



Management plan 2022

DIRECTORATE-GENERAL FOR EUROPEAN
CIVIL PROTECTION AND HUMANITARIAN AID
OPERATIONS (DG ECHO)

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INTRODUCTION

The strategic planning and programming cycle is the Commission's performance management framework. Its purpose is to help ensure that the Commission achieves its objectives in an efficient and effective manner. The cycle encompasses the setting of objectives, the allocation of resources according to these objectives, risk management, as well as regular monitoring and reporting on progress towards the objectives set.

The starting point for the 2020-2024 cycle is the political agenda of the Commission, as set out in the political guidelines presented by President von der Leyen and further developed in the mission letters sent to Members of the Commission. Commissioner Lenarčič's mandate is to deliver quick and relevant humanitarian aid and civil protection assistance to alleviate humanitarian crises around the world, working closely with EU Member States, United Nations (UN) partners, NGOs and civil society. Commissioner Lenarčič, with the full support of the Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO), contribute to ensure that the European Union has the tools and the capacity – both for Humanitarian Aid and Civil Protection – to respond swiftly and efficiently whenever the Union is called upon, whether in the European Union or beyond.

The task of Commission departments is to translate the von der Leyen Commission's six headline ambitions into concrete and operational strategies that will shape their work for the duration of the mandate of this Commission. As outlined in DG ECHO Strategic Plan 2020-2024, the fulfilment of this mandate directly supports three headline ambitions of the Commission: 1) A stronger Europe in the world; 2) A European Green Deal; 3) Promoting our European Way of life.

The main building blocks of the strategic planning and programming cycle are the multiannual strategic plans and the annual management plans. They include the Commission's strategy for delivering on the headline ambitions (Part 1), but also modernising the way in which the Commission administration works and improving efficiency (Part 2).

A contested multilateral order and the challenges of climate change are exacerbating tensions, and fuelling existing regional conflicts and protracted crises. The recent deterioration of the humanitarian situations in Afghanistan, or Ethiopia and Sudan are the most visible examples of a global and sustained increase in humanitarian needs. According to the 2022 UNOCHA Global Humanitarian Overview, 247 million people will be in need of humanitarian assistance and protection in 2022, meaning 1 in 29 people worldwide¹. While humanitarian needs are reaching unprecedented levels, the gap between needs and resources available is increasing, and the donor base is narrowing. In addition, growing violations of International Humanitarian Law and access impediments make the delivery of humanitarian aid even more difficult and dangerous.

¹ <https://gho.unocha.org/>

In 2022, DG ECHO will strive to respond to these unprecedented challenges, in line with the priorities and key actions outlined in the Commission Communication on the **EU's Humanitarian Action New challenges, same principles**² adopted in March 2021. DG ECHO will sustain its efforts so that the EU remains a global leader in providing humanitarian assistance.

Furthermore, DG ECHO will work to strengthen further the EU-wide response of the Union Civil Protection Mechanism (UCPM), ensuring the full implementation of the revised legislation³ – in force since May 2021. This will notably be achieved through the continuation of the work, which has already started on two strands, for enhanced prevention and preparedness under the UCPM - **Union Disaster Resilience Goals**, and **Disaster Scenario-building at Union level**. These work strands are closely interlinked and will provide a more systematic approach to evidence-based decision-making for UCPM prevention and preparedness measures. Moreover, DG ECHO will ensure an optimal use of the available budget, including Next Generation EU funds⁴, through the further development of **rescEU capacities**, in particular in the area of **aerial firefighting means**, to work towards the establishment of a fully-fledged aerial firefighting fleet at European level. The overall work on rescEU capacities will continue in other priority areas, such as medical and chemical, biological, radiological, and nuclear (CBRN). New strands, such as multi-purpose transport, mobile laboratories and shelter capacities, will be added, to better equip the EU to respond to future emergencies.

In relation to the wider discussions on **EU crisis management structures**, a priority in 2022 will be to optimise DG ECHO's role in contributing to enhance the overall European resilience to future crises. Special attention will be paid to further enhance the central role of the **Emergency Response Coordination Centre (ERCC)** as a 24/7 single operational hub managing and facilitating the EU's swift and effective response to a broad range of cross-sectoral crises at home and around the world, as well as improving the ERCC's anticipatory planning and foresight capacities and capabilities.

The significant impact of the **COVID-19 pandemic** is unquestionable, in Europe and worldwide. The outbreak happened in an already very difficult context of rising international tensions. In a context with the COVID-19 pandemic still present and other health-related threats, DG ECHO will cooperate with the newly established Health Emergency Response Authority (HERA). It will ensure that the right linkages and synergies are established between the different key actors involved, while continuing to implement DG ECHO's mandate on emergency health in disasters and supporting the establishment of a Union better prepared to respond to future cross-border threats to health, including CBRN and environmental threats.

² COM/2021/110 final.

³ Regulation (EU) 2021/836 of the European Parliament and of the Council of 20 May 2021 amending Decision No 1313/2013/EU on a Union Civil Protection Mechanism.

⁴ [NextGenerationEU \(europa.eu\)](https://europa.eu)

PART 1. Delivering on the Commission's priorities: main outputs for 2022

The primary role of DG ECHO is to manage and coordinate the European Union's emergency response to natural and man-made disasters. DG ECHO acts both by delivering **humanitarian aid**⁵ and coordinating and facilitating in-kind assistance, specialist capacities, expertise and intervention teams under the Union Civil Protection Mechanism (**UCPM**)⁶. In case of major crises within the EU, emergency support can also be provided under the **Emergency Support Instrument**⁷ (ESI).

The **Communication on the EU's Humanitarian Action *New challenges, same principles*** (later referred to as "the Communication") adopted in March 2021 sets the priorities for humanitarian aid in 2022. The EU's humanitarian aid action aims, on the one hand, at **addressing the growing humanitarian needs** more effectively and efficiently, while seeking to expand the resource base for humanitarian action, and, on the other hand, at supporting a better enabling environment for the **delivery of principled humanitarian aid**. To this end, DG ECHO will operationalise the Communication actions, such as *i*) working with Member States and engaging with other donors to address the global funding gap in humanitarian aid by expanding the resource base, both within and outside the EU as well as *ii*) addressing the increasing violations of International Humanitarian Law and growing impediments to humanitarian aid access and delivery. In parallel, DG ECHO will work to address the root causes of crises, seek long-term solutions and build resilience of vulnerable communities, working closely with relevant actors in a humanitarian – development – peace **nexus approach**.

External communication and visibility

DG ECHO will work to **strengthen the visibility of EU interventions in the field of humanitarian aid, civil protection and crisis management** in order to demonstrate further the EU added value. DG ECHO's communication strategy will follow the Commission's overall principles of transparency, accountability and dialogue with the citizens, and will link with corporate communication campaigns and narratives, in particular on the recovery instrument **Next Generation EU** (NGEU), the **European Green Deal**, **Team Europe**, and the **European Year of Youth**. DG ECHO will continue its efforts to increase media attention to the EU humanitarian aid, civil protection and crisis management, for example by resuming field visits with journalists of large European media outlets when Covid-19 situation allows. Public awareness campaigns (involving media

⁵ Council Regulation (EC) No 1257/1996 of 20 June 1996 concerning humanitarian aid.

⁶ Decision No 1313/2013/EU of the European Parliament and of the Council of 17 December 2013 on a Union Civil Protection Mechanism.

⁷ Council Regulation (EU) 2016/369 of 15 March 2016 on the provision of emergency support within the Union.

advertising, youth engagement actions, etc.) will further enhance visibility in targeted EU Member States.

EU visibility and communication arrangements with humanitarian partners and national authorities involved in the 2022 European Humanitarian Forum and the Civil Protection Forum will remain an important cornerstone of the communication strategy. General communication actions (press and media work, social media and online communication, including innovative online actions) will convey to a wider public progress made on the initiatives and the actions achieved, while targeted information campaigns will reach those most directly affected (such as populations in forest-fire prone regions). DG ECHO's communication channel mix will continue to prioritise digital media, also reflecting the evolving media consumption by EU citizens. Finally, DG ECHO's website and social media channels will engage on a continuous basis with EU citizens through up-to-date information, factsheets, audio-visual material and background stories.

A. DG ECHO objective 1: General objective 4: A Stronger Europe in the World

The **2022 European Humanitarian Forum** (co-organised with the French Presidency of the Council of the EU) and the **Civil Protection Forum** will be an occasion to affirm EU leadership and engagement on humanitarian aid and civil protection. Both events will offer a platform to promote dialogue on humanitarian and civil protection policy issues and raise media and public attention to major policy deliverables.

In 2022, DG ECHO will continue providing **relief and support to the most vulnerable people** suffering from conflicts and disasters across the world, by mobilising both humanitarian aid and European civil protection assistance, thus contributing to EU global leadership. In order to contribute to the priority to champion **multilateralism and a rules-based global order** through a more active role and stronger voice for the EU in the world, DG ECHO will continue to contribute actively to shaping humanitarian advocacy and policy development at the European and global levels.

Given the ever-increasing needs and limited resources, **aid effectiveness and result-oriented actions** will remain a priority as outlined in the 2021 Communication. The focus will be to progress on commitments taken under the Grand Bargain⁸, notably on more flexible funding, coordinated and impartial needs assessment, and simplification of reporting. In line with Grand Bargain commitments, DG ECHO will further strengthen longer term, multi-country **Programmatic Partnerships** with selected NGOs, UN and International Organisations, to test more efficient and effective ways of working. DG ECHO will increase its advocacy and outreach for a substantially enhanced humanitarian financing effort and a better sharing of responsibility among donors, including EU Member

⁸ <https://interagencystandingcommittee.org/grand-bargain>

States. In line with the internal strategy approved in 2021 on the use of **External Assigned Revenues** and in complementarity with the ongoing cooperation with Member States following the **Team Europe approach**, DG ECHO will reiterate its availability to receive External Assigned Revenues⁹ from Member States. They will be spent in line with the Humanitarian Aid Regulation and the Consensus on Humanitarian Aid¹⁰.

