



# Management Plan 2020

Directorate-General 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 President von der Leyen, as set out in her political guidelines and further developed in the mission letters sent to Members of the Commission. The task for all Commission services is to translate these priorities into concrete and operational strategies that will shape their work for the duration of the mandate of this Commission.

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

## **PART 1. Delivering on the Commission's priorities: main outputs for the year**

### **The overall context**

The primary role of the Directorate-General for Civil Protection and Humanitarian Aid Operations (DG ECHO) of the European Commission is to **manage and coordinate the European Union's emergency response to conflicts, natural and man-made disasters**. It does so both through the delivery of humanitarian aid and through the coordination and facilitation of in-kind assistance, specialist capacities, expertise and intervention teams using the Union Civil Protection Mechanism (UCPM)<sup>1</sup>.

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 in his role as **European Emergency Response Coordinator** ensures, with the support of DG ECHO, that the European Union has the tools and the capacity – both for Humanitarian aid and Civil Protection – to respond swiftly and efficiently whenever our Union is called upon, whether here in Europe or elsewhere in the world.

As outlined in DG ECHO Strategic Plan 2020-2024, the fulfilment of this mandate directly supports the achievement of **three political priorities** of the Commission's President von der Leyen: 1) A stronger Europe in the world; 2) A European Green Deal; 3) Promoting our European Way of life.

An underlying principle that ensures the efficient realisation of the three priorities is one of coordination with other Commission services. DG ECHO attaches great importance to the **link between humanitarian aid, as a rapid response measure in crisis situations, and more medium and long-term action**. The humanitarian-development and, where relevant, -peace nexus is complex and requires timely and adequate involvement of all relevant services and instruments. This is especially relevant as humanitarian crises continue to increase in duration, number, complexity and severity, including in Europe's neighbourhood. In the area of civil protection, cross-sectoral cooperation is paramount given that crises are increasingly growing in complexity. This is not only applicable to the response phase, where time is of the essence, but also in the prevention and preparedness phases. DG ECHO ensures consistency in its activities with other Commission services, and encourages Member States to do the same at national level.

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<sup>1</sup> UCPM Decision 1313/2013

The **UCPM** continues to be an important and effective tool to mobilise and coordinate assistance provided by Participating States to respond to crises. The Emergency Response Coordination Centre (ERCC) is the operational heart of the EU Civil Protection Mechanism.

In 2020, DG ECHO continues to be at the frontline of the **response to the COVID-19 outbreak** using tools and capacities to respond both inside and outside the EU. In the internal dimension, DG ECHO mainly support Member States most heavily affected through the delivery of personal protective equipment under the framework of the rescEU stockpiling. So far, over one million masks have been delivered to 6 countries, more than one million masks and 150 000 gowns are currently available. Further stocks are being developed with full EU financing. Moreover, DG ECHO will facilitate transport of medical teams and cargo transport of medical equipment and relief items from third countries into the EU and within the EU, as well as transfer of patients within Europe and to neighbouring countries. The main challenge remains to ensure fast delivery by appropriately allocating human resources and setting up new structures. It is paramount to ensure complementarity between the UCPM, including rescEU, and the recently re-activated Emergency Support Instrument. As to the external response, the European Commission has mobilized support swiftly to respond in a coordinated manner, applying a Team Europe approach. The preparedness and response to humanitarian needs resulting from the pandemic is an important element of the external dimension of the EU' support.

Furthermore, to allow Member States and humanitarian partners to transport humanitarian staff and supplies to fight the COVID-19 pandemic and to maintain the flow of humanitarian assistance, hampered by the pandemic, DG ECHO has temporarily put in place the EU Humanitarian Air Bridge (HAB) offering air transport to and from various destinations world-wide. By September 2020, the EU HAB had organised 67 flights, delivered over 1,237 tons of vital medical and humanitarian equipment, and transported over 1,700 medical and humanitarian staff and other passengers.

## **The main tools and regulatory framework**

With regard to humanitarian aid, DG ECHO's objectives are to save and preserve life, to reduce or prevent suffering, and to safeguard the integrity and dignity of people affected by humanitarian crises by providing relief and protection. DG ECHO attaches great importance to ensuring that humanitarian aid is managed in the most effective and efficient way, whilst respecting international law and the principles of impartiality, neutrality, humanity, non-discrimination and independence in line with the Treaty (Article 214 TFEU) as well as the European Consensus on Humanitarian Aid<sup>2</sup>. DG ECHO's work in the area of humanitarian aid is based primarily on the Humanitarian Aid Regulation, which

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<sup>2</sup> The European Consensus on Humanitarian Aid – Joint Statement by the Council and the Representatives of the Governments of the Member States meeting within the Council, the European Parliament and the European Commission – 2008/C 25/01 [https://ec.europa.eu/echo/files/media/publications/consensus\\_en.pdf](https://ec.europa.eu/echo/files/media/publications/consensus_en.pdf)

provides a flexible and effective framework for delivering the EU's humanitarian assistance. In response to unprecedented humanitarian needs, the EU's planned initial **humanitarian aid budget for 2020 stands at EUR 1,042 million**.

The UCPM coordinates the deployment of European Participating States' assets and expert teams in response to disasters both inside and outside the EU. The Mechanism also supports and complements the efforts of Member States in the field of disaster prevention and preparedness. The draft 2020 **budget for the UCPM is EUR 158 million**. In 2020, based on the experience in the current COVID-19 pandemic, DG ECHO will work towards strengthening the current system of civil protection. In this respect, the Commission presented in June 2020 a new proposal to further enhance the UCPM<sup>3</sup>, endowing it with greater strategic autonomy and financial flexibility. In parallel to the legislative work, DG ECHO will continue efforts to further develop rescEU capacities in the field of forest fires and medical emergencies, notably further developing the strategic stockpiling of critical equipment for medical emergencies, such as personal protective equipment (e.g. masks and gowns), ventilators, testing kits and other intensive care equipment. The overall objective is to create a "safety net" to be activated when national capacities are overwhelmed. The European Civil Protection Pool (ECP) will be further consolidated and strengthened with the approval of new capacities.

In the context of the re-activation of the **Emergency Support Instrument<sup>4</sup>** (ESI), a first Financing Decision was adopted on 24 April 2020 to support the implementation of activities under the instrument. DG ECHO was entrusted with **EUR 220 million** to implement several activities related to the so-called 'Mobility package'.

Finally, in 2020 DG ECHO will be managing for the last year the **EU Aid Volunteers initiative<sup>5</sup>** that brings together volunteers and organisations, notably to provide support to humanitarian aid projects.

## External communication and visibility

In order to clearly demonstrate the added European value of our activities, it is necessary to improve the visibility of EU actions in the field of EU humanitarian aid and civil protection. DG ECHO's communication actions will support the Commission's overall principles of transparency, accountability and dialogue with the citizens, and will link with the corporate communication actions and narratives, such as EU Solidarity, Stronger Together, A Europe that protects, and A Stronger Europe in the World. DG ECHO will

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<sup>3</sup> COM(2020) 220 final.

<sup>4</sup> The Commission adopted the proposal to re-activate the ESI on 2 April 2020. COM(2020) 175 final, which was adopted by the European Council on 14 April 2020 and the European Parliament on 17 April 2020.

<sup>5</sup> Regulation (EU) No 375/2014

continue its efforts to attract journalists to the field, and to facilitate the media coverage of EU humanitarian aid. Public awareness campaigns (involving media advertising, partnerships with public events, etc.) will guarantee visibility among a broad segment of society in targeted EU Member States. Moreover, the roll-out of rescEU and the Emergency Support Instrument will be a main strand of work. General communication actions (press and media work, social media and online communication, including innovative online actions) will convey progress made on the initiatives and the real deliverables to a wider public, while targeted information campaigns will reach those most directly affected (such as populations in forest-fire prone regions). EU visibility and communication arrangements with the national authorities involved will be an important cornerstone of the communication strategy.

DG ECHO's communication channel mix will continue to prioritise digital media, also reflecting the adapted media consumption by EU citizens during the Coronavirus crisis. DG ECHO will also set up new partnerships in 2020, with national media outlets. On a more continuous basis, DG ECHO's website and social media channels will engage with EU citizens through up-to-date information, factsheets, audio-visual material and background stories. Finally, DG ECHO is contributing to the Commission's corporate communication campaigns on the EU's role in the world as well as the recovery from the global COVID-19 crisis.

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

DG ECHO's work contributes significantly to the Union's global leadership. In 2020, DG ECHO will continue providing relief and support to the most vulnerable people suffering from conflicts and disasters across the world, through the mobilisation of both humanitarian aid and European civil protection assistance.

In line with President von der Leyen's 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.

This is done notably through EU involvement in the negotiations on the normative frameworks for humanitarian action at UN level, cooperation with the UN Office for Coordination of Humanitarian Affairs (OCHA) and with operational UN agencies, representation in the Humanitarian Affairs Segment of the UN Economic and Social Council (ECOSOC) and humanitarian events in the margins of the UN General Assembly.

Furthermore, DG ECHO will continue playing a leading role in different donor support groups including the Donor Support Group of the International Committee of the Red Cross (ICRC), as well as the Good Humanitarian Donorship (GHD) initiative that is co-chaired by DG ECHO and Switzerland until mid-2021. Building on the achievements in the past years and with the view to further increase the effectiveness and efficiency of humanitarian aid actions,

DG ECHO will continue to contribute to the work of the relevant work streams aiming at addressing the Grand Bargain commitments. In April 2020, DG ECHO chaired the Facilitation Group of the Grand Bargain.

