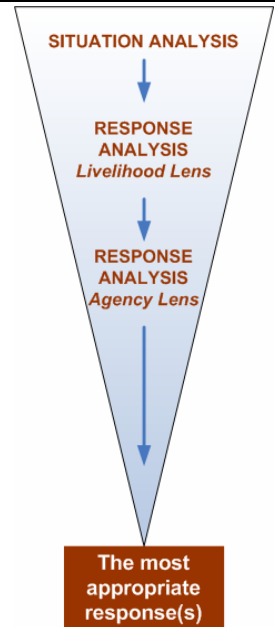




No. Response Analysis

What is it?

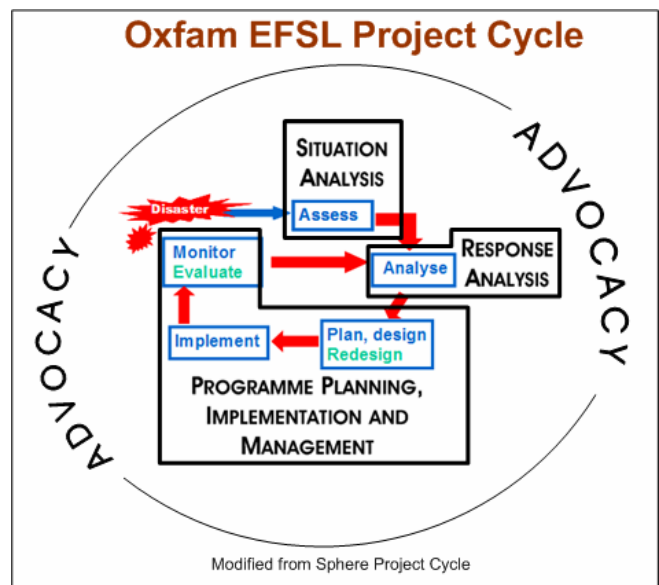
Response Analysis is the process by which a set of appropriate actions is identified in an emergency. “Appropriate”, in this case, is defined by two sets of criteria: those related to the needs and livelihoods of the affected population; and those related to the implementing agency’s goals, capacities, and the operating environment in which it finds itself. It is important that Response Analysis be implemented as a distinct step, separate from Situation Analysis, in order to ensure adherence to the principle that humanitarian assistance be provided to populations who require assistance, in direct proportion to need, without political or agency bias. ‘In direct proportion to need’ should be seen in its broadest terms to mean not just filling a gap, but doing so in a way that builds on and supports people’s livelihood strategies. This requires an analysis that sets out both the ideal set of responses in relation to the gap and the livelihood setting; and then narrows down a pragmatic set of final options based on the agency’s own internal capacities and the humanitarian operating context.



How does it relate to other steps in the project cycle?

It is important to start by defining what Response Analysis is, and just as importantly, what it is not. This is most logically done in the context of the project/programme planning cycle. Defining one component of the cycle forces an adjustment to the others, because the scopes are contingent on each other and mutually reinforcing.

Situation Analysis is the process by which essential information is gathered on the causes and consequences of a crisis. This should result in : 1. a determination of whether a response is required; and if so, 2. an estimate of the magnitude and scope of the response.



Response Analysis follows directly on Situation Analysis. While Situation Analysis determines the scope and magnitude of the response, Response Analysis determines the **nature** of the response.

Programme Planning, Implementation and Management picks up where Response Analysis leaves off, ensuring that selected responses are implemented in a smooth, timely and efficient manner and that a process of monitoring, evaluation and programme refinement is established.

