



Management plan 2023

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

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INTRODUCTION

DG ECHO's mandate is to help save and preserve life, prevent and alleviate human suffering, and safeguard the integrity and human dignity of populations affected by natural and human-induced disasters. To that end, DG ECHO works in close collaboration with EU Member States, United Nations (UN) agencies, Non-Governmental Organisations (NGOs) and civil society. DG ECHO acts both as the EU humanitarian aid donor and as a coordinator and facilitator of civil protection, through the Union Civil Protection Mechanism (UCPM). In case of major crises within the EU, emergency support can also be provided by activating the Emergency Support Instrument¹ (ESI).

This management plan details the concrete outputs that DG ECHO will deliver in 2023 to help to reach its targets as set out in its Strategic Plan 2020-2024, contributing directly to three of the six Commission priorities: A stronger Europe in the world; A European Green Deal; Promoting our European Way of life.

Russia's war of aggression towards Ukraine caused a humanitarian catastrophe not seen in decades and triggered the largest and most complex response operation in the history of the UCPM. There has been a significant milestone as regards the way in which EU humanitarian aid and civil protection intertwine, triggering an unprecedented relief operation by the EU and its Member States. In 2023 DG ECHO will continue to be at the frontline of the EU support to Ukraine, mobilising the available tools, resources, and capacities to address the challenging and difficult circumstances and to provide assistance to populations as quickly as possible, through both civil protection and humanitarian aid mechanisms.

Russia's war of aggression against Ukraine deeply impacted the global humanitarian landscape directly and indirectly by raising food insecurity worldwide, thus significantly exacerbating the already **drastically deteriorated humanitarian situation** in many parts of the world. Indeed, according to the 2023 Global Humanitarian Overview² (GHO) estimations, 339 million people will be in need of humanitarian assistance in 2023, representing 1 in 23 people worldwide. Nearly USD 51.5 billion will be needed to target 230 million people in need around the world. For the sake of comparison, in 2019, i.e. at the end of the previous strategic cycle, GHO estimated that 166.5 million people were in need of humanitarian assistance, with USD 15.96 billion mobilised to this end (compared to USD 29.70 billion required). The gap between the needs and the available funding is increasing, reaching a new record, while the donor base remains narrow.

Furthermore, a contested multilateral order and the challenges derived from climate change are exacerbating tensions and fuelling existing regional conflicts and protracted crises. Other factors, such as failed governance and the long-lasting consequences of the COVID-19 pandemic, contribute to the current outlook. The deterioration of the

¹ Council Regulation (EU) 2016/369 of 15 March 2016 on the provision of emergency support within the Union.

² <https://gho.unocha.org/>

humanitarian situation, for example in Afghanistan, Ethiopia, the Democratic Republic of Congo (DRC), the Sahel or Sudan, are visible illustrations of a global and sustained increase in humanitarian needs, which are currently at an all-time high. In addition, continued widespread violations of International Humanitarian Law and humanitarian access impediments make the delivery of humanitarian aid even more difficult and dangerous.

DG ECHO will continue to strive to respond to these challenges in 2023, in line with the priorities and key actions outlined in the **Commission Communication on the EU's Humanitarian Action**³ adopted in March 2021. DG ECHO will sustain its efforts with Member States and will continue engaging with other donors so that the EU remains a global leader in providing humanitarian assistance. The EU's humanitarian aid action aims, on the one hand, to address the growing humanitarian needs more effectively and efficiently, while seeking to expand the resource base for humanitarian assistance and, on the other hand, to support an enabling environment for the delivery of principled humanitarian aid. Furthermore, in the context of the abovementioned Communication, DG ECHO will continue addressing the increasing violations of International Humanitarian Law (including as regards children in armed conflict and conflict-related sexual violence) and rising impediments to humanitarian access and aid delivery. In parallel, DG ECHO will pursue its work to address the root causes of crises, seek long-term solutions and build resilience of vulnerable communities, working closely with relevant actors in a humanitarian-development-peace nexus approach⁴. DG ECHO will continue addressing the humanitarian impacts of climate change, including through its Disaster Preparedness approach which focuses on building the resilience of communities to disasters and on encouraging a system-wide approach to ensure linkages and simultaneous capacity-building between community and national levels in Disaster Preparedness, whenever possible, in line with the 'Do No Harm' principle⁵. DG ECHO committed in the Humanitarian Aid Communication to step up its approach to Anticipatory Action to help address the impact of climate crises before they occur and will continue to support partners to reduce the environmental footprint of humanitarian aid ("greening"), particularly in light of the **Minimum Environmental Requirements**⁶ becoming mandatory from 2023 for EU-funded humanitarian projects.

DG ECHO will further work on the operationalisation of the three pillars (prepositioned stockpiles, reinforced Humanitarian Air Bridge operations, and rapid response teams) of the **European Humanitarian Response Capacity** (EHRC). The EHRC supports humanitarian partners and emergency responders with a variety of tools, and its goal is to ensure more rapid, targeted and direct EU interventions, while showing stronger EU leadership.

³ COM/2021/110 final.