The Union Civil Protection Mechanism includes a strong external dimension in the area of disaster prevention, preparedness and response. This dimension materialises in emergency aid via rapid deployments of in-kind assistance, modules and expertise to requesting third countries, programmatic support to Southern and Eastern Neighbourhood countries, policy dialogue and sharing of expertise with emergency management authorities and relevant international organisations across the globe, as well as capacity building through prevention and preparedness missions.

DG ECHO continues at the forefront of the response in the aftermath of natural and man-made disasters providing assistance to the affected countries and populations. The most recent example of the complementarity of the Civil Protection and Humanitarian Aid instruments was the massive explosion on 4 August that occurred in the port of the Lebanese capital, Beirut, and sent an enormous blast wave across the city. The UCPM was activated by the Lebanese authorities shortly after for emergency support in the area of search and rescue, personal protective equipment for first responders and chemical incidents, firefighting support, emergency medical care, and food items. The request for assistance was regularly updated by the Lebanese government. In the course of only a few hours, the ERCC deployed an EU Civil Protection Team to Beirut and coordinated the deployment of six search and rescue teams, one CBRN team and one medical team. Overall, the UCPM coordinated the deployment of more than 300 personnel from the EU. Moreover, the ERCC facilitated the delivery of in-kind assistance from more than 15 Member States and Participating States to the UCPM.

In addition, DG ECHO contracted 200 000 EUR to IFRC via Disaster Relief Emergency Fund (DREF), mobilised 2 million EUR from the Acute Large Emergency Response Tool (ALERT), and proposed a further top-up of EUR 30 million, approved by the budgetary authority in September 2020.

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

DG ECHO is committed to provide adequate and effective humanitarian assistance to populations affected by natural or man-made disasters on the basis of needs. DG ECHO will continue to prioritise an integrated multi-sectoral or cross-sectoral approach to programming that aims to meet/contribute to the basic needs of affected populations, with a focus on the most vulnerable.

Given the nearly infinite needs and finite resources, aid effectiveness and result-oriented actions will remain priority. In 2020, concrete deliveries on a variety of commitments of the Grand Bargain, such as more flexible funding, joint needs assessments and simplification of



reporting, should be delivered. This will allow DG ECHO to showcase increased deliveries at a five-years of Grand Bargain event foreseen in 2021.

In addition, DG ECHO is committed to further explore the potential of programmatic partnerships and where necessary further disseminate, implement and update existing thematic policies which may contribute to increase the effectiveness of humanitarian assistance. Furthermore, the first contributions to Country-Based Pooled Funds (CBPF), which also mark an important evolution in the delivery mode of DG ECHO, will be assessed.

Also as part of its aid effectiveness and efficiency agenda, DG ECHO will continue to support the development of innovative solutions and approaches, in cooperation with a wide range of actors, including the private sector and the scientific community. DG ECHO will keep using the latest scientific expertise and tools to anticipate and prepare as much as possible for natural disasters in vulnerable areas and affected countries and will continue offering situational awareness analyses and scientific reports to the humanitarian aid community.

### *Thematic policy priorities*

#### Education in Emergencies

Children make up more than half of the people affected by humanitarian crises and many of them miss out on education: half of the world's out-of-school children live in crisis-affected contexts. Yet, education is crucial for both the protection and the healthy development of all girls and boys. It can rebuild their lives, restore their sense of normality and safety, and provide them with important life skills. Therefore, DG ECHO will continue its Education in Emergencies (EiE) actions across the world, and at the same indicative target rate as in 2019. The overall aim of these actions is to restore and maintain access to safe, quality and inclusive education during humanitarian crises, and to support out-of-school children to quickly enter or return to quality learning opportunities.

DG ECHO will provide EiE funding in the framework of the Commission Staff Working Document on Education in Emergencies in EU-funded Humanitarian Aid Operations<sup>6</sup>, working towards four EiE objectives focussed on access, quality, protection and capacity development. In line with the funding commitment put forward in the Commission's Communication<sup>7</sup> on Education in Emergencies and Crises, DG ECHO aims to dedicate 10% of EU humanitarian aid to EiE, supporting formal and non-formal education at the primary and secondary levels of education.

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<sup>6</sup> [https://ec.europa.eu/echo/files/news/eie\\_in\\_humanitarian\\_assistance.pdf](https://ec.europa.eu/echo/files/news/eie_in_humanitarian_assistance.pdf)

<sup>7</sup> COM(2018)304 of May 2018

## Cash as delivery modality

In line with the Grand Bargain commitments, DG ECHO is encouraging the use of cash transfers whenever appropriate. Cash transfers provide affected populations with choice, flexibility and more control over their own lives, thus preserving dignity. In particular, DG ECHO will continue to encourage the use of multipurpose cash transfers, i.e. cash transfers addressing the basic needs of the beneficiaries. In order to strengthen transparency and accountability towards beneficiaries and taxpayers, DG ECHO will continue to apply, wherever the context allows, the Guidance Note on the Delivery of Large-Scale Cash Transfers. In 2020, the Guidance Note will be revised to reflect the experience gained in its implementation. DG ECHO will continue to actively contribute to the Donor Cash Forum created in the first half of 2019 with like-minded donors.

## Other thematic policies

DG ECHO's **health** assistance remains a core sector of humanitarian aid interventions. The overriding objective of DG ECHO's health assistance is to limit excess preventable mortality, permanent disability, and disease associated with humanitarian crises. DG ECHO will continue to fund needs-based, high-quality and context-specific health services to people affected by crises, in accordance with General Health Guidelines and the technical annexes. To this end, the stockpiling for medical emergencies developed under the UCPM/rescEU also has an international dimension, as it could be deployed in third countries under certain conditions following an official request of assistance by the third country.

As one of the largest donors in **water, sanitation and hygiene (WASH)**, DG ECHO has contributed significantly to improving access to water, sanitation and hygiene services for people affected by humanitarian crises. 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. Given the technical aspects of WASH assistance, technical support and expertise will remain vital components of DG ECHO's assistance. In 2020, DG ECHO will continue to encourage all humanitarian WASH actions funded to be risk-informed, and it will require from its partners that all the WASH interventions incorporate the environmental concerns aiming at reducing the environmental footprint of their actions.

DG ECHO's humanitarian **food and nutrition assistance** continues to represent about one third of the EU's annual humanitarian aid budget, making the EU one of the world's major donors in this sector. DG ECHO will continue to provide assistance adapted to the needs of different groups and each specific crisis situation, including the choice of the most appropriate interventions and delivery modality, be it cash, voucher or essential food items during critical times, or livelihoods protection activities, in full respect of the "do no harm" principle. DG ECHO will continue to support funding for and coordination of nutrition in emergencies, as well as the development and the wide use of tools and innovative approaches in programming. The multi-sectoral approach to address Severe and Moderate

Acute Malnutrition, and strengthening the coordination of humanitarian and development approaches will continue to be promoted.

DG ECHO's approach to **shelter and settlement** (S&S) acknowledges the increased needs for humanitarian shelter and settlement interventions and their importance for efficient and effective post-disaster responses and anticipatory actions. Shelter is of central importance to providing protection, strengthening health and re-establishing livelihoods. Promoting locally appropriate shelter solutions as well as delivering S&S services in urban contexts, reinforcing local capacity and ownership and recognising the environmental element of any S&S humanitarian action will continue to be the most important elements of DG ECHO interventions in this area, in accordance with the Shelter and Settlements guidelines.

In 2020, DG ECHO will continue to mainstream the **gender and age policy** across all humanitarian sectors of action. DG ECHO will continue to 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'<sup>8</sup> and in line with the EU's comprehensive policy on Women, Peace and Security and the EU Gender Action Plan II 2016-2020. On 5 March 2020, the [European Commission Communication "A Union of Equality: Gender Equality 2020-2025"](#) was published. The communication announced the successor of the EU Gender Action Plan and that GAP III will be launched in 2020. Furthermore, in 2020, the EU will also remain an active member of the Call to Action on Protection from Gender Based Violence in Emergencies initiative. In operational terms, DG ECHO will continue supporting prevention and response to sexual- and gender-based violence (SGBV) through targeted actions.

Persons with disabilities are disproportionately affected by natural and man-made disasters. They also face multiple barriers in accessing humanitarian services, such as water, shelter or food and may have specific protection needs. In 2020, DG ECHO will work on the implementation of the Operational Guidance on the **Inclusion of Persons with Disabilities** in EU-funded Humanitarian Aid Operations finalised previous year.

### *EU Aid Volunteers*

This initiative brings together volunteers and organisations from different countries, providing practical support to humanitarian aid projects and contributing to strengthening the local capacity, resilience and disaster risk management of fragile or disaster-affected communities. The objectives pursued by the 2020 EU Aid Volunteers Annual Work Programme are to increase deployment of EU Aid Volunteers; providing apprenticeships for junior EU Aid Volunteers; and online volunteering opportunities for interested senior and

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<sup>8</sup> [https://ec.europa.eu/echo/files/policies/sectoral/Gender\\_SWD\\_2013.pdf](https://ec.europa.eu/echo/files/policies/sectoral/Gender_SWD_2013.pdf)

junior professionals. In 2020, the certification of sending and hosting organisations will continue to be facilitated, along with the necessary support measures.

An ex post evaluation covering the seven-year financial period of implementation will be launched in 2020 as required in article 27 (4d) of Regulation 375/2014.

Finally, DG ECHO will continue to support the integration of the EU Aid Volunteers initiative into the European Solidarity Corps as of 2021. The members of the European Solidarity Corps will be engaged in a broad range of activities, including the prevention of natural disasters (but excluding immediate response).

