, education, nutrition and more:
  - National census data (no more than five years old); Demographic Health Survey (DHS) or livelihood surveys; Multiple Indicator Cluster Surveys (MICS); UNDP Gender Inequality Index; OECD SIGI (Social Institutions and Gender Index); World Bank and UN Women Country Profiles.

• **Experience of previous emergencies:** the quality and usefulness of an early gender and age analysis are increased significantly if information is available on what happened during previous, similar crises in the country:
  - What happened specifically to different age and gender groups, including persons from minority groups or with specific vulnerabilities?
  - How did this affect their social and economic roles and responsibilities within the family and the community?
  - If the crisis led to population displacement, what were the demographics of displacement in terms of sex and age?
  - Is there evidence of different age, gender or diversity groups having been forgotten/excluded during relief efforts? If so, which groups?

In section three a full set of questions are provided that you can use to interrogate your secondary data, and to better understand your data needs.

4) Prioritize sources of quantitative and qualitative information that have involved direct participation and/or consultation of different groups and sub-groups of the affected community. Use information provided by affected women and men of different ages and social groups, to ensure the joint analysis (see below) draws on information that is grounded in the actual reported needs of the community itself.

5) Ensure the sources of information you use cover the various sectors (multi-sectorial and sector-specific needs assessments) and includes thematic assessments that focus on specific population groups (assessments on the situation of IDPs, on gender, on the situation of older people or persons with disabilities, on ethnic/religious minorities etc.) so that these specific issues don’t fall through the cracks.

6) Structure your data consolidation tools in a way that allows capturing sex- and age-disaggregated data (i.e. an additional column in the spreadsheet to be used), and that also captures qualitative information on the distinct situation of affected female and male populations from various age groups or diversity groups.
Step 2: Data consolidation and identification of information gaps

1) When consolidating the data, ensure that, for each of your findings in relation to the points above, data is organized in a way that provides information on who is affected, broken down by sex and age, so that a joint gender-, age- and diversity-sensitive analysis can easily be conducted.

2) Identify and address information gaps to help design future assessments: where crucial data is not available from national or international sources, the inclusion of specific research questions to rectify this situation in later phases of assessment planning is vital. Recommendations can include specific questions to include in field assessment questionnaires or specific topics to address through secondary data review.
   - Gaps can relate to a lack of sex- and age-disaggregated data or to a lack of information on the sociocultural context that shape the status, roles and capacities of the female and male population of different age and diversity groups and result from their levels of access to power and resources.
   - Identification of gaps should also include analysis of whether there is a lack of qualitative information on how the different segments of the population perceive their most pressing needs (i.e. lack of consultation with affected women and men of all ages from the community).

Step 3: Joint and inter-sectoral analysis

The process of secondary data collection and analysis, combined with the findings of in-crisis information compiled as part of the wider HNO, will place you in a good position to compare the situation before and after the crisis, and understand how girls, boys, women and men from different age and diversity groups have been affected.

Tips for age and gender sensitive analysis:

1) Consider inviting gender and age advisors or experts for different diversity groups to the working sessions.

2) Include, in the questions that will guide the analysis, a standing item on how the crisis has affected different groups of people including girls, boys, adolescent girls and adolescent boys, women, men, older women and older men. To answer this question you will need to draw on your secondary data and understanding of the context, to consider:
   - The different assistance and protection needs and distinct vulnerabilities of each group that result from their age and gender.
   - How existing gender inequalities affect and potentially worsen the situation of the different affected population groups.
   - How sub-groups of the population--such as persons with disabilities or from ethnic/religious minorities--are affected differently, and to what extent existing vulnerabilities are exacerbated by the crisis.

3) When using any methodology for vulnerability and severity ranking, consider the different situations of women, girls, boys and men from different age and diversity groups.

4) Data rarely speaks by itself: using the quantitative and qualitative data that has been consolidated, the team needs to make the information ‘talk’ to identify the different dimensions of the crisis faced by women, men, girls, and boys from various age groups (young children, adolescents, adults, older people). To accurately reflect the position of these groups you must describe the underlying factors that affect vulnerability.
5) Validate and triangulate findings with national counterparts and with female and male members of the affected populations from different age and diversity groups.

Questions that can guide the analysis are as follows:

- WHO is affected, where and in what way? What is the sex and age breakdown of the disaster affected population? Does the demographic make-up of the population result in significant numbers of vulnerable groups: separated children, widows or older carers?
- WHAT specific risks has the emergency caused? E.g. Gender-based violence, child trafficking, sexual exploitation, early marriage, family separation, degradation of family/community support structures, discrimination, exclusion? WHO needs protection and how?
- WHAT are the needs, constraints, capacities and priorities of affected population groups?
- WHAT are their social and economic roles and responsibilities, and have these changed, expanded, reduced? Which groups are involved in work and in which sectors? Who traditionally cares for children?
- HOW do positions and roles of girls, boys, women, men and older people in families and communities affect their experience of the crisis? Are different age and gender groups respected and supported in families and communities?
- WHO accesses, owns and controls resources (income, assets, livelihoods resources, information) within the community? Has the capacity for family/community support been affected by the crisis? Who is excluded?
- WHO owns what? Who has lost what? Who can prove ownership of housing land and property? Do cultural practices marginalize specific groups in relation to asset ownership – young and older women, minorities for example?
- WHO faces barriers in accessing services? What are the barriers? What causes them?
- WHO participates in decision-making? Who has power and what prevents participation?
- WHAT skills/capacities does each group have (roles, activities, training, paid and unpaid roles)?
- HOW do different groups cope with the emergency situation?

By examining girls’, boys’, women’s and men’s relationships, their access to and control of resources, their roles and the constraints they face in accessing assistance relative to each other, the joint analysis will capture the specific aspects of who is affected by the crisis, how they are affected and what their needs, capacities, roles and responsibilities are.

**Step 4: Using the findings**

1) Ensure that your findings are captured in a way that doesn’t hide how the female and male population from different diversity and age groups has been affected, e.g. ’affected people’, ‘IDPs’, ‘vulnerable groups’, ‘children’. **Clearly spell out throughout the report how the situation distinctly affects the different groups.** This will help planning a collective response that takes into account the needs of the different segments of the population.

2) When briefing participants in the strategic planning workshop on the findings, ensure that the main differences and distinct assistance and protection needs of the population are highlighted so as to feed into an evidence-based and efficient response analysis.