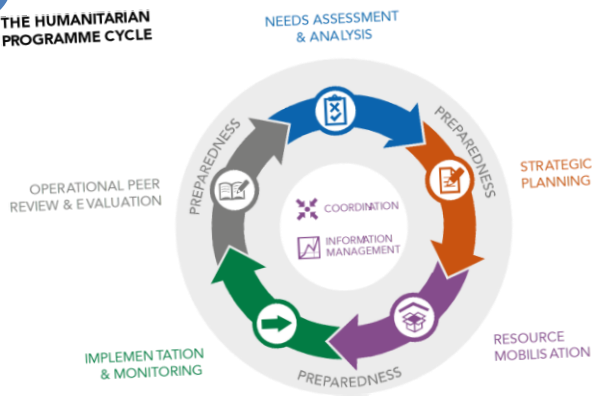


The humanitarian programme cycle is at the heart of what OCHA does – and information is at the heart of the programme cycle.

1 THE CYCLE

THE HUMANITARIAN PROGRAMME CYCLE



The **Humanitarian Programme Cycle (HPC)** is at the core of every humanitarian response. It provides the framework for identifying needs, planning an appropriate response, funding and implementing this plan, monitoring its progress and evaluating its impact. Without this framework, humanitarian activities risk being uncoordinated, inappropriate, unnecessary and at worst counter-productive. For this reason, enabling effective inter-cluster coordination through the programme cycle - appropriately adapted to the different contexts of the world's humanitarian emergencies - is one of OCHA's most important roles.

2 INFORMATION

OCHA is an **information** organization. Our most important contribution to any aid effort is to provide information which helps us, our partners and stakeholders to make informed decisions. Information is the key enabler of the HPC - and the information which flows round this cycle is highly structured and interlinked, just like the cycle itself (see box). In that sense, it is quite different from the types of information managed by ReliefWeb, Humanitarian-Response.info and the Humanitarian Data Exchange (the principal three components of OCHA's 'humanitarian hub'), which focus on organising and managing information such as datasets or documents which are less structured or interconnected.

Principal Information types in the HPC:

- Emergencies and response plans
- Needs indicators and composite indexes
- Strategic frameworks, including objectives and activities
- Caseloads and funding requirements
- Proposals and projects
- Funding flows, from donors via agencies and funds to implementers
- Monitoring indicators, including targets and actual measurements

3 SERVICES

As a result, the information **services** which support the HPC must be specially designed and adapted to manage the relationships and connections between all of these information types. This allows us to unlock the information's full power and potential by 'joining the dots'. For example:

- Donors can better visualise funding flows and how they are being used, and measure their impact;
- Country Teams can better manage and monitor their response plans, associated financial requirements and humanitarian caseloads;
- Clusters can track needs, output and outcome indicators and monitor progress towards their agreed objectives;
- Implementing partners can publicise their proposed projects, track activities and see who is doing what where;
- The public can easily access data in standard formats, explore it through interactive reports and visualisations, increasing transparency and accountability, including to affected communities.

4 TRANSFORMATION

Some services supporting the HPC already exist, such as FTS and OPS (see box). However, these were developed as stand-alone utilities some time ago. They have not kept pace with advances in technology and are not sufficiently user-friendly or flexible to be easily adapted to newer ways of planning for, implementing and monitoring humanitarian action. What is required is a wholesale **transformation** of these systems into a modern, fit-for-purpose suite of services based on a common data architecture and standards, designed squarely around the needs of the users.

Existing services supporting parts of the HPC:

- The **Financial Tracking Service (FTS)** records all humanitarian aid flows, with an emphasis on tracking donor contributions against plan requirements. fts.unocha.org
- The **Online Project System (OPS)** is used by clusters and country teams to manage and approve project proposals related to a response plan. ops.unocha.org

The information services which enable the cycle are being transformed completely – seamlessly integrating needs indicators, response plans, projects, funding flows and monitoring of outcomes – to ensure effective coordination of humanitarian response.

VISION: A TRANSFORMATIONAL CHANGE FOR EFFECTIVE FIELD COORDINATION

- **HPC.tools** are the information services provided by OCHA which enable the humanitarian community to manage the structured information around the humanitarian programme cycle (HPC): needs indicators, strategic and cluster plan frameworks, response indicators, caseloads, activities and projects, 3Ws, and financial data. They support the cycle at all stages: identification of needs; strategic, cluster-level and project planning; periodic monitoring; presence mapping and financial tracking.
- Older versions of some of these tools exist, such as **OPS** and **FTS**. However, these were developed as stand-alone utilities some time ago. They have not kept pace with advances in technology and are not sufficiently user-friendly or flexible to be easily adapted to newer ways of planning for, implementing and monitoring humanitarian action. HPC.tools are a wholesale **transformation** of these systems into a modern, fit-for-purpose suite of interconnected services – modular and adaptable to all contexts and capacities – which don't just facilitate the management and sharing of data, but **'join the dots'** through a common data architecture.
- These explicit connections from needs to plans to results, from activities to projects to funding, will **transform strategic and operational decision-making** for all partners. Through them, OCHA can provide accurate, reliable, up-to-date information to global stakeholders including donors, agencies, implementers as well as the affected people. They will improve the way the entire community works together to deliver coordinated action.

JUSTIFICATION: WHY, AND WHY NOW

These services are critical to OCHA's **core mandate**: its ability to coordinate effective humanitarian action, specifically by strengthening data, information management and reporting. Creating them (including overhauling the existing ones) is the **necessary next stage** in the adoption and implementation of the HPC in the field. In linking this information together, we can increase its value and usefulness to our stakeholders – a critical step in **realising the potential of the HPC** to transform the effectiveness of humanitarian response.