<b>General objective 4: A stronger Europe in the world</b>		
<b>Specific objective 1:</b>		<i>Related to spending programme</i>
<i>The EU remains a lead humanitarian donor by providing an adequate and effective humanitarian assistance to populations affected by humanitarian crises</i>		HUMA
<b>Main outputs in 2020:</b>		
<b>Public consultations</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Public Consultation on the Ex-post Evaluation of the EU Aid Volunteers initiative	Summary report published (Y/N)	December 2020
<b>External communication actions</b>		
<b>Output/ Result</b>	<b>Indicator</b>	<b>Target</b>
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	<ul style="list-style-type: none"> <li>- number of participating journalists in field trips on humanitarian aid</li> <li>- number of people reached by integrated awareness campaigns on humanitarian aid</li> <li>- number of visits to ECHO website</li> <li>- number of impressions on social media channels</li> <li>- number of interactions on social media channels</li> <li>- number of video views</li> </ul>	<ul style="list-style-type: none"> <li>- 30</li> <li>- 15 million</li> <li>- 1.5 million (total)</li> <li>- 400 million (total)</li> <li>- 500,000 (total)</li> <li>- 100 million (total)</li> </ul>
<b>Other important outputs</b>		
<b>Output</b>	<b>Indicator (2019)</b>	<b>Target</b>
Number of children reached with EU Education in Emergencies assistance	1.58 million	> 1.58 million

Number of humanitarian projects per sector	"Multi-purpose cash transfer- 77 Protection- 539 Food Security and Livelihood- 229 Health- 304 Education in Emergencies-228 Shelter and Settlements-156 Nutrition - 280 WASH- 315 Disaster risk reduction/ preparedness- 501 Coordination - 266 Support Operations- 135 Mine actions- 25"	n/a
Number of interventions of ECHO funded humanitarian aid operations	177 million people	>177

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

Over the last decade, violations of International Humanitarian Law (IHL) have become the rule rather than the exception. Systematic violations of International Humanitarian Law (IHL) have been consistently on the rise and constitute one of the most critical challenges for the protection of civilians, and heavily impact the EU's efforts to meet the humanitarian needs of affected populations.

IHL compliance continues to be further challenged by new realities on the ground, such as the increasing prevalence of urban warfare, the multiplicity of non-state armed actors who are not aware of - or do not feel bound by - IHL, the reluctance of certain states to ensure accountability for IHL violations, and the adoption of counter-terrorism measures that are not in line with IHL and have adverse consequences on humanitarian space.

In 2020, Commissioner Lenarčič and DG ECHO will carry out systematic public advocacy through inter alia public statements, interventions in multilateral fora, championing advocacy on specific issues such as sexual and gender-based violence, attacks against health care medical workers and facilities, or attacks on and workers and schools.

DG ECHO will also pursue its advocacy work to ensure that counter-terrorism measures and sanctions regimes comply with International Humanitarian Law. DG ECHO will also make sure that Council conclusions on specific crises include references as appropriate to IHL violations, and calls to warring parties to comply with obligations under IHL.

In 2020, DG ECHO will continue to make protection a priority in its humanitarian assistance, in line with the provisions of the Staff Working Document ‘Humanitarian Protection: Improving protection outcomes to reduce risks for people in humanitarian crises’<sup>9</sup>.

<b>General objective 4: A stronger Europe in the world</b>		
<b>Specific objective 2:</b>		<i>Related to spending programme</i>
<i>Humanitarian space is preserved and respect for International Humanitarian Law is ensured</i>		HUMA
<b>Main outputs in 2020: External communication actions:</b>		
<b>Output/ Result</b>	<b>Indicator</b>	<b>Target</b>
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	<ul style="list-style-type: none"> <li>- number of participating journalists in field trips on humanitarian aid</li> <li>- number of people reached by integrated awareness campaigns on humanitarian aid</li> <li>- number of visits to ECHO website</li> <li>- number of impressions on social media channels</li> <li>- number of interactions on social media channels</li> <li>- number of video views</li> </ul>	<ul style="list-style-type: none"> <li>- 30</li> <li>- 15 million</li> <li>- 1.5 million (total)</li> <li>- 400 million (total)</li> <li>- 500,000 (total)</li> <li>- 100 million (total)</li> </ul>
<b>Other important outputs</b>		
<b>Output</b>	<b>Indicator (2019)</b>	<b>Target</b>
Number of EU statements, Council conclusions, including humanitarian elements	25	27

### 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 and aims to ensure availability of funding for as many crisis situations as possible and that there is a swift, efficient, comprehensive response.

Providing rapid and flexible assistance both in the major crises and in so-called "forgotten crises" has become a hallmark of the EU's profile as a donor. DG ECHO will continue to put

<sup>9</sup> [https://ec.europa.eu/echo/sites/echo-site/files/policy\\_guidelines\\_humanitarian\\_protection\\_en.pdf](https://ec.europa.eu/echo/sites/echo-site/files/policy_guidelines_humanitarian_protection_en.pdf)

particular emphasis on responding to "forgotten crises" by addressing needs in areas that were of difficult access, and by providing a rapid response in areas or sectors underfunded by other donors in 2020.

### *Humanitarian-Development-Peace Nexus and cross-cutting issues*

Given the protracted nature of the majority of humanitarian crises, there is a strong consensus among the international actors to improve and strengthen the link between humanitarian and development aid, and where relevant, peace actions.

Without compromising the humanitarian principles, DG ECHO's support will therefore aim at contributing to longer-term strategies to build the capacities and resilience of the most vulnerable and address underlying reasons for their vulnerability to all shocks and stresses.

Ensuring a thorough understanding of the implications of humanitarian actions on conflict dynamics will be part of EU's principled and pragmatic Integrated Approach, in all relevant contexts.

Following the Commission and High Representative and Vice President (HRVP) Joint Communication on a Strategic approach to Resilience in External Action<sup>10</sup>, a pilot process was launched in six countries (Chad, Iraq, Myanmar, Nigeria, Sudan and Uganda) with the objective to test a more joined-up approaches between external instruments, EU institutions and Member States, aimed at increasing the impact of EU's external action and at sustaining progress towards EU development, humanitarian, foreign and security policy objectives.

In 2020, DG ECHO will also support such approaches, including in countries beyond the original six pilots. In addition, DG ECHO will support the development of the EU's new way of working as a process to shift the work culture towards more systematic and up-front coordination between the humanitarian, development and peace actors in headquarters and on the ground, in full compliance with their respective mandates and roles.

Given the numbers of forcibly displaced people and the length of crises<sup>11</sup>, DG ECHO will continue and strengthen its efforts to raise the awareness of the situation of vulnerable Internally Displaced People (IDP). The Commission Communication 'Lives in Dignity: from Aid-dependence to Self-reliance', outlines a development-led approach to forced displacement. Its main objective is to strengthen the resilience and self-reliance of both the displaced and their host communities through a multi-actor approach from the outset of displacement crises. Both development and humanitarian actors will continue the implementation of the approach in an ever increasing number of countries.

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<sup>10</sup> JOIN/2017/021 final

<sup>11</sup> Over 70.8 million people are forcibly displaced worldwide as a result of persecution, conflict, generalised violence, or human rights violations. More than 80 % of displacement crises last for more than 10 years.

Another cross-cutting issue is social protection. Scaling up social protection systems has been identified as one of the core avenues to enhance the resilience of vulnerable populations, provide more durable solutions and enable quick and efficient humanitarian assistance in response to sudden-onset disasters. While building national social protection systems has traditionally fallen under the remit of development, the humanitarian community can play an important role in aligning with and complementing these efforts in supporting the creation of shock-responsive social protection systems and safety nets for the most vulnerable. Social protection is furthermore increasingly considered as an entry and exit point for cash transfers, laying the basis for more durable solutions. In 2018-19, Commission services (DGs ECHO, DEVCO and NEAR), developed a Guidance Package on Social Protection across the Humanitarian-Development Nexus (SPaN)<sup>12</sup>. In line with the Guidance, DG ECHO will continue to engage with development actors to support the development of the shock responsive social protection systems whenever feasible.

### *Examples of Humanitarian Crises to which DG ECHO is responding in 2020:*

#### COVID-19 response in external action

In response to the outbreak of the COVID-19 pandemic, the European Commission has swiftly mobilized support to respond in a coordinated manner, applying a Team Europe approach. The response to humanitarian needs resulting from the pandemic is an important element of the external dimension of the EU' support. It is expected that the effects of the COVID-19 pandemics will be most acutely felt by populations already affected by humanitarian crises: refugees, IDPs, people living in conflict zones and/or in areas devastated by climate change – and amongst them, women, children, elderly and disabled people are disproportionately vulnerable to the effects of the virus.

In response to the World Health Organisation's Strategic Preparedness and Response Plan, the European Commission immediately provided additional humanitarian funding to increase the emergency response and preparedness to the pandemic in particular in countries where healthcare systems are weak and at risk of being rapidly overwhelmed in case of epidemic outbreak. Thereby, loose geographic earmarking was applied so as to give flexibility to the partner to respond as per the evolving situation and implementing World Humanitarian Summit/Grand Bargain commitments. In parallel, DG ECHO analysed all ongoing and planned actions so as to factor in together with partners the COVID-19 situation and needs. A total of EUR 169 million of projects to be adapted has been identified, contributing to the COVID-19 response in the most vulnerable settings (in Africa, Asia, Latin America and the Neighbourhood). This concerns in particular support in the sectors of health and water, sanitation and hygiene. Adaptation does, however, not mean jeopardizing the overall humanitarian response to the needs originally identified for 2020. Apart from adapting the humanitarian response to COVID-19 where possible, DG ECHO is

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<sup>12</sup> <https://europa.eu/capacity4dev/file/102971/download?token=tqlgAy1s>



also pursuing actively a joint up approach with other Commission services, notably DEVCO and NEAR so as to provide a comprehensive response.