⁴ Please see below on pg 11 for more information on the peace-nexus approach.

⁵ The "do no harm principle", which seeks to ensure that assistance does not have unintended negative consequences, is a minimum requirement for humanitarian interventions in all sectors.

⁶ [Guidance on the operationalization of the minimum environmental requirements and recommendations for EU-funded humanitarian aid operations - Publications Office of the EU \(europa.eu\)](#)

As regards the **Union Civil Protection Mechanism (UCPM)**, DG ECHO will continue to implement the revised legislation in force since May 2021⁷. As announced by President von der Leyen in her 2022 State of the Union address, DG ECHO will further develop the rescEU capacities in the area of aerial forest firefighting, to progressively establish a fully-fledged fleet at EU level. The overall work on rescEU capacities will be pursued also in other priority areas, such as medical and chemical, biological, radiological, and nuclear (CBRN) stockpiles, shelter, and transport, including with the use of the NextGenerationEU funds⁸. In addition, following the adoption of the **Commission Communication on the Union Disaster Resilience Goals, expected** in February 2023 along with the related recommendation, in 2023 DG ECHO will work on their implementation. The development of disaster scenarios will be pursued. It will provide further evidence for improving and stepping up future prevention, preparedness and response measures.

In relation to the wider discussions on EU crisis management structures, a priority in 2023 will be to optimise DG ECHO's role in contributing to enhancing the overall European resilience to future crises. Special attention will be paid to the central role of the Emergency Response Coordination Centre (ERCC) as a 24/7 single operational hub, managing and facilitating the EU's swift and effective response to a broad range of cross-sectoral crises in Europe and around the world, as well as strengthening the ERCC's operational capabilities and improving its anticipatory planning and foresight capacities. In the context of health-related threats (such as the COVID-19 pandemic or outbreaks of other serious diseases, such as Ebola, cholera or monkeypox), DG ECHO will continue its cooperation with the Health Emergency Response Authority (HERA) as well as with other services and agencies, to ensure linkages and synergies between the different key actors involved in health emergencies management. In doing so, DG ECHO will contribute to reinforcing the EU's preparedness to respond to future cross-border threats to health, including chemical, biological, radiological and nuclear (CBRN) threats.

To ensure transparency, accountability and public support, DG ECHO will implement throughout 2023 an updated external **communication strategy**. Taking into account its specific mandate and portfolio, the objective is to strengthen the high acceptance of DG ECHO's work: on the one hand to ensure that public opinion supports humanitarian donorship, and on the other hand to strengthen the Member States' willingness to work together on European and global crisis management. The communication actions will be closely aligned to the corporate communication priorities (Next Generation EU / You are EU, the European Green Deal, Team Europe, etc.). DG ECHO will aim to increase media attention to the EU humanitarian aid, civil protection and crisis management, especially among audiences in Europe and in third countries where the Union is funding major humanitarian operations. These communication actions complement the advocacy work and stakeholder outreach by Commissioner Lenarčič and also help to highlight the partnership between DG ECHO and its humanitarian partners. The latter play an essential role in the communication

⁷ Regulation (EU) 2021/836 of the European Parliament and of the Council of 20 May 2021 amending Decision No 1313/2013/EU on a Union Civil Protection Mechanism

⁸ [NextGenerationEU \(europa.eu\)](https://europa.eu)

strategy, not only by giving visibility to the specific EU-funded actions, but also by setting up larger-scale communication campaigns. Towards the end of 2023, a new Eurobarometer survey in all Member States will take stock of the citizens' awareness and support for the EU's humanitarian and civil protection work.

The **2023 European Humanitarian Forum**⁹ (co-organised with the Swedish presidency of the Council of the EU) will offer a platform for strategic exchange between EU decision-makers and the wider international community on key humanitarian challenges and beyond (cross-sectoral approach). The Forum will provide an opportunity to explore innovative solutions, bring humanitarian challenges to the attention of European leaders, and seek for their political support in the implementation of pragmatic and concrete solutions.

⁹ https://civil-protection-humanitarian-aid.ec.europa.eu/news-stories/events/european-humanitarian-forum-ehf-2023-03-20_en

PART 1. Delivering on the Commission's priorities: main outputs for 2023

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

In 2023, DG ECHO will continue providing **relief and support to the most vulnerable people** suffering from conflicts and disasters across the world, by mobilising both humanitarian aid and European civil protection assistance, thus contributing to EU global leadership. In order to contribute to the priority of championing effective **multilateralism and a rule-based global order** through a more active role and a stronger voice for the EU in the world, DG ECHO will continue to contribute actively to shaping humanitarian advocacy and policy development at the European and global levels.