Sphere Standard on Response	Sphere Response Indicator
<p>“A humanitarian response is required in situations where the relevant authorities are unable and/or unwilling to respond to the protection and assistance needs of the population on the territory over which they have control, and when assessment and analysis indicate that these needs are unmet.”</p> <p><i>Sphere: Common Standard 3</i></p>	<p>“...Humanitarian agencies undertake activities on the basis of need, where their expertise and capacity can have the greatest impact within the overall assistance programme.”</p> <p><i>Sphere: Common Standard 3, Indicator 3</i></p>

Basic parameters

Response Analysis is the process by which the range of responses identified in Situation Analysis is narrowed down and the ultimate response(s) is/are selected by identifying answers to a set of questions viewed through two different lenses:

1. Is the response *livelihood-appropriate*?
2. Is the response *agency-appropriate*?

For a response to be appropriate for Oxfam, both questions must be answered ‘yes’.

A ‘**livelihood-appropriate**’ response is one that fills an assessed gap (survival or livelihood protection) and/or builds resilience. If possible, it builds on and strengthens existing livelihood strategies; at a minimum it does not undermine them. In practice, the market should be used to solve household deficits as long as 1. the affected households have adequate effective demand; and 2. markets are able to supply the necessary commodities or services.

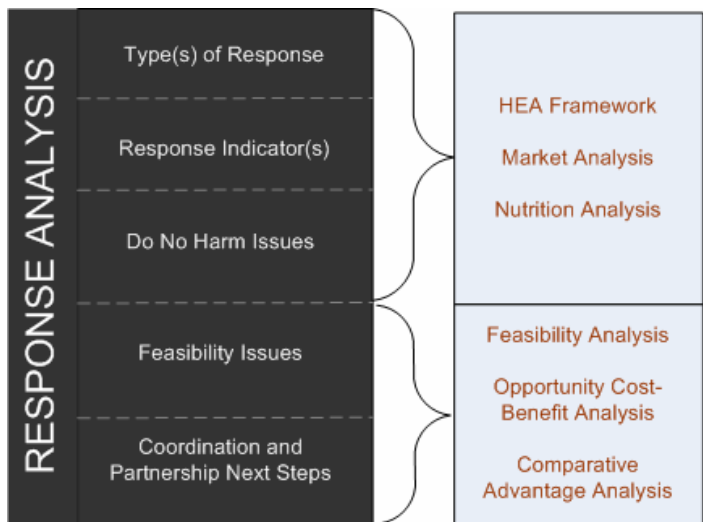
An ‘**agency-appropriate**’ response is one that makes the best use of the mandate, strengths and capacity of the organisation, and fits within the overall context of the humanitarian operation (i.e. does not duplicate or interfere with other relevant efforts).

Key questions and information requirements

The following key questions should be addressed in Response Analysis. These questions are laid out in two separate decision trees (Livelihood-Appropriate Tree and the Agency-Appropriate Tree), which can be found in the Oxfam EFSL Basic Training session on Response Analysis:

1. Does the response address an assessed need in a way that supports and does not supplant local livelihoods? (*Livelihood-Appropriate Tree*)
2. Is the response one that the local government or community is unable or unwilling to mount on its own? (*Agency-Appropriate Tree*)
3. Is the response within Oxfam’s mandate and regional prioritisation? (*Agency-Appropriate Tree*)
4. Do the benefits of the response exceed the opportunity costs? (*Agency-Appropriate Tree*)
5. Does Oxfam have (or is it willing to obtain) the technical skills to mount the response? (*Agency-Appropriate Tree*)
6. Does Oxfam have within its own funding sources the financial means to cover the costs of the response? Or is there a need to carry out external fund-raising? (*Agency-Appropriate Tree*)

The information required to carry out effective response planning should be gathered during the initial 30-day assessment period, and includes the following:



- All of the information needed to answer the Situation Analysis questions, **PLUS**
- A clear depiction of the regional priorities of Oxfam in the emergency area
- A list of the other agencies operating in the emergency area, along with their existing and planned activities
- A general understanding of the technical capabilities (both existing and potential) of Oxfam in the emergency area
- A rough projection of the potential benefits of the response, the cost of the response, and the concurrent costs and benefits of alternative appropriate responses.