Additionally, to allow Member States and humanitarian partners to transport humanitarian staff and supplies to fight the COVID-19 pandemic and to maintain the flow of humanitarian assistance, hampered by the pandemic, DG ECHO has put in place the EU Humanitarian Air Bridge offering air transport to and from various destinations world-wide.

## Syria

DG ECHO will continue addressing the needs inside Syria, as well as the needs of Syrian refugees and vulnerable host communities in neighbouring countries (Turkey, Lebanon, Jordan, Egypt and Iraq). Inside Syria, where 11 million people are in need of humanitarian assistance, DG ECHO will maintain its focus on multi-sectoral life-saving actions, with an emphasis on emergency response and preparedness, protection, and health interventions, in line with the EU Strategy for Syria and operational recommendations agreed by the wider humanitarian community at the Brussels conference "Supporting the future of Syria and the region", held in June 2020. Particular attention will also be paid to the promotion of International Humanitarian Law and notably to advocacy for unhindered humanitarian access to people in need for assistance, including through cross-border operations from neighbouring countries where deemed necessary. In Lebanon and Jordan, accounting for the two world highest refugee populations per capita, DG ECHO activities will focus on protection, basic needs assistance and Education in Emergencies for the most vulnerable refugees. In Lebanon this aid will now be combined with additional support following the Beirut blasts of August 2020, targeting also the most vulnerable Lebanese. Existing linkages with development interventions will be further enhanced. Support will also continue to be provided to Syrian and other refugees in Egypt. On 10 July, The Draft Amending Budget (DAB) amounting EUR 585 million tabled by the Commission to top-up the humanitarian support for the refugees by EUR 485 million in Turkey and by EUR 100 million to support refugees and host communities in Jordan and Lebanon was adopted in EP plenary with a large majority. The DAB will support the continuation of two major humanitarian programmes for refugees: the Emergency Social Safety Net (ESSN); and the Conditional Cash Transfer for Education (CCTE). These programmes support more than 1.7 million of the most vulnerable refugees in Turkey including support for the families of more than 600,000 refugee children as a direct incentive for them to go to school. The modified Humanitarian Implementation Plan to inform the partners has already been published

## Sahel

The Sahel countries, one of the poorest and most fragile region in the world, are affected by multiple shocks leading to an unprecedented humanitarian crisis that risks being severely exacerbated by the negative impact of the COVID-19 pandemic as well as by locust infestation.

Armed conflicts in Central Sahel, Lake Chad Basin and North West/South West Cameroon, but also in CAR have resulted in more than 5.5 million Internally Displaced Populations (IDPs) and refugees in 7 Sahel countries, including more than 2 million IDPs in North-eastern Nigeria (where an additional 1.2 million people remain out of reach) and 800 000 IDPs in Burkina Faso (800% increase in the country over the last 15 months);

More than 17 million people are requiring emergency food assistance in June - September. 47 million people are under food stress and could fall in food crisis.

Western Sahel countries are affected by a fourth consecutive drought.

Humanitarian needs are on the rise in all sectors (food assistance, nutrition, health, education, shelter, water, sanitation and hygiene, protection, civ-mil coordination) and perspective for 2020 are negative. Insecurity, insufficient respect of humanitarian principles and International Humanitarian Law, difficulties in access and administrative constraints challenge the delivery of humanitarian assistance.

The 2020 EU humanitarian response is focusing on immediate lifesaving assistance targeting most vulnerable people in fragile areas. Work is also continuing to address challenges in the delivery of humanitarian assistance as well as on strengthening further humanitarian, development and peace nexus: continue advocating for joint humanitarian and development analysis and response to the situation, for increased funding to address very rapidly growing needs. Inter-service dialogue will be pursued, aiming at adequate nexus articulation between Diplomacy, Development, Security & Stabilization and Humanitarian Aid; in particular in the framework of the elaboration and implementation of the EU Sahel Strategy.

The ongoing 2019/2020 EU humanitarian aid in the Sahel countries amounts to EUR 241.65 million, and will be implemented through 127 projects by 30 different partners (main sectors of assistance in 2019/2020 are food assistance, nutrition, health, shelter and protection).

### [Locusts East Africa](#)

Since the end of 2019, there has been a rapid upsurge of Desert Locust in Eastern Africa, spreading across 8 countries at rates not seen in many years. With some 25 million people already food insecure in the region, the desert locust upsurge represents an unprecedented threat to food security and livelihoods particularly for the most vulnerable population. According to IPC, there are already 13.5 million severely food insecure people living in areas currently affected by the desert locust, and this number is likely to increase due to the locust outbreak. The most vulnerable farmers and pastoralists will be the ones hit hardest, together with daily workers, due to limited food and fodder availability and rising food prices. As herders might be forced to move to other areas, the risk of communal conflict over pasture, grazing land and rangeland will increase.

The situation is further aggravated by the Covid-19 pandemic, as countries affected in the region are taking measures in terms of limiting movements, flights etc. This pandemic and its effects will, in turn, worsen the situation of the different countries, as current humanitarian responses might be hampered, slowed down or adapted, and needs will increase, particularly for the health sector, but also for other sectors such as WASH, and, due to the economic impacts, food and nutrition.

In order to respond to these new humanitarian needs the European Commission has allocated an additional EUR 40 million for immediate food pre-positioning and food assistance as well as livelihood support, seeds (for farmers) and fodder distribution (to protect livestock), using whenever possible cash-based interventions. Further support to health and nutrition centres as well as the procurement of nutrition supplies and strengthened treatment of moderate and severe malnutrition will be supported, in view of food shortages. Interventions may also mitigate and address the potential impact of the use of pesticides on human health. In addition, support to coordination and surveillance through early warning systems is needed.

#### Yemen

With an alarming 24.4 million people in need of humanitarian and/or protection assistance, and 14.4 million of those in acute need, Yemen remains the largest humanitarian crisis in the world. Five years into a devastating conflict marked by gross violations of international humanitarian law, there are no indications that the fighting will end soon. The conflict in Yemen and its disproportionate economic consequences on civilians are driving the largest food security emergency in the world, with 10 million people facing severe food insecurity. More than 3.6 million people are internally displaced. With EUR 716 million since 2015, of which over 60 % provided by DG ECHO alone, the EU is one of the major contributors of humanitarian aid to Yemen. DG ECHO-funded projects address the needs of populations displaced or directly affected by the conflict as well as critical food insecurity, malnutrition and health requirements. Following the start of a huge cholera epidemic in 2017, epidemics preparedness and response also represented an important part of DG ECHO strategy in Yemen. Humanitarian access has been shrinking in the whole of Yemen and the UN has qualified the North of Yemen as a non-permissive operating environment. This challenge is at the core of the humanitarian advocacy work of DG ECHO, who is playing a leading role among donors. In response to the deteriorating situation, a further EUR 70 million were made available for humanitarian response in Yemen from the Emergency Aid Reserve in July 2020.

#### Afghan crisis

With the recently signed ceasefire agreement between the US and the Taliban, the country may be at a historical turning point. The signature of this ceasefire on 29 February 2020 should open the way to complex intra-Afghan negotiations

Whatever the state of political negotiations, the humanitarian situation continues to be dire, and the recent COVID-19 crisis will further worsen the situation. Some 17 million people, half of the population, is considered to be living in conflict areas. Some 3.5 million people are displaced, and an estimated 9.5 million people are severely food insecure. The health system is very weak and health facilities depend highly on external assistance.

The Afghan crisis is one of the top generators of displacement worldwide. Neighbouring Iran and Pakistan host the largest number of refugees (4 and 3 million respectively, both registered and unregistered).

In 2020, the European Commission will continue supporting the most vulnerable populations in Afghanistan with life-saving multi-sectorial assistance, and will support Iran and Pakistan's efforts to sustain the most vulnerable Afghan refugees.

### Venezuelan crisis

The acute political and socio-economic crisis in Venezuela, with its severe humanitarian impact inside the country and its regional destabilising effects linked to massive migration, has become a major priority for the EU. Since 2019 the UE has assumed a leading role by creating the International Contact Group (ICG), which has been supporting mediation efforts for a political, peaceful solution. In a climate of heavy politicisation of humanitarian aid, DG ECHO was entrusted to lead the humanitarian branch of the ICG. In this context, DG ECHO has substantially increased its humanitarian budget and opened a dedicated field office in Caracas, becoming the lead humanitarian donor in Venezuela and a major player in supporting the UNHCR/IOM led regional response and platform which coordinates assistance to over 5 million Venezuelan refugees and migrants. These efforts have been pursued in 2020 in a context dramatically marked by the impact of the COVID-19 pandemic in Venezuela and other countries of the region.

While according the UN-OCHA 2020 HNO-HRP more than 7 million people are in need, other independent sources such as ACAPs indicate that this figure could be the double. WFP EFSA points to more than 9,3 million people in need of food assistance in Venezuela. The number of refugees and migrants has officially reached the figure of 5.2 million people, making this one of the largest displacement crises worldwide. COVID-19 is exacerbating an already overburdened, almost collapsed health system due to the pre-existing shortages (water, electricity, food and medical services, staff), now compounded by severe gasoline shortage. The COVID-19 pandemic is further exacerbating the already dire situation of Venezuelan refugees and migrants in the region. This situation has triggered so far limited return waves to Venezuela (described by the regime as "biological bombs").