In 2022, DG ECHO will aim to **increase awareness, understanding of and support for humanitarian issues**, especially among audiences in Europe and in third countries where the Union is funding major humanitarian operations. These communication actions also serve to highlight the partnership between DG ECHO and its humanitarian partners. They play an essential role in this communication strategy, not only by giving visibility to the specific actions, but also by setting up larger-scale communication campaigns.

Specific objective 1: The EU remains a lead humanitarian donor by providing adequate and effective humanitarian assistance to populations affected by humanitarian crises

DG ECHO is committed to providing adequate and effective **humanitarian assistance to populations affected by natural hazards or human-induced crises** on the basis of needs. DG ECHO will contribute to the fulfilment of the basic needs of affected populations, with a focus on the most vulnerable.

The development of a **European Humanitarian Response Capacity (EHRC)** as of 2022 is one of these priorities. It will further enhance EU Member States and humanitarian partners' capacity to rapidly deliver humanitarian assistance, in coordination and complementarity with the **disaster prevention, preparedness and response** dimensions of the UCPM. The goal of the EHRC is to ensure more rapid, targeted and direct EU interventions, while showing stronger EU leadership. It will be achieved through a number of initiatives in support to the overall humanitarian assistance, including the establishment of emergency stockpiles or the use of the **EU Humanitarian Air Bridge**.

In addition, DG ECHO will continue using the full potential of its **Emergency Toolbox**,¹¹ designed to provide a first line of emergency humanitarian assistance to sudden-onset crises that could not be foreseen in DG ECHO's humanitarian implementation plans.

DG ECHO will continue to ensure a framework to deliver humanitarian assistance that is fit for purpose. This notably entails focusing on the **digitalisation** of humanitarian assistance and use of innovative technologies, which will promote aid that is more effective, cost-efficient and accountable to the people it serves. In 2021, DG ECHO contributed to Country-

⁹ Article 21 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union.

¹⁰ <https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:C:2008:025:0001:0012:EN:PDF>

¹¹ The Emergency Toolbox is composed of ALERT (Acute Large Emergency Response Tool), Epidemics Tool, Small-scale tool and DREF (Disaster Relief Emergency Fund).

Based Pooled Funds, in line with the commitment expressed in the 2021 Communication, to further promote localisation and less earmarked funding. It will further contribute to Country-Based Pooled Funds in 2022 in line with its strategic priorities. In addition, the Commission committed to developing a **guidance on the promotion of equal partnerships with local responders**. In fact, local organisations are often in the best position to respond quickly to disasters, in a culturally sensitive, context-specific and sustainable manner.

Thematic policy priorities

Over the years, DG ECHO has developed a number of policies and guidance that outline the Commission's position on key issues such as mainstreaming protection, disability inclusion and education in emergencies, and provide concrete recommendations to its implementing partners. The overall objective is to ensure quality, coherence and accountability of EU funded humanitarian operations. In 2022, DG ECHO will continue to make sure that these policies are applied, and further developed when necessary.

Protection and focus on the most vulnerable

The continued breaches of **International Humanitarian Law** and the widespread risks and instances of violence, deprivation and abuse in today's crises have made humanitarian protection a key concern. In 2022, DG ECHO will continue making **protection** a priority across all sectors of humanitarian assistance.

Humanitarian crises have a different impact on women, girls, boys and men, whose needs have to be addressed accordingly. DG ECHO will continue **mainstreaming gender and age across all sectors of intervention**, advance the implementation of the approach to gender and gender-based violence in humanitarian crises outlined in the Staff Working Document *Gender: Different Needs, Adapted Assistance*¹² and address all types of violence against children. Mainstreaming gender and age will ensure that EU-funded humanitarian aid is delivered in a safe and accessible way, thus making it more effective and impactful for beneficiaries. DG ECHO will remain an active member of the Call to Action on Protection from Gender Based Violence in Emergencies initiative¹³ and will report against the commitments made to the Road Map 2021-2025¹⁴. In line with the 2021 Strategy on the Rights of the Child¹⁵, DG ECHO will strengthen its activities for child protection to prevent and end grave violations of the rights of the children affected by armed conflict, including with advocacy activities.

In order to address the protection needs of **persons with disabilities**, DG ECHO will ensure the implementation of the Operational Guidance on the Inclusion of Persons with

¹² https://ec.europa.eu/echo/files/policies/sectoral/gender_thematic_policy_document_en.pdf

¹³ <https://www.calltoactiongbv.com/>

¹⁴ <https://www.calltoactiongbv.com/what-we-do>

¹⁵ COM(2021) 142 final.

Disabilities in EU-funded Humanitarian Aid Operations¹⁶ and the Strategy for the Rights of Persons with Disabilities 2021-2030¹⁷ adopted in 2021.

Education in Emergencies

Access to quality and safe education is being denied to millions of children and young people by increasingly protracted conflicts, forced displacement, violence, disasters, including the impact of climate change. DG ECHO will sustain its strong commitment to Education in Emergencies (EiE) actions across the world, maintaining investment in education at the level of 10% of the initial EU humanitarian aid budget and aiming to **reach over 2 million children in 2022**. Priority will be given to funding projects targeting at least 50 % of girls.

Cash as delivery modality

The use of cash transfers (multipurpose cash transfers in particular) is the most efficient and effective way of getting humanitarian assistance, as it provides affected populations with choice, flexibility and more control over their own lives, thus preserving their dignity.

In order to strengthen transparency and accountability, DG ECHO has worked on the revision of its thematic cash policy, including a revised **Large-scale Cash Guidance Note**, with the aim to its adoption in 2022. The cash policy will form a key pillar of DG ECHO's policy for supporting digital innovation in key areas such as data protection and interoperability of systems, with the objective of making the delivery of humanitarian aid more effective.

Food assistance, nutrition and famine prevention

The evolution of hunger in 2021 has been of concern, with 161 million people in need of food assistance in the first half of 2021 compared to 155 million in 2020¹⁸, despite the statistics covering 12 countries less. Fighting hunger and malnutrition and averting famine will remain key humanitarian priorities in 2022. DG ECHO's action on food and nutrition will be both preventive and reactive (through anticipation and application of the nexus approach, and a strengthening of the multi-sectoral approach). This will make humanitarian aid more efficient, and contribute to saving lives, preventing the spread of hunger and malnutrition and reducing human suffering. DG ECHO will also intensify its advocacy activities in international fora such as the Food Assistance Convention (which the EU will chair in 2022), the Global Network against Food Crises or the "humanitarian-development-peace nexus" coalition formed at the 2021 UN Food Systems Summit. Following up on the EU's pledge at the 2021 Nutrition for Growth Summit to spend EUR 2.5 billion on nutrition including EUR 1.1 billion from the humanitarian budget, a methodology for the annual

¹⁶ https://ec.europa.eu/echo/system/files/2019-06/dg_op_guidance_inclusion_gb_liens_hr.pdf

¹⁷ COM(2021) 101 final.

¹⁸ http://www.fightfoodcrises.net/fileadmin/user_upload/fightfoodcrises/doc/resources/FINAL_GRFC2021_Sept_Update.pdf

reporting and tracking will be put in place. In 2022, DG ECHO will finalise a combined evaluation of the food assistance and nutrition sectors, which will inform DG ECHO's strategic positioning and response to food and nutrition crises.

Health and water, sanitation and hygiene (WASH) priorities in relation to increasing public health emergencies

Health, water, sanitation and hygiene (WASH) assistance will remain a core sector of ECHO's humanitarian aid interventions in 2022.

Health needs have increased dramatically in humanitarian crises over 2021. At least half of the world's population cannot obtain essential health services. Assistance will be provided as support to an existing health system or in the form of a parallel additional healthcare provider. **Mental health and psychosocial support** will be systematically integrated into general health and protection activities.

In 2022, DG ECHO will conduct a **combined evaluation of the health sector**, focusing on two components: the EU humanitarian response to epidemics and the WHO partnership. The evaluation, covering the period 2017-2021, will help to evaluate the different instruments used and provide a strategic perspective on DG ECHO future role within the broader global response to epidemics and the health security agenda¹⁹.

Systematic quality control and respect of the international quality standards as well as systematic performance monitoring are core aspects of DG ECHO's **WASH policy**. WASH activities are crucial to avoid the spreading of viruses or bacteria, and play an important role in countering epidemics such as cholera and Ebola, or even COVID-19. Since the provision of WASH services is a fundamental requirement for quality care, special attention will also be given to integrating WASH components into humanitarian health activities and programming, as key for improved health outcomes.

Other thematic priorities

In 2022, DG ECHO will finalise the preparation works for its **Humanitarian Logistics Policy** to provide a renewed and comprehensive framework. This will both significantly increase access to vulnerable populations and strengthen the efficiency, effectiveness and impact of humanitarian operations.

Specific objective 2: Humanitarian space is preserved and respect for International Humanitarian Law is ensured

In today's armed conflicts, **International Humanitarian Law violations** are widespread, systematic and on the rise, causing significant harm to civilian populations, destroying key civilian infrastructure such as hospitals and schools, putting at risk the life of humanitarian

¹⁹ While guided by Better Regulation, it is not an evaluation in the *Better Regulation* sense.

and medical personnel and heavily impacting the EU's humanitarian objectives. Although the EU is not part of the Geneva Conventions and their additional Protocols (as only States can be), the promotion of compliance to International Humanitarian Law is a key priority for DG ECHO.