Given the ever-increasing needs and limited resources, **aid effectiveness and result-oriented actions** will remain a priority as outlined in the 2021 **Commission Communication on the EU's Humanitarian Action**. The focus will be to progress on commitments taken under the Grand Bargain¹⁰, notably on more **flexible, multi-year funding**, pushing forward the **localisation agenda** (notably by issuing guidance on the promotion of equal partnerships with local responders), coordinated and impartial needs assessment, and simplification of reporting. DG ECHO will also further contribute to **Country-Based Pooled Funds**. In line with Grand Bargain commitments, DG ECHO will further strengthen longer term **Programmatic Partnerships** with selected NGOs, UN and International Organisations, to test more efficient and effective ways of working. DG ECHO will increase its advocacy and outreach for a substantially enhanced humanitarian financing effort and a better sharing of responsibility among donors (including Member States) to address the gap between needs and available resources. In line with the internal strategy approved in 2021 on the use of **External Assigned Revenues** and in complementarity with the ongoing cooperation with Member States following the **Team Europe approach**, DG ECHO will reiterate its availability to receive External Assigned Revenues from Member States. These revenues will be spent in line with the Humanitarian Aid Regulation and the Consensus on Humanitarian Aid.

In 2023, DG ECHO will also continue its efforts to **increase awareness, understanding of and support for humanitarian issues**, for example by further engaging with journalists of large European media outlets. The impact of this work is to be reflected in the results of a new Eurobarometer survey, planned in the last quarter of 2023. Public awareness campaigns (involving media advertising, youth engagement actions, etc.) and coordinated actions by and with DG ECHO-funded partners in Europe and beyond will further enhance visibility in targeted Member States. DG ECHO's communication channel mix will continue to invest in digital media, also reflecting the evolving media consumption by EU citizens. Finally, DG ECHO's website and social media channels will strive to engage

¹⁰ <https://interagencystandingcommittee.org/grand-bargain>

on a continuous basis with EU citizens through up-to-date information, factsheets, audio-visual material and background stories.

On **Civil Protection international cooperation**, following the successful application of Bosnia and Herzegovina and Albania that became participating states to the UCPM in 2022, DG ECHO will keep supporting other eligible countries from the Western Balkans and Eastern Partnership regions to join the Mechanism in 2023. In particular, technical work is ongoing for the accession to the UCPM of Ukraine and Moldova. In addition, DG ECHO will continue its actions in the Eastern and southern Neighbourhood areas, launching a number of initiatives on regional **prevention, preparedness and response capacity building**, such as the IPA III programme¹¹, PPRD MED¹², technical on-site assistance, cross-regional mapping of major hazards and risks and several tabletop and field exercises. DG ECHO will also further develop its **Civil Protection diplomacy**, including by organising specific regional events such as the meeting of the **Union for the Mediterranean**¹³ **Directors-General**. This meeting will focus on joint cooperation on civil protection-related matters and will launch new targeted capacity building activities in the whole region for the next three years.

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

DG ECHO is committed to providing adequate and effective **humanitarian assistance to populations affected by natural hazards or human-induced crises** on the basis of needs. DG ECHO will continue contributing to addressing the basic needs of affected populations, with a focus on the most vulnerable. In this regard, DG ECHO will continue to ensure that gender, age and diversity aspects are strongly integrated into all EU-funded humanitarian action.

The **EHRC** will continue to be developed and implemented in 2023. Its goal is to ensure more rapid, targeted and direct EU interventions, while showing stronger EU leadership. It helps enhance the Member States and humanitarian partners' capacity to rapidly deliver humanitarian assistance, in coordination and complementarity with the humanitarian and civil protection actions. The EHRC supports humanitarian partners and emergency responders with a variety of tools, such as aerial services (EU Humanitarian Air Bridge, EU Humanitarian Aid flights), common logistical services, stockpiling of emergency relief items, and deployment of expertise. In addition, DG ECHO will continue using the full potential of its **Emergency Toolbox**¹⁴, designed to provide a first line of emergency humanitarian

¹¹ Instrument for Pre-accession Assistance III

¹² Prevention, Preparedness and Response to Disasters in the Mediterranean

¹³ [Welcome to the Union for the Mediterranean - UfM \(ufmsecretariat.org\)](https://www.ufmsecretariat.org/)

¹⁴ The Emergency Toolbox is composed of ALERT (Acute Large Emergency Response Tool), Epidemics Tool, Small-scale tool and DREF (Disaster Relief Emergency Fund).

assistance to sudden-onset crises that could not be foreseen in DG ECHO's humanitarian implementation plans.

DG ECHO will continue to ensure a **framework to deliver humanitarian assistance that is fit for purpose** including by supporting the partner organisations to harness digital technologies to deliver more efficient and effective aid.

Thematic policy priorities

Over the years, DG ECHO has developed policies and guidance on key issues such as mainstreaming protection, disability inclusion and education in emergencies, and has provided concrete recommendations to its implementing partners to ensure quality, coherence and accountability of EU funded humanitarian operations. In 2023, DG ECHO will continue ensuring that all these policies are applied, and further developed when necessary.