Against this background, DG ECHO continues supporting multisectoral assistance, including for local communities in receipt of refugees, with a strong focus on health assistance and epidemics preparedness/response, made even more necessary after the outbreak of COVID-19 in the region. DG ECHO has been also actively involved in the organisation of a virtual Pledging Conference in solidarity with the Venezuelan migrants and refugees, in close coordination with the EEAS and DEVCO and co-organised with Spain.

The event, co-chaired by HR/VP Borrell and ESP MFA Gonzalez Laya counted also with the participation of Commissioners Urpilainen and Lenarčič and allowed to mobilised more than

EUR 2.5 billion in pledges, of which EUR 595 million in grants. In this framework the EU pledged EUR 144.2 million (of which EUR 67.7 million in humanitarian assistance). Canada agreed to take over and organise the next event focused on the Venezuela migration and refugee crisis.

<b>General objective 4: A stronger Europe in the world</b>		
<b>Specific objective 3:</b>		<i>Related to spending programme(s)</i>
<i>The EU remains a global humanitarian donor by providing an adequate and effective humanitarian assistance in countries affected by humanitarian crises</i>		HUMA
<b>Main outputs in 2020:</b>		
<b>External communication actions</b>		
<b>Output/ Result</b>	<b>Indicator</b>	<b>Target</b>
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	<ul style="list-style-type: none"> <li>- number of participating journalists in field trips on humanitarian aid</li> <li>- number of people reached by integrated awareness campaigns on humanitarian aid</li> <li>- number of visits to ECHO website</li> <li>- number of impressions on social media channels</li> <li>- number of interactions on social media channels</li> <li>- number of video views</li> </ul>	<ul style="list-style-type: none"> <li>- 30</li> <li>- 15 million</li> <li>- 1.5 million (total)</li> <li>- 400 million (total)</li> <li>- 500,000 (total)</li> <li>- 100 million (total)</li> </ul>
<b>Other important outputs</b>		
<b>Output</b>	<b>Indicator (2019)</b>	<b>Target</b>
Funding per crisis (breakdown as per final budget allocations)	West Africa (137 796 506) Central Africa (68 200 000) Sudan and South Sudan (104 500 000) Horn of Africa (163 000 000) Southern Africa, Indian Ocean (59 844 185) DRC and Great Lakes Region (72 000 000) North Africa (17 000 000) Iraq (38 000 000) Arabian Peninsula (115 000 000) Turkey (600 000 000) Ukraine, Western Balkans and Caucasus (26 800 000) South West Asia (75 000 000) South & East Asia and Pacific (52 000 000) Latin America (83 786 000) Caribbean (20 000 000)	n/a

Number of countries in which ECHO funded humanitarian aid operations	83	>83
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#### Specific objective 4: Adequate and effective civil protection response and preparedness is provided to people in need

The Union Civil Protection Mechanism (UCPM) will continue to be as well an instrument projecting EU solidarity within the Union and beyond its borders. Since its inception, the international dimension of the UCPM has grown in importance and today over two thirds of the UCPM requests for assistance come from third countries. The assistance provided is not only in the form of capacities, but also technical and scientific expertise, notably in the form of Advisory Missions. DG ECHO will continue to foster this type of cooperation to not only support third countries in the aftermath of a disaster, but also contributing to build more resilient disaster management structures. Based on the experience on the current COVID-19 pandemic, DG ECHO will work towards strengthening the current system of the UCPM, including the international cooperation aspects.

Given the geographical proximity and shared risk landscape, enlargement partners and countries under the European Neighbourhood Policy will continue to be a key priority for the work of the UCPM. Integrating further IPA countries (countries benefiting from the Instrument for Pre-Accession Assistance) into the UCPM is essential, based on the history of mutual assistance.

The lessons learnt for the COVID-19 pandemic call for reinforcement of strategic autonomy in transport and logistics, which would be particularly relevant for the external aspect of UCPM.

The Union Civil Protection Mechanism 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 and EEAS as well as with agencies such as SatCen, Frontex, or ECDC to provide situational awareness and analysis products for emergency operations.

DG ECHO will keep strengthening the early warning and information systems for natural disasters (e.g. droughts, floods, forest fires, tropical cyclones or severe weather), namely GDACS, EFFIS, GWIS, EFAS, GLOFAS, EDO and GDO<sup>13</sup> and will also make extensive use of the services and information provided via the Copernicus programme for emergency management, climate change, and security, as well as the interfaces between these three areas.

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<sup>13</sup> GDACS: Global Disaster Alert and Coordination System; EFFIS: European Forest Fire Information System; GWIS: Global Wildfire Information System; EFAS: European Flood Awareness System; GLOFAS: Global Flood Awareness System; EDO: European Drought Observatory; GDO: Global Drought Observatory.

DG ECHO will also tap into European scientific expertise for natural and man-made disasters through thematic scientific partnerships for operational response. DG ECHO will keep strengthening its Geographic and Information System (GIS) capacity to keep supporting operations by means of cartographical and geospatial products. At the same time, DG ECHO will continue learning from experience through the UCPM Lessons Learnt Programme.

DG ECHO’s activities are also embedded in the larger EU response to crisis, e.g. through the Integrated Political Crisis Response (IPCR) arrangements and the production of Integrated Situational Awareness and Analysis (ISAA) reports. In this regard, DG ECHO will continue acting as 24/7 entry point for IPCR, and provide coordination support to large emergencies such as COVID-19 pandemic. Thanks to its unique infrastructure, the established network of contacts, its know-how and vast experience, the ERCC effectively acts as a central hub for cross-sectoral coordination. During an emergency, the ERCC brings together relevant stakeholders, institutions and services in regular crisis coordination meetings to facilitate emergency decision-making and coordinate actions. Moreover, the new UCPM legislative proposal<sup>14</sup> aims at furthering the ERCC’s access to analytical, monitoring, information management and communication capacities as to be able to better support operations and inform decision-making.

<b>General objective 4: A stronger Europe in the world</b>		
<b>Specific objective 4:</b>		<i>Related to spending programme</i>
<i>Adequate and effective civil protection response and preparedness is provided to people in need</i>		UCPM
<b>Main outputs in 2020:</b>		
<b>External communication actions</b>		
<b>Output/ Result</b>	<b>Indicator</b>	<b>Target</b>
EU citizens are aware of EU Civil Protection in general, and of rescEU and the EU response to COVID-19 in particular	- number of participating journalists in field trips on civil protection	- 10
	- number of people reached by integrated awareness campaigns on civil protection	- 10 million
	- number of visits to ECHO website	- 1.5 million (total)
	- number of impressions on social media channels	- 400 million (total)
	- number of interactions on social media channels	- 500 million (total)
	- number of video views	- 100 million (total)

<sup>14</sup> COM(2020)220 final

Other important outputs		
Output	Indicator (2019)	Target
Number of Requests for Assistance of third countries that receive a positive response under the UCPM	15	All request receive a positive response
Number of projects financed for preparedness outside the EU	4	2
Number of projects financed for prevention outside the EU	0	1

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

A European Green Deal will require consolidated efforts from across Member States and the EU institutions, where the Commission's contribution will be crucial. Climate change needs to be prevented but also mitigated at home and abroad. Making sure our societies are more resilient and better able to adapt is key to respond to the challenge of climate change. DG ECHO, having a coordinating role at EU level for the UN framework for disaster risk reduction (Sendai) and being responsible for the UCPM (rescEU) will play its part for complete and efficient delivery of the Green Deal.

In 2020, DG ECHO will contribute both to the internal and external dimension of the European Green Deal.

### 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 in 2020 to promote a better understanding of risk by publishing an EU overview of the disaster risks the Union may face as a Commission's Staff Working Document.

DG ECHO continues 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.

#### *External Dimension*

Disaster preparedness is part of the overall objective of relief and support to the most vulnerable people suffering from conflicts and disasters across the world through the mobilisation of both humanitarian aid and European civil protection assistance. An anticipatory approach can help reduce needs and overall relief. In 2020, DG ECHO continues strengthening its approach to disaster preparedness and early action, unleashing a new strategy in the domain.



The Disaster Preparedness Strategy and funding ensures the mainstreaming of preparedness and climate adaptation into humanitarian action that ultimately increases the resilience to climate change of those we provide aid to. Interconnections between fragile and conflict contexts and climate change impact can be significant and should thus form part of an overall risk and vulnerability assessment. These considerations are taken into account when establishing related future funding priorities.

Addressing disaster or climate-induced displacement is crucial, according to the Internal Displacement Monitoring Centre 17.2 million people were displaced internally as a result of disasters in 2019. In addition, many more are displaced by more permanent slow-onset impacts of climate change, like sea-level rise or desertification.

In 2020, DG ECHO is pursuing the Greening of humanitarian assistance by reducing to all the extent possible the environmental footprint of its and its partners’ operations. This will be included in a new logistics policy and in the new Partnership with NGOs at various levels. Environmental awareness in the provision of humanitarian assistance will also be mainstreamed in the different thematic policies.

DG ECHO will apply the nexus approach, including by promoting further the inclusion of a climate and prevention/preparedness aspect in development programming in the future Neighbourhood, Development and International Cooperation instrument (NDICI), and in particular through its rapid-response pillar.

Tracking resilience and climate action will be ensured through the Resilience Marker and the Climate Tracking. The Resilience Marker, which is currently being used in the description of each DG ECHO funded action, will be revised to better reflect preparedness in humanitarian actions as well as to measure the environmental dimension of these actions.