In 2022, DG ECHO will continue to carry out **systematic public advocacy** through public statements and interventions in multilateral fora. In line with the 2021 Communication's key action on the establishment of an EU-level coordination mechanism on International Humanitarian Law, DG ECHO will continue to facilitate the coordination of relevant EU actors and support stronger EU humanitarian diplomacy. It will also make funding available in order to support a possible independent initiative to improve the **monitoring of International Humanitarian Law violations**. DG ECHO will also contribute to the preparation of the **EU human rights due diligence policy** to ensure that EU security sector support, including in the context of Common Security and Defence Policy (CSDP) missions and operations, complies with human rights law and International Humanitarian Law.

DG ECHO will continue promoting and supporting the **compliance of EU restrictive measures with international humanitarian law**. To that effect, DG ECHO will as appropriate promote the consistent inclusion of **humanitarian exceptions** in EU sanctions regimes and support the setup of **effective frameworks** for the use of such exceptions by humanitarian organisations. DG ECHO will further continue **promoting dialogue** between donors, regulators, humanitarian operators and private sector in order to ensure the delivery of humanitarian assistance to all those in need.

Specific objective 3: The EU remains a global humanitarian donor by providing an adequate and effective humanitarian assistance in countries affected by humanitarian crises

DG ECHO provides humanitarian relief throughout the world in a principled and needs-based manner. It aims to **ensure that funding is available to assist as many people in need in the greatest number of countries** as possible, and that a swift, efficient and comprehensive response is provided.

Providing rapid and flexible assistance both in major crises and in the so-called **forgotten crises** has become a hallmark of the EU's profile as a donor. DG ECHO will continue to put particular emphasis on devoting a sizeable part of funding to address needs in areas of difficult access, and on providing a rapid response in areas or sectors underfunded by other donors.

Providing adequate funding also requires harnessing new finance sources to address the rising gap between humanitarian needs and resources. In 2022, DG ECHO will continue to explore mechanisms for **engaging private finance and capital** in humanitarian contexts, in line with commitments made at the 2016 World Humanitarian Summit and 2019 Global

Refugee Forum. This will include launching pilot projects in blended finance, with humanitarian actors as well as financial institutions, in full compliance with the humanitarian principles. These efforts will contribute to the overall strategy to expand and differentiate the resources base for humanitarian aid.

Humanitarian-development-peace Nexus

Given the protracted nature of most humanitarian crises, improving and strengthening the link between humanitarian and development aid, and - where relevant peace actions seem necessary to better connect urgent relief and longer-term solutions, while fully respecting the mandates and regulatory frameworks of each action. In line with the 2021 Communication, in 2022, DG ECHO will continue to undertake systematic EU joint analyses of the risks, needs, vulnerabilities and structural drivers of crises, including contributing to conflict analysis screenings mandated by the Neighbourhood Development and International Cooperation Instrument (NDICI – Global Europe).

Examples of Humanitarian Crises to which DG ECHO will be responding in 2022

Syria

DG ECHO will continue addressing the needs of the Syrian population inside the country, as well as the needs of Syrian refugees and vulnerable host communities in neighbouring countries (Turkey, Lebanon, Jordan, Egypt and Iraq). Inside Syria, there are 13.4 million people in need of humanitarian assistance²⁰. DG ECHO will maintain its focus on multi-sectoral life-saving actions (emergency response and preparedness, protection, health interventions and the promotion of International Humanitarian Law). In Lebanon and Jordan there are more than 4.4 million people in need of humanitarian assistance²¹, and DG ECHO activities will focus on protection, basic needs assistance, Education in Emergencies, disaster preparedness and health for the most vulnerable refugees, while also addressing vulnerable host communities. In Turkey, 3.7 million Syrians are in need of humanitarian support²². EU action will focus on the full transition of selected health, protection, and Education in Emergencies programmes from humanitarian to development assistance, via the Conditional Cash Transfer for Education, and on basic needs, through the Emergency Social Safety Net.

Yemen

Yemen is among the world's largest humanitarian crises, with 20.7 million people in need of assistance (two thirds of the population)²³. The situation continues to deteriorate due to the combined effects of violence, including against civilians, collapsing state institutions

²⁰ <https://reliefweb.int/report/syrian-arab-republic/2021-humanitarian-needs-overview-syrian-arab-republic-march-2021-enar>

²¹ Emergency Response Plan for Lebanon, UNOCHA and Jordan: Statistics for Registered Persons of Concern (UNHCR, August 2021).

²² <https://reliefweb.int/report/turkey/unhcr-turkey-operational-update-october-2021-entr>

²³ <https://yemen.un.org/en/122718-yemen-humanitarian-needs-overview-2021>

and economic crisis. In 2022, DG ECHO will continue to provide life-saving assistance and humanitarian protection to populations directly exposed to conflict and displacement, and to vulnerable communities affected by health, nutrition and food security crises, including WASH activities to prevent transmission of epidemics, and malnutrition.

Afghanistan

In Afghanistan, the humanitarian situation has worsened since the Taliban take over in August 2021. In 2022, it is estimated that between 23 and 24 million people will be in need of humanitarian assistance²⁴. DG ECHO will continue supporting the most vulnerable populations in Afghanistan with life-saving multi-sectorial assistance and will support the efforts of Iran, Pakistan and countries in Central Asia to sustain the most vulnerable Afghan refugees. The Commission's humanitarian funding will focus on providing basic emergency services in the critical sectors of winterisation, food security, nutrition, health, education, protection and logistics.

Ethiopia and Tigray

Since the end of 2020, and the start of the conflict in Tigray, Ethiopia - and the Horn of Africa region - is facing a major risk of destabilisation. Extreme ethnic violence and very serious allegations of human rights and International Humanitarian Law violations have a severe impact on civilians, with over 5.5 million people in need of urgent assistance according to UN OCHA. In 2022, DG ECHO will continue to address the acute needs and ensure protection of people affected by conflicts or violence, with a flexible approach focusing on areas that are assessed as having the most acute needs or that have been under-represented in the Humanitarian Response Plan. DG ECHO will also ensure a rapid response capacity to new and rapid-onset conflicts and natural shocks and will provide support to refugees.

Sahel

The situation in Sahel remains very worrying due to a conjunction of crises (political, security, humanitarian, economic, social), whose intensity varies across the region. As a result, the humanitarian situation is deteriorating at an alarming pace for 33.3 million²⁵ people, with unprecedented forced displacement and food and nutrition crises driven by insecurity and conflict, now further aggravated by COVID-19. In 2022, DG ECHO will respond to the most urgent needs of conflict-affected populations in multiple sectors, such as prevention and response to violence, International Humanitarian Law promotion, food and nutrition, health, Education in Emergencies and disaster preparedness.

²⁴ <https://www.unocha.org/afghanistan>

²⁵ [Global Humanitarian Overview 2022 | Global Humanitarian Overview \(unocha.org\)](#)

Venezuela

Venezuela's socio-economic and political crisis continued unabated in 2021, with severe humanitarian consequences for 14 million people²⁶, aggravated by COVID-19, while more than 5.9 million people left the country²⁷. In 2022, DG ECHO will continue providing protection and humanitarian assistance to the most vulnerable groups, inside Venezuela and in the region, in a number of sectors (Health, Nutrition, Education in Emergency, Protection and Shelter, WASH and food security). DG ECHO will remain engaged to improve the access and operating conditions for humanitarian organisations in Venezuela through, inter alia, the International Contact Group for Venezuela.

Southeast Asia

In Southeast Asia, two regional crises have root causes in Myanmar: the Rohingya regional refugee crises (mainly Bangladesh, but also Thailand, Indonesia, Malaysia and India) and the Internally Displaced People (IDPs) and refugee crisis due to the Myanmar Coup (Thailand and India). Cox's Bazar, in Bangladesh, is home to the world's largest refugee camp, hosting about 900 000 Rohingya refugees²⁸, who are entirely dependent on humanitarian aid. In 2022, DG ECHO will continue to deliver basic life-saving humanitarian aid to the Rohingya refugees and the host community. In Myanmar, at least three million people are in need of humanitarian assistance and protection services. In 2022, DG ECHO will continue to provide life-saving assistance to address the needs of the most vulnerable people affected by violence and conflict.

Haiti

In 2021, around 4.4 million Haitians were already in need of humanitarian assistance²⁹, suffering from a large-scale food crisis, but also the consequences of widespread violence, and socio-political crisis, only made worse by a 7.2 magnitude earthquake and a tropical storm. In 2022, DG ECHO will be addressing the most urgent food and nutrition needs of the most vulnerable households, with specific attention to children under five. Other sectors of intervention will be protection, health and education.

COVID-19 response in external action

In response to the continued effects of the COVID-19 pandemic, DG ECHO will keep mobilising support in a coordinated manner, applying the Team Europe approach initiated in 2020. Refugees, Internally Displaced People (IDPs), people living in conflict zones and/or in areas seriously affected by climate change, women, children, older people and people with disabilities are the most affected by the health and socio-economic effects of the COVID-

²⁶ <https://www.acaps.org/country/venezuela/crisis/complex-crisis>

²⁷ <https://www.unhcr.org/news/latest/2021/10/61769bea4/data-reveals- plight-venezuelan-refugees-migrants-evicted-pandemic.html>

²⁸ <https://reliefweb.int/report/bangladesh/rohingya-refugee-camps-cox-s-bazar-rise-ashes>

²⁹ <https://reliefweb.int/report/haiti/haiti-humanitarian-needs-overview-glance-humanitarian-programme-cycle-2021-march-2021>

19 pandemic. In 2022, DG ECHO will follow up on the interventions launched in 2021 with the additional humanitarian funding provided to the **COVAX Humanitarian Buffer** and with the support to the vaccination roll out in Africa.