Particular focus in 2023 will be on providing support to food-insecure people. Hunger reached unprecedented levels in 2022, with up to 222 million people in acute food insecurity and in urgent need of food assistance¹⁵. By the end of 2022, six countries¹⁶ were at risk of famine, and some regions in Somalia were likely experiencing a famine situation. This is the culmination of over five years of deterioration of food security, due to conflicts, climate change and economic downturn (including the impact of the COVID-19 pandemic), further aggravated by the ripple effects of the Russian invasion of Ukraine. The immediate and multifaceted response provided by the EU, articulated around a comprehensive **Team Europe response strategy**, will be pursued. As key priorities, DG ECHO plans to implement, in coordination with Member States, the humanitarian elements of the Team Europe response, by mobilising additional food assistance whenever possible, and promoting the use of **cash transfers** (multipurpose cash transfers in particular) as the most efficient and effective way of delivering humanitarian assistance. DG ECHO will also strive to further coordinate interventions with other actors, to progress in the implementation of the humanitarian-development-peace nexus, including through existing platforms and initiatives, such as the Global Network against Food Crises¹⁷ or the "Fighting Food Crises Along the HDP Nexus Coalition"¹⁸.

Alongside this focus on food insecurity, DG ECHO will continue its policy work and policy roll-out in crises worldwide. **Protection and focus on the most vulnerable** remain paramount¹⁹. DG ECHO will also uphold its efforts to mainstream gender and age across all

¹⁵ Hunger Hotspots FAO-WFP early warnings on acute food insecurity October 2022 to January 2023 Outlook <https://www.wfp.org/publications/hunger-hotspots-fao-wfp-early-warnings-acute-food-insecurity-october-2022-january-2023>

¹⁶ Yemen, Somalia, South Sudan, Nigeria, Afghanistan and Ethiopia.

¹⁷ [About | fightfoodcrises.net](https://fightfoodcrises.net)

¹⁸ https://foodsystems.community/emerging_coalition/fighting-food-crises-along-the-humanitarian-development-and-peace-nexus/#:~:text= Fighting%20Food%20Crises%20along%20the%20Humanitarian%2C%20Development%20and%20Partners%20...%204%20Monitoring%20and%20Evaluation%20

¹⁹ See also specific objective 2 on International Humanitarian Law.

sectors of intervention, and to support the prevention, mitigation and response to sexual and gender-based violence. DG ECHO will further strengthen its activities for child protection to prevent and end grave violations of the rights of the children affected by armed conflict, including with concrete support to the revision of the **EU Guidelines on Children in Armed Conflict**²⁰. DG ECHO will continue to ensure the implementation of the Operational Guidance on the Inclusion of **Persons with Disabilities** in EU-funded Humanitarian Aid Operations²¹ and of the Strategy for the Rights of Persons with Disabilities 2021-2030²². DG ECHO will sustain its strong commitment to **Education in Emergencies (EiE)** actions across the world, maintaining investment in education at the level of 10% of the initial EU humanitarian aid budget. Priority will be given to funding projects targeting at least 50% of girls. Education in emergencies will also be one of the key themes of DG ECHO's public communication campaigns in 2023.

Water, sanitation and hygiene (WASH) assistance will remain a core sector of ECHO's humanitarian aid interventions in 2023. In terms of health, in 2023 DG ECHO will focus on epidemic outbreaks (such as Ebola) and the systematic integration of **mental health and psychosocial support** into general health and protection activities. Addressing the challenges caused by disaster and **climate-related displacement** across the world will remain an important priority for DG ECHO's work, including for the EU as Chair of the Platform on Disaster Displacement (PDD) until December 2023.

In 2023, DG ECHO will step up the implementation of its 2022 **Humanitarian Logistics Policy (HLP)**²³ and focus on the potential efficiency and effectiveness gains in the humanitarian supply chain. Better planning of logistics throughout the project cycle and collaboration by partners on areas such as procurement, transport and warehousing, will help reach more people more quickly in more remote areas, using local solutions, providing better quality items and with a reduced environmental impact. This paradigm shift however requires a powerful and influential advocate, a role that DG ECHO has committed to in the Logistics Policy, putting to good use its status as a lead donor.

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

In today's armed conflicts, **International Humanitarian Law violations** are widespread, systematic and on the rise, causing significant harm to civilian populations, destroying key civilian infrastructure such as hospitals and schools, putting at risk the life of humanitarian and medical personnel and heavily impacting the EU's humanitarian objectives. In 2023, DG ECHO will continue to carry out **systematic public advocacy** in multilateral fora and will also continue to facilitate the coordination of relevant EU actors and to support stronger EU humanitarian diplomacy. The promotion of International Humanitarian Law will

²⁰ [ST \(europa.eu\)](https://ec.europa.eu/eu-external-operations/en/stories/2022/06/06/eu-guidelines-on-children-in-armed-conflict)

²¹ https://ec.europa.eu/echo/system/files/2019-06/dg_op_guidance_inclusion_gb_liens_hr.pdf

²² COM(2021) 101 final.

²³ https://ec.europa.eu/echo/files/policies/sectoral/humanitarian_logistics_thematic_policy_document_en.pdf

be one of the main themes of the 2nd edition of the European Humanitarian Forum in 2023. DG ECHO will also make funding available in order to support a possible independent initiative to improve the **monitoring of International Humanitarian Law violations**. DG ECHO will also continue contributing to the development of the **EU human rights due diligence policy** to ensure that EU security sector support complies with human rights law and International Humanitarian Law.