<b>General objective 1: A European Green Deal</b>		
<b>Specific objective 1:</b> <i>Ensure people and communities at risk of disasters are resilient and prepared</i>		<i>Related to spending programme UCPM</i>
<b>Main outputs in 2020:</b>		
<b>Other important outputs</b>		
<b>Output</b>	<b>Indicator (2019)</b>	<b>Target</b>
Number of Member States that have made available to the European Commission a summary of risk assessments and assessment of risk management capability.	27	33 <sup>15</sup>

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<sup>15</sup> A baseline (2020) refers to 27 MS and 6 Participating States of the UCPM.

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

As the climate and environmental crisis deepens, humanitarian actors, from donors to local volunteers, 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. The recent COVID-19 pandemic makes the need to protect and restore nature all the more urgent.

The 2007 European Consensus on Humanitarian Aid already called for the integration of environmental considerations in humanitarian aid sectoral policies and interventions, even short-term emergency ones, based on the ‘do no harm’ principle – a principle for taking into consideration the negative effects of aid.

Establishing an ambitious position on reducing the environmental impact of DG ECHO’s humanitarian aid operations is a key contribution to the European Green Deal. Climate neutrality, climate resilience, circular economy, zero pollution and the protection of biodiversity are key pillars of the European Green Deal. Integrating environmental considerations in DG ECHO’s humanitarian aid operations and those of its partners, among others by the “greening” of logistics and sectors like food assistance, shelter, water and health, can contribute to addressing all of those key pillars.

<b>General objective 1: A European Green Deal</b>		
<b>Specific objective 2:</b> <i>The environmental impact of humanitarian aid operations is reduced</i>		<i>Related to spending programme UCPM</i>
<b>Main outputs in 2020:</b>		
<b>Other important outputs</b>		
<b>Output</b>	<b>Indicator (2019)</b>	<b>Target</b>
Number of humanitarian aid projects that incorporate environmental considerations.	(new indicator)	200

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

Whenever a natural or man-made disaster strikes, inside or outside the EU, any affected country can request assistance from the UCPM through the Emergency Response Coordination Centre (ERCC). In the context of the COVID-19 response, the Emergency Support Instrument was re-activated to offer further support to those EU Member States in need. The continued offer of assistance by EU Member States and Participating Countries is a remarkable proof of EU solidarity in action.

Furthermore, as part of the UCPM, DG ECHO is financing cross-border projects with the aim to strengthen prevention and preparedness in EU Member States and Participating Countries. In 2020, one peer review on disaster risk management in these countries will be conducted. Furthermore, study on the economic dividends of disaster risk reduction and on improved risk transfer mechanisms (including insurance) will be elaborated.

Moreover, the UCPM continues to support activities to enhance the level of preparedness of emergency response operations managed by DG ECHO, notably through the coordination and management of specific training and exercise activities for disaster and emergency management experts. The UCPM continues to be an important and effective tool to mobilise and coordinate assistance provided by EU Member States and Participating Countries to respond to crises.

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

The COVID-19 outbreak is resulting in an exceptional year for the Mechanism, with a number of activations that is expected to be substantially higher than usual. On average, the Mechanism is activated 25 times a year. By August 2020, a total of 10 activations have been received from Member States and Participating States requesting assistance with COVID-19 related medical equipment, medicines and personal protective equipment. In addition, 40 requests for assistance have been submitted by third countries and 2 by International Organisations. Moreover, 19 Member States, 2 Participating States and the UK have requested support of the UCPM for repatriation of their citizens from all continents in more than 350 flights.

Implementing the legislation adopted in 2019 is a top priority in 2020. In this connection, two Implementing Decisions have been adopted by March and further legal reflection is being undertaken.

The European Civil Protection Pool (ECP) remains the UCPM key pillar for deploying capacities and will be further strengthened, with a focus on engaging with Member and Participating States so that they commit more capacities where gaps exist, and certifying already committed capacities. Definitions and goals for UCPM capacities are currently being assessed and could be revised throughout the year. DG ECHO will continue to ensure that the Union has at its disposal additional rescEU capacities in the sectors that have been approved by Member States (forest fires, medical emergencies), and continue extending rescEU reserve to other capacity groups, notably in the area of Chemical Biological Radiological and Nuclear (CBRN) capacities.

When it comes to the COVID-19 pandemic, the first rescEU grant was signed in March 2020 to acquire personal protective equipment and medical ventilators, which was soon followed up by second grant agreement for masks and gowns. The Implementing decision that established the medical stockpile will also cover other cross-border health threat like Ebola. In light of this, the Commission is developing further the rescEU strategic medical

stockpiling across the EU. This includes four new grants for stockpiling of medical countermeasures and/or personal protective equipment, aimed at combatting serious cross-border threats to health. In addition, another round for grant applications is open until 25 September.

The Budget Authority reinforced the UCPM budget by an additional EUR 370 000 000 for the COVID-19 response. When it comes to forest fires, six new grant agreements were awarded in April 2020 under the rescEU Transition in addition to a 3-year grant agreement in place. Furthermore, a grant agreement was also signed under rescEU proper for a lease of the first two aerial forest fire fighting capacities (air tractors) which will be operational until 2023. The 2020 fleet is composed of a total of 17 aerial means (planes and helicopters) to be prepared for the 2020 forest fire season. The discussion on joint procurement of a fleet of planes for forest fires under rescEU will continue through 2020. Work will also progress on the preparation towards the acquisition of additional assets in medical evacuation of disaster victims and highly infectious patients as well as for the establishment of a field hospital EMT-3 at European level. Discussions with Member States are also on-going on the development of rescEU capacities in case of Chemical Bacteriological and Radio Nuclear (CBRN) events

To complement the response of the UCPM to the COVID-19 outbreak, the Commission also proposed the reactivation of the Emergency Support Instrument. Following the adoption by this Council Regulation, and the significant amount (EUR 2.7 billion), the instrument allows for a number of activities. DG ECHO is part of the steering group guiding the Task Force created to implement the actions under the instrument, and will continue supporting Member States to facilitate transport operations; e.g. cargo transport of medical equipment and relief items from within the EU and from third countries into the EU as well as transport of medical teams including operating costs, and the transfer of patients within Europe and to neighbouring countries. The management challenge is to ensure fast delivery to the ongoing crisis by adequately allocating human resources and properly setting up new structures. Complementarity between the UCPM, rescEU and ESI is paramount.

Based on the experience with COVID-19 pandemic and in line with the joint statement of the members of the European Council on 26 March calling for a more “ambitious wide-ranging crisis management system”, DG ECHO will start working towards a European Emergency Management for the future.

Within the scope of the existing competence on Civil Protection in the Treaty (i.e. support competence), there is still room to strengthen the Mechanism in a meaningful way, notably though aiming at:

- 1) Endowing the Mechanism with strategic capacities.
- 2) Creating strategic autonomy in transport and logistics.
- 3) Better planning and preparedness.

- 4) Enhanced international cooperation.
- 5) Providing an adequate and flexible budget.
- 6) Inter-sectoral information management and delivery platform.

As a first building block to a future wide-ranging crisis management system, the Commission proposed in June 2020 to further enhance the UCPM legislation to endow the Mechanism with greater strategic autonomy and financial flexibility. The proposal will be discussed with the Council and the European Parliament during 2020.

The development of a European Civil Protection Knowledge Network to reinforce the preparedness component of the Union Civil Protection Mechanism (UCPM) in close cooperation with the relevant national structures and to help build common Union disaster preparedness culture will also be paramount. In this respect, cooperation will be prioritised mainly with centres of excellence, academies, universities, researchers, knowledge centres, third countries and international organisations.

In terms of external communication, DG ECHO will continue its efforts to attract journalists to the field and provide them with digital information sources, to facilitate media coverage of EU civil protection, and to promote the roll-out of rescEU. Public awareness campaigns (including media, social media and online advertising, partnerships with civil protection stakeholder media, etc.) will guarantee visibility among a broad segment of society in priority EU Member States. On a more continuous basis, DG ECHO's website and social media channels will engage with interested EU citizens, as well as with the stakeholder community, through up-to-date information, factsheets, audio-visual material and background stories. Finally, DG ECHO is contributing to the Commission's corporate communication campaign about the COVID-19 response and recovery from the crisis.

<b>General objective 5: Promoting our European way of life</b>		
<b>Specific objective 1:</b> <i>Meet the needs of people in times of crises</i>		<i>Related to spending programme(s)</i> UCPM
<b>Main outputs in 2020:</b>		
<b>External communication actions</b>		
<b>Output/ Result</b>	<b>Indicator</b>	<b>Target</b>
EU citizens are aware of EU Civil Protection in general, and of rescEU and the EU response to COVID-19 in particular	- number of participating journalists in field trips on civil protection	- 10
	- number of people reached by integrated awareness campaigns on civil protection	- 10 million
	- number of visits to ECHO website	- 1.5 million (total)
	- number of impressions on social media channels	- 400 million (total)
	- number of interactions on social media channels	- 500 million (total)

	- number of video views	- 100 million (total)
<b>Other important outputs</b>		
<b>Output</b>	<b>Indicator (2019)</b>	<b>Target</b>
Number of projects financed for preparedness inside the EU	19	5
Number of projects financed for prevention inside the EU	3	1
Number of committed and certified capacities included in the European Civil Protection Pool (ECPP)	60	> 60
Number of Requests for Assistance of Member States that receive a positive response under the UCPM	6	All request receive a positive response
Level of awareness of Union citizens of the risk of their region	(new indicator)	n/a <sup>16</sup>

## PART 2. Modernising the administration: main outputs for the year

This section covers how DG ECHO will deliver in 2020, as well as the steps that will be taken to modernise our way of working and to make the most efficient and effective use of resources.