Specific objective 4: Adequate and effective civil protection response and preparedness is provided to people in need

Through its external dimension, the UCPM is an instrument showing EU solidarity in the world, and is growing in importance, as evidenced by the **number of activation requests from third countries** (over two thirds of the total). DG ECHO will continue to foster this type of cooperation to support third countries in the aftermath of a disaster, and to contribute to building more resilient disaster management structures. Based on the experience of the COVID-19 pandemic, DG ECHO will work towards strengthening the international cooperation aspects of the UCPM. Thanks to its unique infrastructure, the established network of contacts, its know-how and experience, the **ERCC** effectively acts as a **central hub for cross-sectoral operational coordination**. Moreover, DG ECHO will further increase the ERCC's access to analytical, monitoring, and information management and communication capacities to **better support operations, cross-sectoral coordination and inform decision-making**, including anticipatory planning.

The UCPM relies on state-of-the-art **technical and scientific knowledge and tools to provide fast advice** for more efficient and effective emergency response operations. DG ECHO works closely with other Commission services, the EEAS and decentralised agencies (SatCen, Frontex, ECDC) to provide situational awareness and analysis for emergency operations.

Lessons and good practices identified under the **UCPM Lessons Learnt Programme** provide the basis for learning and improving. In this light, lessons and good practices identified in 2021 indicate the need to further enhance the EU's early warning and information systems, and to continue **delivering prevention and preparedness activities**. In 2022, DG ECHO together with Member States and all Participating States to the UCPM will work on implementing the follow-up actions identified in 2021, while ensuring that additional lessons are identified. Overall, this will help improve emergency management and help improve disaster response operations in Europe and abroad. Bringing all these strands together in 2022, DG ECHO will launch the UCPM evaluation as foreseen in Article 34 of Decision No 1313/2013. This evaluation will follow the previous one conducted in 2017³⁰, and will cover activities carried out under the UCPM in the timeframe January 2018 to December 2022. It will encompass actions carried out under the framework of the UCPM and spanning across the three fields of prevention, preparedness and response to natural hazards and human-induced disasters.

³⁰ European Commission, Directorate-General for European Civil Protection and Humanitarian Aid Operations (ECHO), Interim evaluation of the Union Civil Protection Mechanism, 2014-2016 : final report, Publications Office, 2017, <https://data.europa.eu/doi/10.2795/157863>

Experts and response capacities are thoroughly prepared to respond to any kind of disaster thanks to comprehensive **training and exercises programmes**. The training programmes enhance the individual competences of experts and key personnel, as well as the coordination and interoperability of modules, Technical Assistance Support Teams, other response capacities and experts with other actors involved during an international deployment.

DG ECHO will also tap into **European scientific expertise on natural hazards and human induced disasters**. This will be done through thematic scientific partnerships for improved operational response, better situational awareness and more informed decision-making in the management of this kind of emergencies. The recently operationalised Union Civil Protection Knowledge Network will further enhance DG ECHO's capacity in this respect..

DG ECHO's activities are also embedded in the **larger EU response to crises**. In this regard, DG ECHO will continue acting as 24/7 entry point for IPCR and provide coordination support to large emergencies as done with COVID-19-related requests for assistance, or support to consular large-scale evacuations as in Afghanistan.

B. DG ECHO objective 2: General objective 1: A European Green Deal

The European Green Deal will require consolidated efforts from across Member States and the EU institutions, where the Commission's contribution will be crucial. DG ECHO will continue to play its part for complete and efficient delivery of the Green Deal's objectives by contributing to both its internal and external dimensions. The latest *Overview of Natural and Man-made Disasters the European Union may face*³¹ outlines some of the main drivers of risks in the future, such as climate change, urbanisation and environmental degradation. Based on these findings, DG ECHO will contribute to a number of actions to implement the new **EU Forest³² and Adaptation strategies³³**. Building on progress made so far, in 2022 and under the Forest Strategy, DG ECHO will notably continue its contribution to the development of a harmonised EU monitoring system of forest fires. Under the Adaptation Strategy, DG ECHO will also continue contributing to the development of common rules on the collection of data climate-related losses, to avoid "climate blind" decisions in the future. DG ECHO will also further promote **mainstreaming of disaster risk management** in the context of the new Sustainable finance strategy and other European Green Deal policies where appropriate.

A key theme of DG ECHO's communication actions in 2022 will be **the impact of climate change, and the EU's prevention, preparedness and response strategy**, both inside

³¹ SWD(2020) 330 final/2. Staff Working Document also edited by EU Publications Office:

<https://op.europa.eu/en/publication-detail/-/publication/89fcf0fc-edb9-11eb-a71c-01aa75ed71a1>

³² COM(2021) 572 final.

³³ COM(2021) 82 final.

the EU and worldwide. Media actions and communication campaigns, particularly targeting European youth, will raise awareness and engagement on the theme with a view to strengthening the public support for the EU's leading role and future ambitions.

Specific Objective 1: People and communities at risk of disasters are resilient and prepared

Internal Dimension

In the framework of the UCPM, DG ECHO is supporting Member States in their **reporting on national disaster risk management**. Furthermore, DG ECHO will continue to promote a better understanding of risk following the publication in 2020 of the Overview of Natural and Man-made Disasters the European Union may face³⁴, and engage in the **analysis of the latest summaries of risk assessments and capability assessments submitted by Member States and Participating States**.

DG ECHO will further pursue **mainstreaming disaster risk reduction across EU policies**, with a special focus on mobilising long-term investments in disaster risk management from cohesion, agricultural and research policy funding and linking with the EU climate and environmental policies. It actively participates in the preparation of the 2021-2027 programming period (Enabling condition, Common Agricultural Policy strategic plans, Cohesion funds programming) pursuing the objective of increasing the resilience of the EU.

External Dimension

Risk-informed disaster preparedness is part of the overall objective of providing relief and support to the most vulnerable people affected by both natural hazards and human-induced crises in third countries across the world through the mobilisation of both humanitarian aid and European civil protection assistance. In 2022, DG ECHO will further strengthen its support to disaster preparedness³⁵, implementing the new approach adopted in 2020, which promotes **multi-hazard preparedness and anticipatory action**. In this regard, DG ECHO will work on gradually increase funding support to scale-up anticipatory action in line with the Communication on Humanitarian Aid.

DG ECHO will monitor and facilitate the integration of preparedness measures and climate, environmental and conflict risk considerations into all the humanitarian actions it funds. This will ensure that climate related impacts are accounted in all sectorial interventions, including those related to displacement. The **Resilience Marker** is a tool that supports partners in doing so, throughout the design of their interventions by ensuring that they do consider and address these risks.

³⁴ See footnote 34.

³⁵ DG ECHO Guidance Note – Disaster Preparedness, https://ec.europa.eu/echo/system/files/2021-04/dg_echo_guidance_note_-_disaster_preparedness.pdf

In order to increase the sustainability of its operations and further promote resilience, DG ECHO will continue to adopt a nexus approach, **promoting complementarities and linkages between the disaster preparedness actions it funds and related development interventions**. This implies, for instance, including preparedness aspects in development programming under the NDICI. It also implies that DG ECHO's preparedness actions should also include, whenever possible, an exit strategy that addresses the issues of scaling up and reinforcing ongoing and/or planned longer-term risk reduction and development interventions.

Specific objective 2: The environmental impact of humanitarian aid operations is reduced

As the climate and environmental crisis deepens, humanitarian actors are faced with a collective responsibility to ensure that their work does not further contribute to deteriorating the environment. This calls for taking all necessary **measures to reduce the climate and environmental footprint of humanitarian aid**, in line with the 2007 European Consensus on Humanitarian Aid and the “do not harm” principle.

In order to reduce the carbon footprint and the environmental damage of humanitarian aid, minimum environmental requirements and associated guidance will be published in 2022, coupled with technical assistance and support both for partners and DG ECHO's staff in order to **integrate environmental considerations in DG ECHO's humanitarian aid operations and those of its partners**.

DG ECHO worked with its partners throughout 2021 to develop these requirements in priority areas, which should start applying from the 2022 Humanitarian Implementation Plans. 2022, as the first year of implementation of the minimum requirements, will also provide for an opportunity for further refining them and mainstreaming environmental concerns in the different thematic policies.

C. DG ECHO objective 3: General objective 5: Promoting our European way of life

Whenever a natural or human-induced disaster strikes, inside or outside the EU, any affected country can request assistance from the UCPM through the ERCC. The continued offer of assistance by EU Member States and Participating States is a remarkable proof of **EU solidarity** in action.

Furthermore, DG ECHO is financing cross-border projects with the aim of **strengthening prevention and preparedness in EU Member States and UCPM Participating States**. In 2022, at least one **peer review on disaster risk management** in these countries will be conducted. This will provide a concrete opportunity to reflect on the readiness to cope with natural and human-induced disasters, as well as to identify ways of strengthening the prevention and preparedness system.

Moreover, the UCPM will further support activities to **enhance the level of preparedness of emergency response operations** managed by DG ECHO. In this regard, following its official launch in December 2021, the Union Civil Protection Knowledge Network, which brings together civil protection and disaster management actors with the objective of strengthening the EU's overall ability and capacity to deal with disasters, will be further developed. Key priorities for 2022 will be to fully establish its capacity-development and science pillars, identify possible new activities based on its stakeholders' needs and interests and further develop its dedicated IT online platform. All of these to ensure that the UCP Knowledge Network can offer opportunities for more informal exchanges of views and for sharing knowledge and good practices at national, regional and local level and across the whole UCPM, while at the same time continue to implement the well-known and successful existing activities such as the UCPM training and lessons learnt programmes, a range of exercises and exchange of civil protection experts.