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

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

DG ECHO provides humanitarian relief throughout the world in a principled and needs-based manner. It aims to **ensure that funding is available to assist as many people in need in the greatest number of countries** as possible, and that a swift, efficient and comprehensive response is provided. Providing rapid and flexible assistance both in major crises and in the so-called **forgotten crises** has become a hallmark of the EU's profile as a donor, which will also be pursued in 2023.

To achieve this objective, in 2023 DG ECHO will continue to advocate for increased resources and will use the available tools to scale up its response. As part of its efforts to **enlarge the donor base**, DG ECHO will maintain **intensive donor coordination**, and participate as necessary in **pledging conferences**. In line with the internal strategy approved in 2021 on the use of **External Assigned Revenues** and in complementarity with the ongoing cooperation with Member States following the **Team Europe approach**, DG ECHO will reiterate its availability to receive External Assigned Revenues from Member States which will be spent in line with the Humanitarian Aid Regulation and the Consensus on Humanitarian Aid. DG ECHO will also aim to harness new sources of finance including from International Financial Institutions (IFIs) and the private sector by launching further pilot projects in blended finance.

DG ECHO will advocate for funding to focus more on countries that are the most vulnerable to climate change and to strengthen the resilience of communities to the effects of climate change, by complementing humanitarian financing.

DG ECHO will uphold its efforts also in 2023 to ensure delivery of humanitarian aid even in crises where **access to the affected people is restricted or denied**, or where

assistance is often delivered under very difficult circumstances, characterised by unpredictability, volatility and insecurity.

Humanitarian-development-peace Nexus

Given the protracted nature of most humanitarian crises, improving and strengthening the link between humanitarian and development aid, and - where relevant - peace actions, is necessary to better connect urgent relief and longer-term solutions, while fully respecting the mandates and regulatory frameworks of each action. In line with the 2021 Communication on the EU's humanitarian action, in 2023 DG ECHO will continue to undertake systematic EU joint analyses of the risks, needs, vulnerabilities and structural drivers of crises, including contributing to conflict analysis screenings mandated by the Neighbourhood Development and International Cooperation Instrument (NDICI – Global Europe).

Examples of Humanitarian Crises to which DG ECHO will be responding in 2023

In line with its mandate, DG ECHO will continue to **provide needs-based humanitarian assistance** in crises around the world. In 2023, for the major crises outlined below, DG ECHO will continue to **respond to the most urgent needs** of the affected populations in multiple sectors, notably food and nutrition, health, protection, shelter and, where applicable, winterisation equipment, water, sanitation and health (WASH), education in emergencies or disaster preparedness. **Humanitarian advocacy, International Humanitarian Law promotion and the pursuit of nexus approaches** where feasible and compatible with the humanitarian principles will be an integral part of the humanitarian response.

Russia's war of aggression against **Ukraine**, started on 24 February 2022, continues to cause civilian deaths and suffering, massive displacement, large-scale destruction of infrastructure, resulting in unprecedented humanitarian needs. The estimated total number of people in need of humanitarian assistance is 17.7 million across Ukraine, of which 9.5 million are women. DG ECHO's intervention will focus especially on areas closer to the front lines, non government-controlled areas, areas witnessing active hostilities as well as on areas that host or will host a significant new influx of internally displaced people.

DG ECHO will continue addressing the needs of the **Syrian** population inside the country, as well as the needs of Syrian refugees and vulnerable host communities in neighbouring countries (Türkiye, Lebanon, Jordan, Egypt and Iraq). In 2023 15.3 million people are in need of humanitarian assistance inside Syria²⁴. In **Lebanon** and **Jordan**, there are almost 4.8 million people in need of humanitarian assistance²⁵. In Türkiye, 3.7 million people of

²⁴ <https://reliefweb.int/report/syrian-arab-republic/2022-humanitarian-needs-overview-syrian-arab-republic-february-2022> Humanitarian Needs Overview (HNO) 2023 | HumanitarianResponse

²⁵ Revised Emergency Response Plan for Lebanon (UNOCHA, June 2022) and for Jordan: Statistics for Registered Persons of Concern (UNHCR, November 2022).

concern, mostly Syrians, are in need of humanitarian assistance²⁶. The EU humanitarian support will contribute to the full transition from humanitarian to development of selected programmes, in particular in health, protection, education in emergencies (CCTE – Conditional Cash Transfer for Education) and basic needs (ESSN – Emergency Social Safety Net).

In **Afghanistan**, the humanitarian situation has worsened since the Taliban take over in August 2021. The Taliban ban on female NGO aid workers announced on 24 December 2022, is expected to deepen the impact of the humanitarian crises, as it undermines the delivery of principled humanitarian assistance. In 2023, it is estimated that 28.3 million people are in need of humanitarian assistance²⁷. DG ECHO will continue supporting the most vulnerable populations in Afghanistan with life-saving multi-sectorial assistance and will contribute to the efforts of Iran, Pakistan and countries in Central Asia to sustain the most vulnerable Afghan refugees. In Pakistan, DG ECHO will also mobilise support the 5 million flood affected victims in a nexus approach, addressing critical linkages between the Flood Response Plan and the Resilient, Recovery Rehabilitation and Reconstruction Framework. The Commission's humanitarian funding will focus on providing basic emergency services in the critical sectors of winterisation, food security, nutrition, health, education, protection and logistics.