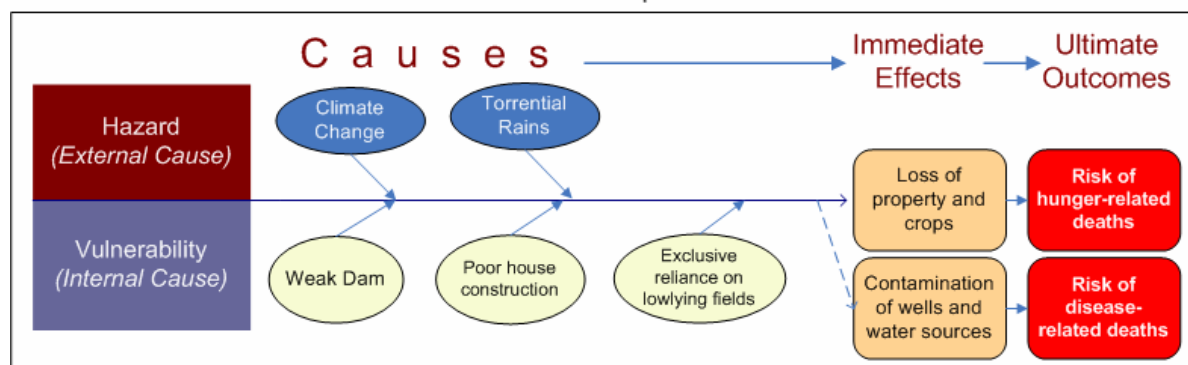
The One Programme Planning Matrix (OPPM)

The well-documented tendency in the emergency world has been to address the **outcomes** of a disaster process, or in other words, the human, material, economic or environmental losses caused by the various hazards, while missing opportunities to build resilience and reduce people’s vulnerability to hazards in the longer term. In part this occurs because of the understandable requirement to save lives first; but the mandate to save lives does not have to preclude a concurrent effort to strengthen fragile livelihoods. At least part of the answer lies in developing the capacity to view the situation from a wider angle, and to link this to a more systematic analysis and planning procedure. The One Programme Planning Matrix aims to achieve this goal.

The simple premise of the OPPM is that a causal diagramme combined with the key components of Situation and Response Analysis is a constructive analytical tool for identifying appropriate responses along the development-emergency continuum. It also provides a practical starting point for a number of important planning areas, such as: fund raising and advocacy messages; communications and coordination strategies; monitoring and evaluation frameworks; ‘do no harm’ guidance; and targeting approaches.

For instance, take a look at the example below, which sketches out the causal chain associated with a rapid onset emergency like flooding. On the left side of the diagramme are two sets of causes: ‘external’ and ‘internal’ causes – the ‘hazard’ and ‘vulnerability’ factors respectively. On the right side of the diagramme are two sets of effects: the immediate effects and the ultimate outcomes on people’s health and welfare – the ‘risk’.

Illustrative Example: Flood



Certain boxes can be influenced within the context of a humanitarian response (outlined in black on the diagramme) and certain boxes are beyond that scope. For instance, in this diagramme, the external causes are arguably not within the influence of Oxfam’s humanitarian programming, but everything else is. Actions taken to address boxes on the right side aim to save lives and livelihoods; those taken to address boxes on the left side aim to build resilience and lower vulnerability to hazards.

The result of combining the basic causal analysis and the core information requirements contained in situation and response analysis is an integrated approach to situation and response analysis in the context of the One Programme Approach. The matrix boxes provide a repository for organising relevant information that comes from a number of different analytical processes (The HEA Framework, nutrition assessments, market assessments, opportunity cost–benefit analysis, feasibility analysis, comparative advantage analysis, etc).