OCHA has a **clearly established responsibility**, outlined in the IASC [Operational Guidance on IM](#) for providing and managing these services to coordinate inter-cluster response. They are at the heart of community-wide information management, and enable the day-to-day work of our HQ and field offices in implementing the HPC, one of the most important and time-consuming of OCHA's roles.

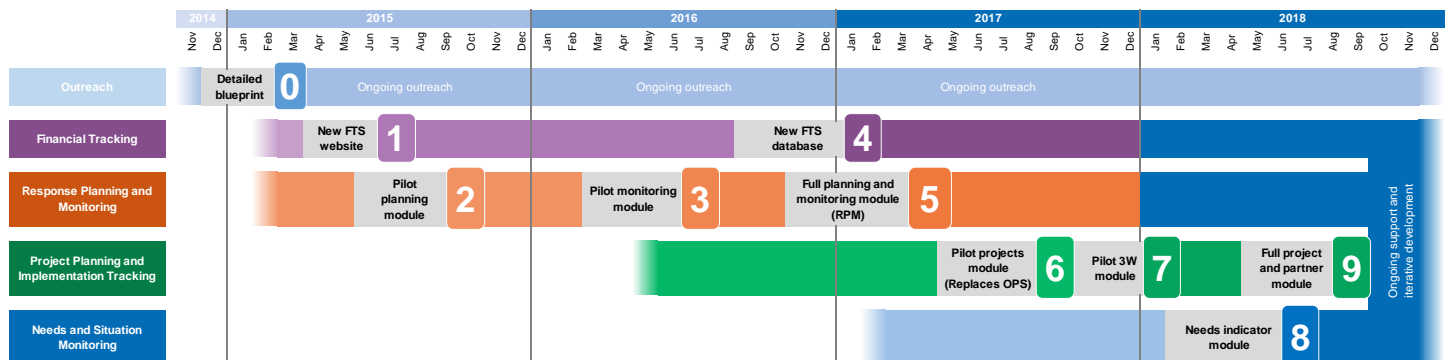
Our field offices are **demanding these services**. Many still rely on Excel and Word to manage needs data, strategic frameworks, monitoring and operational tracking (3W), and are frustrated by the existing tools' obsolescence. In their absence, they are developing their own context-specific solutions: a duplicative waste of resources creating fragmented and incompatible platforms which are not subsequently scalable for global use.

The development of these tools is therefore critical not just to assure OCHA's ability to deliver effective field coordination **today** – core services which OCHA is expected to provide in support of its coordination mandate – but also to ensure that it is **fit for the future**: ready to rapidly implement transformational changes agreed by the community at the WHS or beyond.

CURRENT STATUS AND TIMELINE

Since 2015, OCHA has continuously invested in new digital services, the first year that OCHA made a strategic and comprehensive investment in its digital information and data services. The investment was spread across a number of initiatives in recognition that OCHA needed to deliver integrated information and data for improved decision-making – but with HPC.tools receiving nearly half. This reflected both the fact that services such as FTS had not been invested in for a decade, while other solutions such as for response planning needed to be built from scratch.

This represents the beginning of a continuous and ongoing commitment to creating and maintaining the key digital services required for effective field coordination, both around and beyond the HPC. For HPC.tools specifically, this is marked by key achievements and milestones reached in 2015 and 2016, and a clear timeline of deliverables for 2017 and into 2018.



COMPONENTS

#	Name / Status	Transformation
1	New FTS website 🟢 Launched in 2015, iterative development continues	Website transforms accessibility and ease of use of existing financial data, providing clear interactive maps and graphics of funding and appeal progress, as well as FAQs to explain correct use and 'in focus' analysis. The platform was launched on February 2017
2	Pilot planning module 🟢 Completed and piloted in 2015-16	Supports the management of HRP strategic planning workflow process leading to plan structure definition and entities e.g. strategic objectives, cluster objectives and activities, associated indicators, targets, caseloads and costs. An interactive viewer allows public navigation.
3	Pilot monitoring module 🟢 Completed and piloted in 2016	Extends framework management to monitoring of indicators related to response and needs and supports monitoring of humanitarian caseloads. Participants report periodically against targets, with progress visible in an interactive viewer. Links to other agency monitoring platforms to reduce duplication.
4	New FTS database 🟢 Launched in 2017, iterative development continues	New extensible 'flow' model. Enables tracking through multiple levels & partial allocations, multi-year planning, cash and transaction costs, improved workflows to free resources, full IATI support for automated exchange.
5	Full planning and monitoring module 🟢 Ready for adoption, iterative development continues	Extends pilot to: sex/age/custom disaggregation of all indicators, full flexibility to adapt to all current and future contexts (incl. cluster-less, project-less etc.), collaborative workflow, and feedback from sequential rollout.
6	Pilot projects module 🟡 In development	Replaces OPS to manage proposed and actual projects in all planning and costing scenarios. One-stop 'marketplace' of all projects. Connects projects to strategic framework, and introduces greater flexibility for planning processes and timelines and funding, supports multi-year programming and project-less HRPs
7	Pilot 3W module 🟡 In development	Introduces implementation tracking as an integrated part of a partner / project management tool, replacing existing '3W' solutions for all contexts and models, such as operational presence, reached beneficiaries and project-based tracking
8	Needs indicator module 🟡 Consultations	Extends indicator monitoring from response indicators to needs and risk indicators, allowing for a comprehensive and integrated situational monitoring and subsequent gap analysis. Supports needs comparison and severity analysis.
9	Full partner and project module 🟡 Awaiting pilot	Extends pilot into complete module, full flexibility to adapt to all current and future contexts, collaborative workflow, links to partner monitoring tools, and feedback from sequential rollout

END STATE