Yemen is among the world's largest humanitarian crises, with 21.6 million people (approximately 70% of the population) in need of some form of humanitarian assistance and protection services, including 13.4 million in acute need²⁸. Yemen is one of the most food insecure countries in the world with 17 million people experiencing high levels of acute food insecurity (IPC 3²⁹ and above), including 6.1 million in IPC 4. The situation remains dire due to the combined effects of violence, including against civilians, collapsing state institutions, economic crisis and the impact of Russia's war of aggression against Ukraine. In 2023, DG ECHO will continue to drive and support the international process on humanitarian advocacy, access and quality of assistance through its chairmanship of the Yemen Senior Official Meetings.

Ethiopia has seen an exponential increase in humanitarian needs due to the conflict in northern Ethiopia and in other parts of the country, and a major, unprecedented drought in the southern and southeastern parts of the country. According to the 2023 Global Humanitarian Overview, 28.6 million people will need humanitarian assistance – the highest number among all the 2023 response plans. The latest FEWS NET projections for Ethiopia indicate widespread and severe levels of acute food insecurity across much of the country. The response on the ground is far from being up to scale, given the level of needs, the scarcity of funds and a limited donors' base. DG ECHO will continue to focus on addressing the most urgent and acute needs and ensure the protection of people in areas mostly affected by conflicts or violence and natural shocks, with a special attention to

²⁶ <https://reliefweb.int/report/turkey/unhcr-turkey-operational-update-october-2021-entr>

²⁷ <https://www.unocha.org/afghanistan>

²⁸ [Yemen Humanitarian Needs Overview 2023 \(December 2022\) | ReliefWeb Mobile](#)

²⁹ Integrated Food Security Phase Classification

hard-to-reach areas. DG ECHO's approach in Ethiopia is based on supporting the enablers of the humanitarian response, the main emergency pipelines and supplies, and direct interventions, quality service delivery and a multi-sectoral response. DG ECHO will continue with its advocacy on unhindered humanitarian access (also, but not only, in Tigray) and international humanitarian law.

At the beginning of 2023, the humanitarian situation in **Somalia** remains catastrophic, due to the still ongoing severe drought and conflict. Five consecutive failed rainy seasons have affected half of the Somali population with over 1.3 million displaced by the drought alone since early 2021. According to the 2023 Humanitarian Response Plan (HRP) 7.8 million people will need humanitarian assistance. While famine in the October-December 2022 period was narrowly avoided notably through a massive scale-up of humanitarian aid, it is anticipated that up to 8.3 million people will need urgent humanitarian food assistance through at least mid-2023. Localised famine remains a threat particularly in the April-June 2023 period. It is therefore important to sustain high levels of humanitarian assistance well into 2023 and continue advocacy work to ensure that Somalia does not become a forgotten crisis. Finally, work with development partners in a nexus perspective needs to continue to increase the resilience of affected populations.

Violence and conflict in particular in the eastern provinces of the **Democratic Republic of the Congo (DRC)** continue to cause massive humanitarian and protection needs. Around 5.5 million people are internally displaced and more than one million sought refuge in neighbouring countries. A staggering 24.6 million Congolese are acutely food insecure at crisis and/or emergency levels. The food insecurity is largely (but not solely) linked to the violence and conflict in the country. Human rights violations and sexual and gender-based violence are ripe and occur daily. In addition, the DRC faces recurrent epidemics, including cholera, bubonic plague, measles, monkey pox, yellow fever and Ebola. The European Commission's humanitarian response, through DG ECHO, continues to focus on life-saving assistance to vulnerable people mainly in the eastern parts of the country, affected by recent conflict, and/or epidemics and/or new displacement. Opportunities exist for the humanitarian-development-peace nexus in the sectors of health (epidemics preparedness) and education, with a geographical focus on the eastern provinces, while simultaneously working on more durable and sustainable solutions for displaced people.

The **Sahel region** faces an exceptional crisis with the worst humanitarian needs in years due to a conjunction of growing insecurity, political instability and deteriorating socio-economic situations, compounded by erratic climate patterns and, lately, by the global effects of Russia's war against Ukraine on food and commodity prices. As a result, humanitarian needs are rising at an alarming pace for 33.3 million³⁰ people suffering from unprecedented levels of forced displacement and conflict-driven food and nutrition crises. In the **Central African Republic**, the protracted and forgotten humanitarian crisis remains characterised by unpredictable conflict dynamics. In 2023, 3.4 million people – 56 per cent

³⁰ [Global Humanitarian Overview 2023 | Global Humanitarian Overview \(unocha.org\)](https://www.unocha.org/global-humanitarian-overview-2023)

of the population – need humanitarian assistance and protection, an increase of 10 per cent compared to 2022³¹.