This section will cover six areas:

- Human resource management
- Sound financial management
- Fraud risk management
- Digital transition and information management
- Sound environmental management.
- Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities.

In 2020, DG ECHO will follow the Commission corporate strategies but will take action at local level.

The internal control framework<sup>17</sup> supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

<sup>16</sup> Information not available for 2020

<sup>17</sup> [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

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 assessed on an ongoing basis throughout the year and be subject of a specific annual assessment covering all internal control principles.

## **A. Human resource management**

In 2020, DG ECHO will continue to engage and motivate its staff in order to effectively contribute to the common Commission objective and priorities. DG ECHO employs a competent and engaged workforce and contributes to gender equality at all levels of management to deliver effectively on the Commission's priorities and core business. In 2020, DG ECHO will continue to engage and motivate its staff in order to contribute to the latter.

To promote gender diversity in leadership, the Commission committed itself to achieve 50% of female representation in middle management by 2024. DG ECHO is confident it will reach ECHO specific target already in 2020 without difficulty. DG ECHO will also continue motivating and supporting the career development of women with a potential and interest for a management role, notably by identifying talented and interested female staff members and guiding them to adequate training activities.

DG ECHO strongly promotes career development at all levels such as the Junior Professionals Programme and the External Management Development Opportunities for Commission Managers and will continue to do so in 2020.

Further, DG ECHO will finalise the development of a Learning and Development plan to be integrated as part of the Learning and Development strategy that shall be implemented during the course of 2020.

DG ECHO cares about its staff and takes their feedback seriously. This is why, in 2020, DG ECHO will continue to work on the follow-up to the last Staff Survey 2018 both for the staff at the headquarter and for the ECHO's Field Offices.

In line with the Action Plan developed as follow-up to the staff survey, in order to quickly integrate newly recruited staff, DG ECHO will finalise a 'newcomer's package' with relevant information for all new ECHO staff. This shall be accompanied by tailored training sessions, and a mentoring and 'buddy system' to help new staff to integrate into DG ECHO in general, the city of Brussels and also to advice on any questions about the settling in and beyond. The mentoring and buddy systems will be monitored by the ECHO HR Business Correspondent.

DG ECHO Staff and Management will continue to be informed about the main achievements and the latest state of play on various actions, through a variety of internal communication channels, including the TV screens in the common spaces (e.g. cafeteria), news articles and a dedicated page on DG ECHO's Intranet.

A fulfilling working environment is the key to the successful motivation, engagement and well-being of staff. To achieve this, DG ECHO will continue to work towards a further increase of the quality of the work environment. DG ECHO has always put a special focus on staff well-being which is particularly important as the humanitarian aid and civil protection work exposes colleagues to extremely challenging and sometime dangerous circumstances, in particular when going on missions. Security and psychological focused trainings will be continued in this context.

Moreover, the Management Charter signed by ECHO management early 2020 is a key document of reference for staff well-being whereby they commit to optimising staff well-being and ways of boosting staff engagement and respect of work-life balance. Overall, staff well-being is inevitably impacted by the increasing number and intensity of crises ECHO is dealing with in an environment of resources restrictions. Hence, ECHO continuously seeks opportunities for efficiency gains in ways of working and enhancement of organisational performance.

In order to ensure the effective management of human resources and to optimise the capacity to deliver on priorities in this strategic plan, DG ECHO will develop a local HR strategy with a medium to long-term outlook (3–5 years) consistent with the overall corporate HR strategy.

**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 2020:**

Output	Indicator	Target
Activities to encourage female representation in middle and senior management positions	- Female representation percentage in middle management (for first appointments - mandatory targets set until 2022 <sup>1</sup> ) and in senior management: Percentage of female representation in middle management	- At least one additional female middle manager to be appointed by 2020: The 50% target of female representation in middle management set for 2022 to be met in 2020
A continued follow-up of the result of the 2018 staff survey and the implementation of the action plan	- Achievement rate of the benchmarks on the Action Plan following the 2018 staff survey  - Implementation of the management charter	- At least 20 out of the 25 benchmarks of the Action Plan are achieved (>80%)  - At least twice a year the implementation of the

<sup>[1]</sup> SEC(2017) 359 final



		management charter will be discussed in the coordination meeting with senior and middle management.
Activities to improve the integration of newcomers	<ul style="list-style-type: none"> <li>- Number of sessions for newcomers.</li> <li>- Newcomers welcome package</li> </ul>	<ul style="list-style-type: none"> <li>- At least 2 newcomers' sessions to be organised in 2020</li> <li>- Finalisation of the newcomers package</li> </ul>

## B. Sound financial management

The 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. The control objective is 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 corrections are made that relate 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 under direct management. The different controls should not be seen in isolation, as each of them contribute to providing the overall reasonable assurance on the legality and regularity of all transactions.

### 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 assessment of International Non-Governmental Organisations (INGOs), who apply to become Framework Partnership Agreement (FPA) partners with the Commission (DG ECHO). NGOs are then assessed periodically in order to check that the conditions needed for the signature of the framework contract are still met. For indirect management, assurance is provided by the Pillar<sup>18</sup> assessment of the entities implementing DG ECHO funds under the Financial and Administrative Framework Agreement (FAFA). During 2020, the INGOs must submit an ex-ante assessment report performed by independent auditors on the adequacy of their

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<sup>18</sup> The broad areas covered by the assessments are called pillars and include (1) internal control, (2) accounting, (3) independent external audit, (4) procedures and rules for grants, procurement or for financial instruments, (5) requirements on publication of information on recipients, (6) protection of personal data and (7) exclusion from access to funding.

management and control systems to manage DG ECHO grants before being awarded the FPA for the period 2021-2024.

Monitoring of actions is another important layer of DG ECHO's control architecture. Whilst DG ECHO's objective is to monitor in the field the implementation of all grants, visits on-the-spot could in some cases – mainly for grants implemented under Exceptional Extreme Operational Constraints (EEOC) and under the remote management mode – not be possible due to problems of access, security or other constraints. Specific requirements apply for such exceptional cases to the partner concerned, covering the preparatory, implementation and subsequent reporting stages of these grants. Ex-ante and ex-post controls apply in a modified format. At any rate, for actions implemented under the default arrangements a target for field monitoring has been set at >95% for 2020.

The control architecture also includes ex-ante controls of expenditure claimed by a partner, to ensure conformity with the applicable rules before performing the final payment. All the final reports are subject to desk checks from an operational and financial point view to ensure achievement of results and legality of transactions before final payments are authorised.

In addition, ex-post controls are carried out on the basis of the audit strategy and the annual audit plans, to provide final assurance to the AOSD that payments done are legal and regular<sup>19</sup>.

Civil Protection (CP) funds<sup>20</sup> are implemented using the direct management modality, where direct grants for prevention and preparedness are mostly awarded to the national civil protection authorities of European States. Equally, entities receiving civil protection grants for the co-financing of transport operations are directly identified in legislation and are almost exclusively awarded to the national authorities of EU Member States and non EU participating states. All prevention and preparedness grants and procurements are implemented in accordance with the regular calls for proposals and call for tenders, strictly following the Financial Regulation and the related DG BUDG guidance.

CP grants are monitored as regards their operational and financial aspects by dedicated teams. Ex-ante and ex-post controls, following the approach applicable to Humanitarian Aid grants explained above, apply also to CP grants to provide reasonable assurance to the AOSD that payments done are legal and regular in conformity with the eligibility rules.

### **Efficient and economic controls**

Other indicators used to ensure sound financial management are the budget execution, the average time to pay, and the number of payments executed within the legal time. In 2019,

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<sup>19</sup> For indirect management, they are done in conformity with the Commission wide accepted notional approach.

<sup>20</sup> Grouped into three categories: Prevention, Preparedness, and Response

the budget execution was 99.9% on commitment appropriation, 96% on contracted appropriation and 99.6% on payment appropriations. The average time to pay was 25.1 days, and 88% of payments were executed within the legal time. To maintain and improve this performance in 2020, DG ECHO will continue to promote and implement dedicated actions, e.g. monthly reports of budget implementation to management, promote awareness among staff, review the allocation of responsibilities, and improve the workflow within the DG.

In terms of economy, to have the best relationship between resources employed and results achieved, the main components of DG ECHO control strategy compare 1) the total costs of staff, whose time is – partly or entirely – dedicated to quality assurance, control and monitoring activities, and 2) the financial resources allocated to services provided by external auditors with the ineligible items detected and corrected through ex-ante and ex-post audits to show the quantifiable benefits of the control strategy. Other actions, such as the recommendations issued by the auditors during the ex-post audits on the management and control systems to organisations receiving DG ECHO funds are also extremely important although not quantifiable.

**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 2020:**

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 the grants audited in the year N / Total amount paid in the year N-1	remains ≥ 15% <sup>21</sup> of total payments made in the year N-1
Efficient controls	Budget execution (commitments and payment appropriations)	remains > 95% of payment appropriations
	Time-to-pay within the legal time	becomes ≥ 90% of payments (in value) on time
Economical controls	Overall estimated cost of controls	remains ≤ 2% of funds managed

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<sup>21</sup> 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.