Specific Objective 1: The needs of the most vulnerable people in times of crises are met

2021 was characterised by a **high number of UCPM activations**, notably linked to the COVID-19 pandemic (e.g. oxygen production equipment and vaccine sharing). In 2022, the UCPM will aim to coordinate Member States and other services to increase vaccine solidarity with the most vulnerable and continue addressing the gap between demand and pace of sharing.

In complementarity with the development of rescEU capacities, the focus will continue to be put on the **European Civil Protection Pool (ECPP)**, which brings together resources from Member States and Participating States, ready for deployment to a disaster zone at short notice. Whenever a disaster strikes and a request for assistance via the UCPM is received, assistance is drawn from this pool. As the key UCPM pillar for deploying capacities, DG ECHO will dedicate efforts throughout 2022 to further strengthen the ECPP, by engaging with Member and Participating States so they commit even more capacities where gaps exist, and by certifying already committed capacities.

Based on the experience with the COVID-19 pandemic and other large-scale crises happened over 2021, DG ECHO will continue supporting the Commission-wide efforts to establish a **European Emergency Management** for the future, starting from the provisions in the revised UCPM legislative framework, in close coordination with Member and Participating States. Through the revised legislation, DG ECHO will further strengthen the ERCC's capacities, in particular by improving foresight and strategic anticipation, its early warning and monitoring function, and expanding its situational awareness capabilities and facilities. The close cooperation with the newly established **HERA** will be of particular relevance in the area of cross-sectoral crisis management.

In the framework of the **ESI**, which winds up on 31 December 2021 and its **Mobility Package**, under the direct responsibility of DG ECHO, the key focus in 2022 will be to finalise the grants awarded to Member States in support to transport of COVID-19

vaccination related equipment (e.g. needles, syringes, PPEs) or to transport COVID19 therapeutics (e.g. medicines, including those of human origin such as plasma).

Strengthening the rescEU framework

With the new UCPM legal base in place, the **rescEU framework** will be strengthened, in close cooperation with Member and Participating States. In addition, the new legislative provision on establishing **Union-wide scenario building** and disaster risk management planning will be taken forward with Member States to enhance the evidence base for **further improved decision making in prevention, preparedness** and response under the UCPM. This work will be closely aligned with the parallel work strand on **Union disaster resilience goals (DRG)**. In cooperation with Member States' experts, DG ECHO will continue developing the DRG, and adopt recommendations by the end of 2022 to define them as a non-binding common baseline to support prevention and preparedness actions in the event of disasters, which could cause multi-country transboundary effects. When developing resilience goals particular attention will be paid to the needs of vulnerable groups. These goals will provide a strategic direction for strengthening civil protection in Europe's preparedness, thus contributing to increased capacity to save lives, mitigate the most disastrous impacts of large-scale disasters on property, environment and cultural heritage, and build longer-term resilience.

The **rescEU framework**, will also allow to focus on the development of rescEU capacities in the different areas: aerial forest firefighting (AFF), medical aerial evacuation, Emergency Medical Teams and stockpiling of medical equipment and/or personal protective equipment, CBRN incidents.

Concerning **AFF capacities**, and in response to increasingly intense forest fire seasons, the priority for 2022 will be securing the roll-out of the ambitious development plan for a fully-fledged European aerial firefighting fleet. In parallel, the focus will also be set on reinforcing the **rescEU transition arrangement**, with additional funds to increase the number of available capacities, notably through the leasing of two additional heavy-lift helicopters for the Eastern and Western Mediterranean.

Concerning **Emergency Medical Teams** (EMTs), 2022 will see the continuation of the preparatory work towards the establishment of a constellation of EMT-2 with specialised care teams at European level. Moreover, the **Medical Evacuation Capacity (MEDEVAC)** for highly infectious patients is expected to be fully developed and operational by early 2022. As a result, in case of large-scale disasters, more people could be assisted with specialised medical care, and evacuated from the disaster scene to health facilities and hospitals. Discussions with interested countries will also continue for the development of the MEDEVAC for disaster victims as foreseen in the legislation. Preparatory and legislative work will also go on with Member States on the development of rescEU capacities in the area of **shelter, transport and logistics**, and, possibly, **mobile labs** in order to be better prepared for corresponding needs in large-scale disasters. Key priority in early 2022 will be

put on establishing the corresponding legislative framework through the relevant implementing acts.

In terms of future preparedness for large-scale medical emergencies similar to the COVID-19 pandemic, the **rescEU medical stockpile** will be further developed in 2022 and offer additional quantities and different types of items that can be rapidly deployed to save lives. While the stockpile currently consists of stocks of Personal Protective Equipment (PPE), medical equipment and testing items, further funding is focussing more on specific types of intensive care units equipment, therapeutics, vaccines, laboratory equipment and PPE complementary to existing stocks..

On Chemical, Biological Radioactive and Nuclear (CBRN), upcoming grants for **Decontamination capacities** will enhance the overall EU preparedness to this kind of threats in the course of 2022. The policy work on CBRN detection capacities will also resume by the end of 2021 with an Implementing Act expected for the first half of 2022.

PART 2. Modernising the administration: main outputs for 2022

This section covers how DG ECHO will deliver in 2022, as well as the steps to modernise the way of working and to make the most efficient and effective use of resources.

The internal control framework³⁶ supports sound management and decision-making. It notably ensures that risks for the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

DG ECHO has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of the service's internal control system will be monitored on an ongoing basis throughout the year and will be subject to a specific annual assessment covering all internal control principles.

A. Human resource management

DG ECHO employs a competent and engaged staff and contributes to gender equality at all levels of management to deliver effectively on the Commission's objectives, priorities and core business. In 2022 and the following years, DG ECHO shall continue to promote gender equality in leadership and to contribute achieving 50% of female representation in middle management at Commission level by 2024.

DG ECHO will also continue motivating and supporting the career development of women with a potential and interest for a management role, notably by continuing to promote the Female Training Development Programme (FTDP) to enable talented and interested female staff members to further develop their management skills. In addition, in 2022, DG ECHO will continue to strongly promote career development at all levels such as the Junior Professionals Programme (JPP) and the External Management Development Opportunities for Commission.

Careful planning, strategic vision while optimising the capacity to deliver on priorities are key for the effective management of human resources. With this in mind, and in full consultation of its staff, DG ECHO designed its Local HR Strategy, which focuses on four objectives: i) Talent management; ii) Culture and organisation; iii) Workplace and wellbeing; iv) Leadership and management. This strategy provides a medium-term outlook of an effective HR management. It is a living document, aligned and complementary to DG ECHO Internal Communication Strategy for 2021-2023 and to DG ECHO Equality Mainstreaming Work Plan. It will seek full complementarity with the HR Corporate Strategy and compliance with other corporate guidelines or future decisions.

In 2022 DG ECHO will focus on implementing several actions identified in the **Local HR strategy** and on the analysis of the outcome of the **2021 Staff Survey**. This might lead

³⁶ Communication C(2017)2373 - Revision of the Internal Control Framework.

to an update of the ECHO Management Charter and update of current Action Plan or the design of a new ECHO Action Plan as needed.

Moreover, DG ECHO will continue to focus on integration of newcomers in the current hybrid-working environment. The “**Newcomers package**” designed in 2021 is presented to all newcomers and will be accompanied by tailored training sessions and mentoring to help new staff to easily integrate. In order to enhance team spirit and keep up staff members’ motivation, provided that the evolution of the pandemic would allow physical meetings, part of the 2022 learning and development budget will be dedicated to **team events**.

In addition, DG ECHO’s Director-General will continue to meet newcomers and ECHO staff for virtual meetings on regular basis in 2022 on top of the welcome sessions organised twice a year. The (virtual) “coffee roulette”, initiative launched in 2020, will continue in 2022. This initiative facilitates informal social contact among colleagues including newcomers, middle and senior managers. DG ECHO will encourage and support mentoring and job shadowing between peers, but also from Senior managers to deputy heads of unit and team leaders.

As identified in the local HR Strategy, the role and skills of the managers are key in the management of human resources. To equip our managers with powerful tools, DG ECHO will organise an ad-hoc entry-level seminar on Participatory leadership, open to ECHO managers only. To enhance the two-way communication, managers will be offered training on how to give feedback to staff. Moreover, a 360° evaluation program for middle management will be launched in 2022.

In line with the local HR Strategy, DG ECHO will re-design the methodology to assess workload by establishing new indicators. Resource allocation will be reviewed on a regular basis to address increased needs and strategic priorities with agility. Furthermore, DG ECHO will re-assess and re-define high, medium and low priorities as to better match the required workload with the available workforce.

Objective: DG ECHO employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission’s priorities and core business.

Main outputs in 2022:

Output	Indicator	Target
Implementation of the Local HR Strategy action plan		
Activities to improve the integration of newcomers	Number of sessions for newcomers	At least 2 sessions in 2022
	(Virtual) meetings with the Director General	At least 2 sessions in 2022

Output	Indicator	Target
	Implementation of the newcomers package	All newcomers to receive the newcomer's package at least within 2 days of their arrival
Team Events	Number of team events for directorates and units	At least 2 Team events at Directorate level and 5 events at unit level in 2022
Participatory leadership for managers	Number of Middle managers trained in 2022	At least 75% of the managers trained in 2022
360° evaluation for middle managers	Number of middle managers taking part in the 360° feedback exercise	At least 50% of the middle managers with the required seniority to participate in 2022
Workload assessment and resource allocation	Review workload and resource allocation on a regular basis	Design new workload indicators Workload assessments at least twice a year in 2022

B. Sound financial management

Concerning financial management, DG ECHO's internal control system ensures an adequate management of the risks relating to the legality and regularity of the underlying transactions, while taking into account the nature of the payments concerned. In 2022, the main financial control objective remains the same as in previous years, i.e. to ensure that the residual error rate does not exceed the materiality target of 2%, both on an annual and a multiannual basis. The residual risk of error is expressed by the residual error rate obtained from the implementation of the audit and control strategies, after making corrections relating to the results from the other supervisory and control systems in place.