- Filling out the matrix provides**
- Guidance on ‘doing no harm’
 - Starting point for a targeting approach
 - Input for a budget
 - Talking points and justifications for finance to use in fundraising
 - Core messages to promote throughout the organisation for advocacy purposes
 - Starting point for an M&E system
 - Bare bones of a networking, coordination and collaboration strategy

The added value of integrating situation and response analysis within a One Programme approach is that it provides a bird’s eye perspective on the connections among sectors and results, highlighting communication, coordination and collaboration prerequisites,

One Programme Planning Matrix							
		Causes →			Effects →	Outcomes	
SITUATION ANALYSIS	Why? (Causal Analysis)	Climate Change Weak Dam	Torrential Rains Poor house construction	Exclusive reliance on lowlying fields	Loss of property and crops	Risk of hunger-related deaths	
	Who? (Socio-economic Targeting)	Regional Water Authorities	Bottom 80% of households	Better off 10% of households	All households	Poorest 20% of households	
	How Much? (Scale)				1 million Euros	310 MT	
	When? For How Long? (Timeframe)				Immediately, finished before 2nd planting season	Begin December; End March	
	Where? (Geographic Targeting)	Regional hub, eg Johannesburg			Riverine Livelihood Zone	Riverine Livelihood Zone	
RESPONSE ANALYSIS	Type of Response	Regional Conference			Cash transfer to cover value of hh items and lost inputs	Food aid (half ration for 20% of pop)	
	Response Indicator(s)	Regional dam management policy established			All hhs able to meet livelihood protection threshold in 6 months	All hhs able to meet survival threshold in 6 months	
	Do No Harm Issues	Ensure that regional conflicts are mediated			Market assessment needed to guide supply side & reduce inflation risks	Lives will be saved; but how will markets react?	
	Feasibility Issues	Focus is on building resilience ←			Focus is on saving lives and livelihoods →		Infrastructure problems; pipeline concerns. Etc.
	Coordination and Partnership Next Steps					Need to work with local officials, WFP, CARE, SC UK	

both within Oxfam and among Oxfam and its partners. It results in a common set of 'core messages', which can be used at various levels and for multiple purposes: from the field to management and back; for local, national and international advocacy work; for building bridges between activities; and for capitalising on existing and nascent synergies.

Key Outputs

In the context of an operation, the key outputs from Response Analysis should flow directly into the three relevant minimum requirements set out in *Programme & Overall Management Minimum Requirements for 'First Phase' Humanitarian Response*, 2006

The 48-hour concept note: The basic pieces of information that can and should be gathered quickly include:

- A general causal diagramme, even if this is purely a guesstimate, or based only on media or anecdotal field reports. It is important to sketch out the best guess to frame the initial enquiry and best target precious field time.
- Secondary literature can be gathered and mined immediately to begin to fill in as much of the baseline information required in the HEA Framework, and to develop a set of hazard data against which to scale the nature and magnitude of the current event. The secondary literature list should include maps, nutritional data, country profiles, anthropological surveys, HEA reports (if they exist), livelihood zonings, market maps and/or surveys, etc.

The Initial Assessment: The amount and quality of information on hand in every country and situation will vary; what is important is that the best use is made of that information and of the time on the ground. The value of a good framework is that it should guide one towards completeness, without making completeness a prerequisite for its use. Regardless of the level of detail, available information should be organised according to the HEA and EMMA Frameworks. This will add value to the information by encouraging a logical and coherent link to decision-making, and by imparting a general standard of comparability. This 30-day period should be used to gather all of the information required to carry out both the Situation and the Response Analysis.

The 6-week Project Plan: Immediately after the initial assessment, a round-table session should be organised, with the goal of fleshing out the One Programme Planning Matrix. This presents an opportunity to engage key players from across Oxfam (Humanitarian, DRR, and Advocacy) in the Situation and Response Analysis process. It provides a necessary moment of reflection and creates the space to encourage cross-sectoral thinking and strategic planning. Initial monitoring indicators and timetables can be developed at this time; external coordination meetings with the Government and partner agencies planned; and a coherent well-integrated response plan established.

Further reading and more detailed information can be found from:

Response Analysis in Oxfam GB, July 2008

[EFSL Basic Training Module](#), sessions on Response Analysis, July 2008

Contact for more information and guidance

Emergency Food Security and Livelihoods Team, Humanitarian Department, Oxford
EFSLteam@oxfam.org.uk