Venezuela's socio-economic and political crisis continued unabated in 2022, with deepening needs in all key sectors and severe humanitarian consequences for 19.7 million people³². More than 7.1 million people left the country³³. DG ECHO will remain engaged to improve the access and operating conditions for humanitarian organisations in Venezuela through inter alia advocacy efforts, such as the International Contact Group for Venezuela, and the organisation (co-hosted with Canada) of the Venezuela Solidarity Conference.

In **Southeast Asia**, two regional crises have root causes in Myanmar: the Rohingya regional refugee crisis and the Internally Displaced People and refugee crisis due to the Myanmar Coup in 2021. In 2023, 17.6 million people are expected to be in need of humanitarian assistance in Myanmar, including 1.5 million IDPs³⁴. About one million Rohingya refugees live in the largest refugee camp in the world in Cox's Bazar, Bangladesh, entirely dependent on humanitarian assistance. About 30 000 refugees have also been relocated to the island of Baschan Char.

In **Haiti**, around 5.2 million people will be in need of humanitarian assistance³⁵ in 2023, suffering from a large-scale food crisis and from the consequences of widespread violence and of a socio-political and economic crisis, including a staggering inflation of 30%. The situation has got worse due to a cholera outbreak that spread very rapidly in particular among children. In 2023, DG ECHO will provide specific attention to the response to the cholera outbreak as well as to protection and food insecurity.

COVID-19 response in external action

In response to the continued effects of the COVID-19 pandemic, DG ECHO will keep mobilising support in a coordinated manner, applying the Team Europe approach initiated in 2020. Refugees, Internally Displaced Persons (IDPs), people living in conflict zones and/or in areas seriously affected by climate change, women, children, older people and people with disabilities are the most affected by the health and socio-economic effects of the COVID-19 pandemic. In 2023, DG ECHO will follow up on the interventions launched in 2022 with the additional humanitarian funding provided to the COVAX Humanitarian Buffer and with the support to the vaccination roll out in Africa.

³¹ <https://reliefweb.int/report/central-african-republic/republique-centrafricaine-aperçu-des-besoins-humanitaires-novembre-2022>

³² Hum Venezuela, 2022 (platform of humanitarian Venezuelan Civil Society Organisations)

³³ HomeIR4V

³⁴ [Humanitarian Needs Overview \(HNO\) 2023 | HumanitarianResponse](#)

³⁵ <https://reliefweb.int/report/haiti/haiti-humanitarian-needs-overview-glance-humanitarian-programme-cycle-2021-march-2021>

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

The UCPM is, through its external dimension, an instrument showing EU solidarity in the world. The number of activation requests from third countries (almost three quarters of all requests) demonstrates its growing importance. DG ECHO will continue to foster this type of cooperation to support third countries in the aftermath of a disaster, contributing to building more resilient disaster management structures. Furthermore, UCPM actions will be implemented in line with the Disaster Resilience Goals and will contribute to their implementation. As proven by its response to the Russian aggression on Ukraine, and because of its unique infrastructure, established network of contacts, and know-how and experience, the Emergency Response Coordination Center (ERCC) effectively acts as a central hub for cross-sectoral operational coordination. In the context of developing ERCC 2.0, in 2023 DG ECHO intends to further increase the ERCC's access to analytical, monitoring and information management and communication capacities to better support operations and cross-sectoral coordination as well as to better inform decision-making, including anticipatory planning. The UCPM relies on state-of-the-art technical and scientific knowledge and tools to provide fast advice for more efficient and effective emergency response operations. DG ECHO works closely with other Commission services, the EEAS and decentralised agencies (SatCen, Frontex, ECDC) to provide situational awareness and analysis for emergency operations.

In order to improve the emergency management and help improve disaster response operations in Europe and abroad, DG ECHO plans to enhance the EU's early warning and information systems, and continue to support the prevention and preparedness activities, on the basis of lessons learnt and good practices identified in 2022 under the 'UCPM Lessons Learnt Programme'. With a view to strengthening the impact and coherence of UCPM actions in this area, an umbrella call on "Knowledge for Action in Prevention and Preparedness" will be launched in 2023, covering prevention and preparedness projects and full-scale field exercises.

In 2023, DG ECHO will finalise the **UCPM evaluation** as provided for in Article 34 of Decision No 1313/2013. It encompasses actions carried out from January 2018 to December 2022 under the framework of the UCPM and spanning across the three fields of prevention, preparedness and response to natural hazards and human-induced disasters.

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

DG ECHO will also continue to tap into and support **European scientific expertise on natural hazards and human-induced disasters**. This will be done through thematic scientific partnerships for improved operational response, better situational awareness and

more informed decision-making in the management of this kind of emergencies. The recently operationalised Union Civil Protection Knowledge Network will contribute to further enhancing DG ECHO's capacity in this respect and will help connect stakeholders within the UCPM to share best practices and encourage innovation in disaster management.