Due to the different financial procedures and risk profiles of DG ECHO's activities, separate control systems are in place for Humanitarian Aid actions, implemented under indirect and direct management, and for Civil Protection actions, managed mainly under direct management.

Effective controls

For Humanitarian Aid funds, the **control layers** for direct and indirect management are overall similar, the main difference being in the first layer of control. For **direct management**, the first stage of control is the ex-ante assessment of International Non-Governmental Organisations (INGOs) that apply to become DG ECHO partners. The EU Humanitarian Partnership Certificate, introduced in January 2021, will continue to provide DG ECHO with assurance of the adequacy of NGOs management and controls systems. NGOs are subsequently assessed periodically to verify that they keep fulfilling these

conditions of the framework agreement. For **indirect management**, assurance is provided by the Pillar Assessment³⁷ of the entities implementing DG ECHO funds.

Monitoring of actions is another important layer of DG ECHO's control architecture. Whilst DG ECHO's objective is to monitor the implementation of all grants in the field, on-the-spot visits in some cases could not be possible due to problems of access, security or other constraints. This can happen mainly for grants implemented under Exceptional Extreme Operational Constraints (EEOC) and under the remote management mode. Specific requirements apply for such exceptional cases to the partner concerned, covering the preparation, implementation and subsequent reporting stages of these grants.

All **final reports** are checked before final payment to verify the achievement of results and legality of transactions. In addition, ex-post controls are carried out according to the annual audit plans, which provide final assurance to the AOSD that payments done are legal and regular³⁸. UCPM funds³⁹ are mainly implemented under the direct management modality, where grants for prevention and preparedness are awarded to the national civil protection authorities of Participating States. Furthermore, Civil Protection grants for the co-financing of transport operations are awarded to national authorities of EU Member States and non-EU Participating States.

Ex-ante and ex-post controls, following the approach applicable to Humanitarian Aid grants, also apply to CP grants to provide reasonable assurance that payments done are legal and regular.

ESI was activated in April 2020 for the response to the COVID-19 pandemic and will end in 2022. It is implemented following the existing control mechanism procedures in place for CP grants and procurement and adapted where necessary.

Efficient and economic controls

Other indicators used to ensure sound financial management are: the **budget execution**, the average time to pay, and the percentage of amounts paid within the legal time. In 2020, the EU budget execution was 99.9% of commitment appropriations, 96% of contracted appropriations and 94% of payment appropriations. The **average time to pay** was 26.6 days. DG ECHO managed to pay on time 98% of its total amount paid in 2020. To maintain and improve this performance in 2022, DG ECHO will continue implementing actions, such as: providing monthly reports on budget implementation to management; promoting awareness among staff; reviewing the allocation of responsibilities; and improving the workflows within the DG.

³⁷ The broad areas covered by the assessments are called pillars and include (1) internal control, (2) accounting, (3) independent external audit, (4) grants, (5) procurement (6) financial instruments, (7) exclusion from access to funding, (8) requirements on publication of information on recipients, and (9) protection of personal data.

³⁸ For indirect management, they are done in conformity with the Commission wide accepted notional approach.

³⁹ Grouped into three categories: Prevention, Preparedness, and Response.

The **cost-effectiveness** of DG ECHO’s controls is calculated by comparing 1) the total cost of controls, consisting of a) the total costs of staff, whose time is – partly or entirely – dedicated to quality assurance, control and monitoring activities, and b) the costs of external auditors, to 2) the ineligible items detected and corrected through ex-ante and ex-post audits. This comparison shows the quantifiable benefits of the control strategy, to which non-quantifiable benefits should be added, such as those stemming from audits recommendations to DG ECHO partners to strengthen their control systems.

Objective: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions.

Main outputs in 2022:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	remains < 2 % of relevant expenditure
	Estimated risk at closure	remains < 2 % of relevant expenditure
	Value of grants audited in the year N/ Total amount paid in the year N-1	remains ≥ 15% ⁴⁰ of total payments made in the year N-1
Efficient controls	Budget execution	remains >95% of payment appropriations
	Time-to-pay	remains ≥ 90% of payments (in value) on time
Economical controls	Overall estimated cost of controls	remains 0.35% of funds managed

C. Fraud risk management

DG ECHO has had an **Anti-Fraud Strategy (AFS)** in place since 2013, which builds on a zero-tolerance to fraud, and commits to effectively prevent, detect and correct fraud. The AFS includes an Action Plan with actions on raising fraud awareness, developing cooperation with partners and other donors, and increasing efficiency and effectiveness of internal anti-fraud activities.

In April 2019, the Commission revised its anti-fraud strategy (CAFS 2019), including providing an Action Plan aiming at – among other things – further developing the specific anti-fraud strategies of the Commission’s DGs. In 2020, this Action Plan was reviewed, taking account of the increased fraud risk related to COVID-19.

⁴⁰ Due to the method of calculation, the actual audit coverage will normally vary between 12-18% for different years, depending on the payment schedule of funded grants, the specific timing of audits, etc. Thus, this target provides mainly a reference point and a medium-term average.

In 2021, in line with the OLAF methodology, DG ECHO updated its Anti-Fraud Strategy and provided an Action Plan for 2021-2024, paying particular attention to ensuring clear links between anti-fraud objectives on the one hand, and indicators, fraud risks, and mitigating measures on the other. Furthermore, the allocation of responsibilities in DG ECHO and the DG ECHO-internal anti-fraud procedures have also been reviewed in light of the updated AFS and will be implemented in 2022.

As in previous years, in 2022 DG ECHO will continue to have a **strong focus on prevention**, by raising awareness of DG ECHO staff and partners through training sessions and internal seminars, as well as by participating in partner events. Furthermore, DG ECHO’s work will focus on ensuring a timely and complete exchange of information with its partners on fraud-related issues. As regards prevention and detection, in 2022 DG ECHO will continue to implement the Commission Anti-Fraud Strategy Action Plan, e.g. with reference to Action 29 (Evaluate fraud risks and vulnerabilities with regard to spending in emergency situations).

DG ECHO will continue cooperating closely with OLAF on **anti-fraud trainings** of DG ECHO HQ and field staff; on the exchange of relevant information relating to fraud suspicion; on early involvement of OLAF in the drafting of legal acts to ensure a fraud-proof legal framework; and on developing the reporting of fraud allegations.

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) ⁽⁴¹⁾ aimed at the prevention, detection and correction ⁽⁴²⁾ of fraud.

Main outputs in 2022:

Output	Indicator	Target
Existing and new internal policy documents appropriately integrate antifraud measures (based on AFS 2021-2024)	Appropriate integration of anti-fraud measures in DG ECHO policies	>1
Participation in/organisation of events aimed to exchange on transparency and fraud-related issues with other humanitarian donors	Number of events	>1
Organisation of training sessions and workshops for staff to gain insight on DG ECHO’s control architecture and procedures	Rate of staff attendance	>50%

⁴¹ Communication from the Commission ‘Commission Anti-Fraud Strategy: enhanced action to protect the EU budget’, COM(2019) 196 of 29 April 2019 – ‘the CAFS Communication’ – and the accompanying action plan, SWD(2019) 170 – ‘the CAFS Action Plan’.

⁴² Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

D. Digital transformation and information management

Data, information and knowledge are strategic assets, and DG ECHO is paying particular attention to improving the way these assets are managed and used. Reporting and analytics have become an increasingly important area in DG ECHO, with enhanced analytics capabilities being expanded to cover the various “business” areas of both humanitarian aid and civil protection.

On the way forward to **digitalisation**, in line with the new dual pillar approach, DG ECHO is assessing the available options to digitally manage the high number of mission security clearances to High-Risk Countries and Areas (HRC).

DG ECHO will continue to develop the prototype of Security Awareness Information Dashboard (SecAID), a service that will provide DG ECHO, in the context of ERCC 2.0, the capacity to establish instantly an increased level of security situational awareness at any given time, place or situation.

On information and IT security, DG ECHO is updating its **IT security plans** following a risk-centric approach. After having addressed the information systems managing more sensitive data in 2021, DG ECHO will update the IT security plans for its remaining information systems, applying the IT security risk management methodology. Identified risks will be mitigated based on this risk-centric approach, starting with the most likely and severe ones. Regarding compliance, DG ECHO is engaged with DIGIT in the GRC project, which covers the various aspects of governance, risks and compliance and is first piloting the tool for its FSM project. In 2022, the remaining systems should be included in the GRC tool. These actions are completed by security awareness raising among staff by organising presentations and trainings, both in the headquarter and in the field offices.

In 2022, DG ECHO will further develop its **data warehouse** and associated **reporting tools**, in order to combine data from various sources, ensure their availability and quality, enable their compilation / aggregation at different levels, and use them for evidence-based policymaking. **Data quality reports** will be developed to help data owners and data stewards comply with the data policy. The development of new high-level indicators will contribute to increase the quality of data. Special attention will also be given on the preservation and deletion strategy of the data.

DG ECHO will continue its **collaboration** with the DGs of External Relations family and share real time information in a structured format allowing, among others, the automation of the OECD reporting. In particular, DG ECHO (together with DG INTPA and DG NEAR) is following the discussions led by the JRC on the country knowledge project and is ready to contribute with information on beneficiary countries. Solutions offered by the secure exchange cluster and contribution will be considered when needed. This will contribute to data operability.