## C. Fraud risk management

DG ECHO put its Anti-Fraud Strategy (AFS) in place in 2013, and has a zero tolerance to fraud, whilst being committed to effectively prevent, detect and correct fraud. The latest update of the AFS took place in June 2016, taking on board recommendations from an IAS audit in 2015, and being validated by the European Anti-fraud Office (OLAF). The AFS included a revised Action Plan (2016-2019), which provides for actions on raising fraud awareness, enhancing 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 the Action Plan of measures aiming at – among other things – further developing the specific anti-fraud strategies of the Commission DGs'. DG ECHO will carry out a fraud risk assessment in the course of 2020 (based on an updated OLAF methodology), which will provide a basis for a review of its Anti-Fraud Strategy, as well as for developing the Action Plan to ensure clear links between anti-fraud objectives and indicators, risks, and mitigating measures, while allocation responsibilities and setting timelines. Moreover, the review of the AFS will be supported by peer reviews by the Commission FPD Network (i.e. by the External Context subgroup) and should be completed by end-2020. It will also entail an update of DG ECHO-internal anti-fraud procedures as appropriate.

As in previous years, DG ECHO will 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 will work during the year on improved reporting, and a timely and complete exchange of information with its partners on fraud-related issues.

DG ECHO will continue cooperating closely with OLAF on the exchange of relevant information relating to fraud suspicion, and on developing the reporting of fraud allegations. This includes further encouraging partners and whistle-blowers to report fraud by e.g. putting improved electronic tools in place – a topic that will be discussed in the FPDNet External Relations subgroup.

**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)<sup>22</sup> aimed at the prevention, detection and correction<sup>23</sup> of fraud

### Main outputs in 2020<sup>24</sup>:

Output	Indicator	Target
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<sup>22</sup> Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

<sup>23</sup> Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

<sup>24</sup> Subject to limitations imposed by COVID-19

New AFS and Action Plan (2020-2024)	New AFS and Action Plan (2020-2024)	Documents approved by DG ECHO mgmt. end-2020
Existing and new internal policy documents appropriately integrate antifraud measures (based on AFS 2020-2024)	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%
Organisation of workshops for partners to promote reporting of fraud allegations	Rate of partner attendance	>50%

## 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 and civil protection.

DG ECHO will also go further by combining natural and man-made disaster analysis by developing a Security Awareness Information Dashboard (SecAID). The SecAID is envisaged as a service for DG ECHO combining data, information and analysis on conflict, security, safety and related contextual elements such as natural or man-made disasters. SecAID will provide DG ECHO the capacity to establish instantly an increased level of security situational awareness at any given time, place or situation.

SecAID will hence support emergency preparedness and response operations managed by DG ECHO by providing rapid security situational awareness and analysis in relation to the current situation in a specific context or location, as well as on-demand analysis about future potential developments.

In 2020, DG ECHO will further develop its data warehouse and associated reporting tools, following a requirements’ elicitation process conducted in 2019. The elicitation indicated a common need 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. This is fully in line with the 2016 Communication on Data, Information and Knowledge management at the Commission, which aims to maximise the use of data for better policy-making.

More specifically, data owners and data stewards will be identified for the data assets involved in the various information systems. For new data assets needed in the context of the Integrated Analysis Framework, all processes for data collection will be designed and documented and particular attention given on aspects like access, sharing, use, processing, preservation, deletion, quality, protection and security.

DG ECHO will continue its collaboration with the DGs of External Relations family and share real time information in a structured format allowing, among other, the automation of the OECD reporting. Additionally, the EU AID Explorer portal, which provides information on Development and Humanitarian Aid, will benefit from this real time exchange of data. 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. In 2020, DG ECHO will continue working closely with some EU Member States on the European Emergency Disaster Response Information System (EDRIS) pilot project to enable using IATI published data to feed EDRIS and avoid double encoding. DG ECHO will also continue collaborating with UN OCHA on this topic to maximise efficiency in sharing experiences and ways of addressing the publication issues. The ultimate objective is to achieve the IATI goal of "publish data once, use it often".

Concerning the integration of local IT systems with HAN (Hermes, Ares, NomCom), DG ECHO is running a project that aims at integrating the IT applications used for the operational follow-up of humanitarian aid actions (HOPE/FichOp, APPEL) with the Commission's central document repository. From a technical and functional point of view, workflows in HOPE/FichOp have been updated to access relevant registered documents from Ares and the components to create, register and file documents in Ares are ready for deployment. The advantages of this integration are manifold, including a better alignment with Commission rules on document management, the use of a single repository for documents managed in the context of DG ECHO's business processes and the economies linked to the reuse of code. The objective in 2020 is to take advantage of the adaptations of HOPE/APPEL to the new Framework Partnership Agreements of DG ECHO to cover additional processes and automate the registration and archiving of the associated documents. Further on document management, DG ECHO promotes the on-line administration internally and externally. In recent years, several internal processes were automated and paperless policy was strengthened. The effort will continue in 2020, by adding electronic signatures if appropriate support is received from the responsible central services and necessary reusable components are made available.

As far as collaborative working is concerned, DG ECHO is exploiting the possibilities offered by the new Office suite (O365) 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 our procedures and business activities. DG ECHO is currently working on the implementation of the EC’s Data Protection Action Plan (C(2018)7432) and will continue in the period 2020-2024 to build up its requirements.

DG ECHO established and submitted an inventory of basic datasets covered by information systems handling personal data and updated their privacy notice in the light of the EC’s data protection decision and progressed on the necessary adaptations of data records and privacy statements. In practical terms, DG ECHO has completed the conversion of legacy notifications, removed/archived those no longer in use, created new ones and used the appropriate corporate records when available.

DG ECHO will continue using the new corporate records for its data processing operations as soon as available as well as listing possible new records still needed.

Moreover, the relevant DG ECHO intranet page has been revised and will be further updated with more information and guidance.

In 2020, DG ECHO will start delivering tailored trainings and awareness-raising activities among its staff on data protection issues, procedures and management. These activities will be particularly focused on how to comply with data protection obligations in the most common processing operations and how to handle data breaches.

**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 2020:**

Output	Indicator	Target
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 new reports, update data universes accordingly.
Staff has access to streamlined data originating from various sources including external ones.	Progressive enrichment of the reporting infrastructure with a data lake/data factory solution.	Proof of concept for examining whether the introduction of new technologies would provide a modern and agile way of satisfying the needs on data processing.
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 Office 365 possibilities	Staff is collaborating using Teams and SharePoint
EU Member States can import their IATI files in EDRIIS 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	by end 2020: One MS using the functionality; Guidelines available;

	service.	
Staff at HQ can easily file and register documents in ARES without leaving HOPE/APPEL	Number of major processes automated	70% of processes not necessitating a blue ink signature
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)	SecAID dashboard gives security trends on Countries and Areas where ECHO is operating and performing field missions, based on objective information coming from different sources
Improve data protection awareness amongst DG ECHO staff	Percentage of staff attending awareness raising activities on data protection compliance	By end of 2020: 100% of data protection's team members; 5% of staff; 10% of senior and middle management.
Updated ECHO Intranet's pages on Data Protection	The latest guidance from Data Protection Officer uploaded to ECHO intranet	31.12.2020

## E. Sound environmental management

The Communication on the Green Deal stipulates that the Commission, as an institution and employer, aims to be climate neutral by 2030. DG ECHO will actively contribute to the achievement towards this target during 2020 by promoting EMAS corporate campaigns at local level and implementing dedicated local environmental actions.

Beyond that, DG ECHO tracks resilience and climate action. This is done via two different tools: the Resilience Marker and the Climate Tracking. The Resilience Marker, currently included in the ECHO Project Proposal Single Form, is proposed for revision to better reflect preparedness in humanitarian actions as well as measuring the environmental dimension of DG ECHO-funded humanitarian actions. A broad climate tracking system at commitment-level has been introduced, which will help DG ECHO better demonstrate its contribution to climate action. In the future, this can be refined to track climate action across all projects with new and/or revised project indicators. This tracking system is valid for both civil protection and humanitarian assistance projects.

DG ECHO is committed to reducing the environmental footprint of its humanitarian operations, and that of our partners. This directly responds to the 'do no harm' principle. The means to implement an actual and consistent shift more environmentally friendly actions are under review. They include greening logistics (a future logistics policy). DG ECHO is equally considering what aspects of civil protection assistance can have a reduced environmental footprint, going beyond the new logistics policy currently being drafted.

Benchmarks for ECHO partners in the Framework Partnership Agreement at various levels is the other major way to increase environmentally proofed humanitarian assistance and to



measure it properly. "Greening of ECHO offices" initiative has also started as another key indicator in sound environmental management for DG ECHO.

**Objective:** DG ECHO takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work

**Main results and outputs in 2020:**

Output	Indicator	Target
Reduce paper use by developing paperless working methods.	By inciting staff to print less, bring their laptop in meetings, etc. In the future, promote training to staff on the use of SharePoint.	End 2020
Participate in EMAS actions and campaigns, e.g. EU Mobility Week and VeloMai (in October this year due to Covid-19 crisis).	By promoting the sustainable mobility/cycling courses offered by OIB Mobility, via EU Learn and EMAS campaigns. Also by sharing good practices on ECHO INTRANET page to sensibilise colleagues to promote a better environment (less waste etc.)	End 2020

**F. Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities**

In order to test novel ways of delivering humanitarian aid - and in line with its World Humanitarian Summit/Grand Bargain commitments - DG ECHO will launch a pilot Programmatic Partnership approach with a limited number of international NGOs. The main features of the new approach are more strategic support to shared objectives, notably to ensure that a maximum of aid goes directly to beneficiaries. 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 consortia of partners to foster joint up approaches, synergies and, hence, efficiency gains. A similar approach may be envisaged with UN agencies and International Organisations that are DG ECHO strategic partners, also with a view to increasing EU leverage on their strategic, policy and operational priority-setting.