DG ECHO is involved in the **International Aid Transparency Initiative (IATI)**. This initiative has resulted in the definition of a data standard for exchanging structured, open

and reusable data around development and humanitarian aid activities. This is fully in line with the data strategy of the Commission, as it contributes to data operability, the access, using and sharing principles. In 2022, DG ECHO will continue working closely with EU Member States on the **European Emergency Disaster Response Information System (EDRIS)** project to increase the number of EU Member States using the EDRIS IATI data feed and with the UN Office for the Coordination of Humanitarian Affairs (UN OCHA) to maximise efficiency in sharing experiences and ways of addressing the publication issues.

In the area of Civil Protection activities, DG ECHO needs in first place to facilitate access to data, improve quality of data, secure access to data, avoid duplication of data and promote collaboration among the Civil Protection units. This will be done through the introduction of **new dashboards** (Civil Protection Data Repository project) and appropriate data governance, collaborating with DIGIT in the context of the EC Data Platform. A proof-of-concept project should first demonstrate the feasibility of the solution. In this sense, DG ECHO is aligning to the two-pillar approach, reusing existing solutions and to the data policy, by identifying the needed data, not replicating data and making use of the data platform among others. More generally, in terms of production of new dashboards, DG ECHO will consider the **BI@EC strategic approach** when available.

On **document management**, DG ECHO promotes the on-line administration internally and externally. In recent years, several internal processes were automated and staff was encouraged to use digital options instead of paper. In this regard, in 2022, DG ECHO will deepen the integration of Qualified electronic signatures introduced in 2021, by offering the functionality to external partners as well. The follow-up of actions within the framework of the digital preservation strategy will be closely monitored.

As far as **collaborative working** is concerned, DG ECHO will fully exploit the possibilities offered by the Microsoft 365 in order to harmonise as much as possible its **ECHOField ICT architecture** to the Commission ICT architecture, with a view to facilitating the online collaboration with its field offices spread around the world. Under the Internal Data Protection Regulation (IDPR), entered into force in December 2018 DG ECHO has the legal obligation to integrate the principles of **data protection** into all aspects of its procedures and business activities. Likewise in 2022, DG ECHO will continue working on the implementation of the EC's Data Protection Action Plan (C(2020) 7625) and to build up its requirement to train all its staff by 2024.

DG ECHO will further increase its efforts in order to meet the Data Protection targets set in the Strategic Plan 2020-2024 and deliver tailored trainings and organise awareness-raising activities among its staff. These activities will be particularly focused on compliance with data protection obligations in the most common processing operations and how to handle data breaches.

As follow-up to the implementing activities carried out so far, DG ECHO will continue adapting its **Privacy Statements** to the related decentralised corporate records for common processing operations within the Commission's services. It will also continue

mapping the data processing activities which are not yet covered and require the submission of a specific record in the Data Protection Management System.

DG ECHO will be closely following the latest legal and procedural developments and consequently reflect them in its Intranet, which will be further and duly updated in 2022.

Following the European Court of Justice’s judgement in the **Schrems II** case C-311/18 invalidating the Privacy Shield, DG ECHO will keep monitoring and following up the results of the mapping exercises involving international transfers of data, in line with the corporate approach. DG ECHO will also start the preparation for the **IAS Strategic Audit Plan 2021-2023** on Data Protection.

DG ECHO’s **external website** is currently in transition to Drupal 8 to be aligned to the look and feel of the Commission Information website. As a result, ECHO’s website will be more coherent in terms of thematic structure, clear navigation, common layout and a cost-effective approach (standardised functionalities, components, and IT solutions). It will be a more user-friendly, responsive portal with a better experience on mobile devices and tablets.

Objective: DG ECHO is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission

Main outputs in 2022:

Output	Indicator	Target
Implementation of the corporate principles for data governance for DG ECHO’s key data assets	Percentage of implementation of the corporate principles for data governance for DG ECHO’s key data assets	Interim milestone by 2022: 50%
Staff has easier access to information and statistical data	Further development of the 'data warehouse' in order to include more reporting elements (back-end and front-end)	Produce 3 new reports, update data universes accordingly
Staff has access to streamlined data per country or crisis	Progressive enrichment of the reporting infrastructure originating from various sources including external ones	New information system to assist the funding allocation process (country dashboard, crisis dashboard)
Staff is aware of the existing reporting capabilities	Information sessions, support and trainings are provided	Periodic awareness sessions and hand-on training to the different target audiences
Staff at HQ and in the Field Offices collaborate online	Exploit the Microsoft 365 pilot possibilities in particular the communication and collaboration functionalities	Staff both in Brussels and the field is collaborating using Teams and SharePoint

Output	Indicator	Target
EU Member States can import their IATI files in EDRIS and avoid double encoding	Release the IATI import functionality for the end of the year; Publish guidelines on minimum content and value lists to be used for using the service.	by end 2022: 3 more Member States using the functionality; Guidelines available;
Staff at HQ and Field levels is aware of the security context, especially in High Risk Countries and Areas	Further development of the Security Awareness Information Dashboard (SecAID) prototype and further development of a new Mission Security Clearance Tool (MSCT)	SecAID dashboard gives security trends on Countries and Areas where ECHO is operating and performing field missions, based on objective information from different sources MSCT is a digital platform that allows dynamic management of a mission to a high risk country, and facilitates the preparation, the performance and the monitoring of the mission, both for ECHO colleagues on mission and ECHO Security Sector Business case and project charter validated
Improve data protection awareness amongst DG ECHO staff	Percentage of staff attending awareness raising activities on data protection compliance	By end of 2022: 75% of the staff members
Updated ECHO Intranet's pages on Data Protection	Legal and procedural developments from Data Protection Officer uploaded to ECHO intranet	31.12.2022
Identify information systems that could be decommissioned after a preservation assessment	Produce recommendations	31.12.2022

E. Sound environmental management

The Communication on the **European Green Deal** stipulates that the Commission, as an institution and employer, aims to be climate neutral by 2030. During 2022 DG ECHO will actively contribute to achieving this target by complying with **EMAS** requirements but also going above by measuring the carbon emissions from missions, prioritising virtual meetings and conferences, and making compliance with the EMAS guide for more sustainable meetings mandatory. The “greening” of the DG ECHO field network will also continue as part of DG ECHO’s commitment to sound environmental management.

In 2022, DG ECHO will strive to further reduce its energy consumption by following the recommendations laid out in the **Energy performance of buildings (EPB)** issued by the Belgian Authorities. These recommendations include the follow-up of EMAS action plans; temporary actions to reduce energy consumption and staff awareness on the consumptions and actions to reduce the latest.

The technical projects related to buildings' operation, energy efficiency, waste management, catering and biodiversity are managed by the EMAS Site Coordinators teams in the Commission's Office for Infrastructure and Logistics in Brussels (OIB). For 2022, focus will be on three sorts of actions:

Energy saving actions: for example, closing some services' buildings during the end of the year and in summer;

Paper consumption actions: for example, promoting internal paperless operational procedures (only digital grant approval procedures; financial circuits; e-signatories);

Waste management actions: for example, participating in the installation of waste sorting stations projects in Brussels and supporting OIB's promotional and communication campaign with local staff awareness actions in ECHO.

Regarding **missions and business travels** of staff and experts, videoconferences are becoming the new normal way of meeting, and DG ECHO should benefit from it when possible and convenient. DG ECHO will promote and implement the EC Guidelines for the organisation of more sustainable conferences and events. When a mission needs to be performed, staff and experts should make use of the new GO GREEN functionality available in MIPS.

In terms of **commuting**, staff in DG ECHO are encouraged to use soft mobility like bikes and public transport. The recent decreasing of parking lots for cars and the increasing in bike spaces are expected to encourage ECHO staff to commute in a more eco-friendly way.

The **digitalisation of our way of working** is consistently increasing our energy consumption. ECHO staff is aware of that and therefore taking part in digital sobriety actions.

ECHO staff will be encouraged to follow EU learn training on the principles of the **green public procurement** (GPP), through EU Learn.

Staff awareness and participation are key in order to reach the abovementioned measures. The ECHO EMAS correspondent will share with its network the activities and campaign launched by EMAS.

Objective: DG ECHO takes account of its environmental impact in its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work, with the support of their respective EMAS Correspondents/EMAS Site Coordinators.

Main outputs in 2022:

II. Reducing CO₂, equivalent CO₂ and other atmospheric emissions

Output	Indicator	Target
Staff awareness actions on reducing GHG emissions (such as actions on sustainable commuting during EU Mobility week and VeloWalk corporate events)	% of staff informed of actions on sustainable commuting during the EU mobility week and VeloWalk corporate events	100%
	% of staff participating in Velomai	5% increase of staff participating in Velomai (2019 baseline)
	% of sustainable commuters at DG	10% increase (2021 baseline) of staff using public transport to commute 7% increase of staff commuting by bike Same level of staff walking to commute (2021 baseline)

Other outputs

Output	Indicator	Target
Reduce paper use by developing paperless working methods	By further inciting staff to print less, bring their laptop in meetings, etc. In the future, promote training to staff on the use of SharePoint	End of 2022
Participate in EMAS actions and campaigns, e.g. EU Mobility Week, VeloMai challenge	By promoting the sustainable mobility/cycling courses offered by OIB mobility, via EU Learn and EMAS campaigns. Also by sharing good practices in the DG ECHO intranet page to sensibiliser colleagues to promote a better environment (less waste etc.)	End of 2022

F. Initiatives to improve economy and efficiency of financial and non-financial activities

In order to test new ways of delivering humanitarian aid - and in line with its World Humanitarian Summit/Grand Bargain commitments - DG ECHO will continue drawing the lessons from the **Pilot Programmatic Partnerships** with international NGOs, UN agencies and other International Organisations launched in 2020 and 2021. The main feature of the new approach is a more strategic support to shared objectives, and a more efficient and effective way of delivering assistance. This includes the rollout of multi-year and multi-country programmes, simplified reporting accompanied by more transparency

and trust on both sides, joint monitoring and enhanced dialogue at both field and headquarters level. DG ECHO will continue to encourage coordination between partners to foster joint approaches, synergies and, hence, efficiency gains. This will be promoted notably through statements, on behalf of the EU and/or on behalf of the EU and its Member States, during meetings of governing bodies of UN strategic partners, and through Strategic Dialogues and High-level Dialogues held annually with some of the main UN/International Organisation partners (notably World Food Programme, UNICEF, UNHCR, World Health Organisation, International Organisation for Migration, International Committee of the Red Cross and International Federation of Red Cross and Red Crescent Societies. Also, in line with its Grand Bargain commitments, DG ECHO will continue to strive for greater transparency, more support and funding tools to local and national responders, reduced earmarking, and harmonised and simplified reporting requirements through Grand Bargain-related initiatives, the upcoming work on localisation and the continued piloting of the '8+3' reporting format.

ANNEX: Performance tables

General objective 4: A stronger Europe in the world		
Specific objective 1: The EU remains a lead humanitarian donor by providing an adequate and effective humanitarian assistance to populations affected by humanitarian crises		
<i>Related to spending programme: HUMA</i>		
Main outputs in 2022:		
Evaluations and fitness checks		
Output	Indicator	Target
DG ECHO concludes fitness check of thematic field network	Conclusions of second phase of fitness check agreed by the Field Network Steering Committee	Measures proposed by second phase of TE fitness check agreed and roadmap for rollout prepared by end of Q3
External communication actions		
Output	Indicator	Target
EU citizens are aware of EU Humanitarian Aid in general, and of specific priority themes (e.g. climate induced displacement, global COVID-19 response, etc.) in particular (<i>indicators and targets apply to all Specific objectives under General objectives 1, 4 and 5</i>)	Number of participating journalists in field trips on humanitarian aid	24 ⁴³
	Number of people reached by integrated awareness campaigns on humanitarian aid	15 million
	Number of participating journalists in field trips or virtual events on civil protection	4 ⁴⁴
	Number of people reached by integrated awareness campaigns on civil protection	10 million
	Number of page views on the ECHO website	1.3 million
	Number of impressions on social media channels	350 million
	Number of interactions (likes, shares, comments) on social media channels	800 000
	New followers on social media channels	10% increase compared to 2021

⁴³ If Covid-19 situation allows.

⁴⁴ If Covid-19 situation allows.

Other important outputs

Output	Indicator	Target
DG ECHO issues guidelines for partners to support localisation of humanitarian aid	Adoption of the guidelines on localisation	Adoption of the guidelines after consultation with stakeholders in Q3-Q4 of 2022 Engagement with partners on guidelines.
DG ECHO rolls out a revised guidance on humanitarian cash transfers, both internal and external audience. Capacity-building for DG ECHO staff	Finalisation of DG ECHO Cash Thematic Policy, including Large-scale Cash Guidance Note	Adoption and dissemination of the revised cash guidance in Q2 of 2022.
Humanitarian needs are addressed per sector by DG ECHO-funded projects	Number of humanitarian projects per sector (2021) ⁴⁵	n/a ⁴⁶
	Multi-purpose cash transfer - 61	
	Mine actions - 13	
	Protection - 269	
	Food Security and Livelihood - 103	
	Health - 240	
	Education in Emergencies - 102	
	Shelter and Settlements - 78	
	Nutrition - 91	
	Disaster risk reduction / disaster preparedness - 195	
	Coordination - 88	
	Support Operations - 49	
WASH - 130		
Children in need are reached by EU Education in Emergencies assistance	Number of children reached by EU Education in Emergencies assistance (2.3 million in 2021)	2 million
Humanitarian needs are addressed by DG ECHO-funded interventions	Number of interventions by ECHO funded humanitarian aid operations (145 million ⁴⁷ in 2020)	>145 million

⁴⁵ Based on *Eva Action* definition of Financial Year 2021.

⁴⁶ This indicator is for monitoring purpose only, as it shows in which sectors the humanitarian aid budget was spent. Therefore, no target is set.

⁴⁷ Last available data (2020). This figure is an estimation based on a revised and improved methodology.

General objective 4: A stronger Europe in the world

Specific objective 2: Humanitarian space is preserved and respect for International Humanitarian Law is ensured

Related to spending programme(s): HUMA

Main outputs in 2022:

Other important outputs

Output	Indicator	Target
Humanitarian elements are included in EU statements and Council conclusions	Number of EU statements, Council conclusions, including humanitarian elements (23 in 2020)	25

General objective 4: A stronger Europe in the world

Specific objective 3: The EU remains a global humanitarian donor by providing an adequate and effective humanitarian assistance in countries affected by humanitarian crises

Related to spending programme(s): HUMA

Main outputs in 2022:

Other important outputs

Output	Indicator	Target
DG ECHO funds a needs-based response to the most significant humanitarian crises worldwide	Funding per crisis (2021)	n/a ⁴⁸
	West Africa (EUR 121 532 000)	
	Central Africa (EUR 130 500 000)	
	Sudan and South Sudan (EUR 173 635 589)	
	Horn of Africa (EUR 170 244 910)	
	Southern Africa, Indian Ocean (EUR 44 500 000)	
	DRC and Great Lakes Region (EUR 72 500 000)	
	North Africa (EUR 20 000 000)	
	Iraq (EUR 28 500 000)	
	Arabian Peninsula (EUR 134 800 000)	
	Middle East (EUR 247 1440 000)	
	Turkey (EUR 300 000 000)	
	Ukraine, Western Balkans and Caucasus (EUR 46 900 000)	
	South West Asia (EUR 250 535 655)	
South & East Asia and Pacific (EUR 79 000 000)		
Latin America and Caribbean (EUR 144 000 000)		
DG ECHO funds a needs-based humanitarian response in crisis-affected countries worldwide	Number of countries in which DG ECHO funded humanitarian aid operations (82 in 2021)	n/a ⁴⁹

⁴⁸ This indicator is for monitoring purpose only, as it shows in which sectors the humanitarian aid budget was spent. Therefore, no target is set.

⁴⁹ This indicator is for monitoring purposes only, as it shows in which sectors the humanitarian aid budget was spent. Therefore, no target is set.

General objective 4: A stronger Europe in the world

Specific objective 4: Adequate and effective civil protection response and preparedness is provided to people in need

Related to spending programme(s): UCPM

Main outputs in 2022:

Other important outputs

Output	Indicator	Target
Coverage of requests for assistance from third countries and fulfilment of needs during crises Number of Requests for Assistance of third countries that receive a positive response under the UCPM	Number of requests for support of third countries under the UCPM receiving a positive response (59 out of 67 in 2021)	100%
The UCPM (ERCC and MS/PS) receives scientific and technical advice for operations and operational preparedness	Number of reports delivered by the Commission's Joint Research Centre (JRC) (4 in 2021)	4
The UCPM Lessons Learnt programme provides evidence for improving and advancing in all emergency management cycle phases (prevention, preparedness and response)	Annual lessons learnt document	1
	Presentation before the Civil Protection Committee ⁵⁰	1
	Follow-up activities regarding the implementation of lessons	1 (follow-up overview as an annex to the annual report)
Financing outside the EU of disaster prevention and preparedness projects	Number of projects financed (2 in 2021)	2

⁵⁰ Chaired by the Commission, the Civil Protection Committee supports the implementation of civil protection legislation by giving opinions on implementing acts proposed by the Commission. It brings together all Member States and Participating States to the UCPM.

General objective 1: A European Green Deal

Specific objective 1: People and communities at risk of disasters are resilient and prepared

Related to spending programme(s): UCPM

Main outputs in 2022:

External communication actions

See the table “External communication actions” (page 35).

Other important outputs

Output	Indicator	Target
A summary of risk assessments and assessment of risk management capability are made available by Member States and Participating States ⁵¹ to the European Commission	Number of Member States and Participating States that have made available to the European Commission a summary of risk assessments and assessment of risk management capability	33

⁵¹ 27 EU Member States and 6 Participating States of the UCPM.

General objective 1: A European Green Deal

Specific objective 2: *The environmental impact of humanitarian aid operations is reduced*

Related to spending programme(s): HUMA

Main outputs in 2022:

Other important outputs

Output	Indicator (2021)	Target
Environmental considerations are included in humanitarian aid projects	Number of humanitarian aid projects that incorporate environmental considerations (42 in 2021)	150

General objective 5: Promoting our European way of life
Specific objective 1: The needs of the most vulnerable people in times of crises are met

Related to spending programme(s): UCPM

Main outputs in 2022:

External communication actions

See the table “External communication actions” (page 35).

Other important outputs

Output	Indicator	Target
Requests for assistance under the UCPM from Member States receive a positive response	Number of requests receiving a positive response (27 out of 27 in 2021)	100%
Financing inside the EU of disaster prevention and preparedness projects	Number of financed disaster prevention and preparedness projects inside the EU (19 in 2020)	10 ⁵²
Committed and certified capacities are included in the European Civil Protection Pool (ECP).	Number of committed and certified capacities included in the European Civil Protection Pool (ECP) (73 in 2021)	> 78
Level of awareness of Union citizens of the risk of their region	% of citizens aware of disaster risks in their region	n/a (no Eurobarometer in 2022)

⁵² The target value is in line with the values used in the Management Plan 2021 (5 prevention and 5 preparedness projects).