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

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

DG ECHO will continue to contribute to the implementation of the Green Deal's objectives. The latest **Overview of Natural and Man-made Disasters** the European Union may face³⁶ outlines important risks and risk drivers, such as climate change, urbanisation and environmental degradation. In synergy with the **EU Forest³⁷ and Adaptation strategies³⁸**, DG ECHO will reinforce the work on disaster prevention, notably on wildfires prevention, a key cross-border risk with a large number of UCPM activations and a worryingly increasing trend of intensity and frequency. DG ECHO will also further promote **mainstreaming of disaster risk management** in other European Green Deal policies and strategies where appropriate, for instance the Sustainable finance, Renovation wave, Zero pollution action plan, the Soil Health strategy, and Farm to Fork.

Establishing a more ambitious position on **reducing the environmental impact of Civil Protection actions** in the EU and beyond is an important and visible contribution to the European Green Deal. This is particularly important given that climate change is one of the key drivers of the increasing number of disasters. Member States and UCPM Participating States seem to be on board to adopt a progressive position on greening, moving towards a strategy for the **greening of the UCPM** and sharing of best practices. This will be further discussed during the Swedish Presidency of the Council of the European Union. Following this, DG ECHO is expected to take a leading role and will promote pooling assistance, pre-positioning; procuring in-kind support locally, contributing to reducing the carbon footprint; making the response capacities in the European Civil Protection Pool and rescEU greener, through higher energy efficiency and lower reliance on fossil fuels; or deployments of environmental experts to vulnerable areas.

In the area of humanitarian aid, DG ECHO will continue to explore ways to step up its approach to **anticipatory action**, as mentioned in the Humanitarian Aid Communication. DG ECHO will also continue to act as a leading donor in the area of the **greening of humanitarian aid**. The **Minimum Environmental Requirements**, which set out DG

³⁶ SWD(2020) 330 final/2. Staff Working Document also edited by the EU Publications Office: <https://op.europa.eu/en/publication-detail/-/publication/89fcf0fc-edb9-11eb-a71c-01aa75ed71a1>

³⁷ COM(2021) 572 final.

³⁸ COM(2021) 82 final.

ECHO's expectations of its partners in the area of greening, become mandatory from 2023 for EU-funded humanitarian projects.

A key theme of DG ECHO's communication actions in 2023 will remain **the impact of climate change, and the EU's prevention, preparedness and response strategy**, both inside the EU and worldwide. Media actions and communication campaigns, particularly targeting European youth, will raise awareness and engagement on the theme with a view to strengthening the public support for the EU's leading role and future ambitions. In follow-up to the **President's 2022 State of the Union speech**, DG ECHO's communication will also show how the EU is delivering on the promise to progressively establish a fully-fledged aerial firefighting fleet at European Union level.

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

EU Dimension

In the framework of the UCPM, DG ECHO supports Member States in their **reporting on national disaster risk management**. Furthermore, in 2023 DG ECHO will analyse the latest summaries of risk assessments and capability assessments submitted by Member States and Participating States **and publish a progress report on Disaster risk management (UCPM Article 6)**.

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

External Dimension

Risk-informed disaster preparedness is part of the overall objective of providing relief and support to the most vulnerable people affected by natural hazards and human-induced crises in third countries across the world by mobilising both humanitarian aid and European civil protection assistance. In 2023, DG ECHO will continue to implement its approach to disaster preparedness adopted in 2021³⁹, which promotes **multi-hazard preparedness and anticipatory action**. In this regard, DG ECHO will continue exploring ways to gradually scale up anticipatory action in line with the Communication on Humanitarian Aid.

DG ECHO will monitor and facilitate the integration of preparedness measures and climate, environmental and conflict risk considerations into all the humanitarian actions it funds.

³⁹ DG ECHO Guidance Note – Disaster Preparedness, https://ec.europa.eu/echo/system/files/2021-04/dg_echo_guidance_note_-_disaster_preparedness.pdf

This will ensure that climate related impacts are accounted for in all sectorial interventions, including those related to displacement. The **Resilience Marker** is a tool that supports partners in doing so, throughout the design of their interventions by ensuring that they do consider and address these risks. An online training has been developed on the Resilience Marker and how to integrate Disaster Preparedness in all DG ECHO actions. This online training will be further promoted with Partners.

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

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

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

To reduce the carbon footprint and the environmental damage of humanitarian aid, **minimum environmental requirements and associated guidance** were published in 2022. They will become mandatory in 2023 and DG ECHO will work during the year to monitor their implementation, continue capacity building activities and provide dedicated support to innovative projects. Their release was coupled with technical assistance and support both for partners and DG ECHO staff.

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

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

Furthermore, DG ECHO is financing projects that aim at **strengthening prevention and preparedness in Member States and UCPM Participating States**, as well as in European Neighbourhood countries and countries benefiting from the Instrument for Pre-Accession. At least two **peer reviews on disaster risk management** in these countries are planned for 2023. This will provide a concrete opportunity to reflect on the

readiness to cope with natural and human-induced disasters, as well as to identify ways of strengthening the prevention and preparedness system.

Moreover, the UCPM will further support activities to **enhance the level of preparedness of emergency response operations** managed by DG ECHO. In this regard, following its official launch in December 2021, the **Union Civil Protection Knowledge Network**, which brings together civil protection and disaster management actors with the objective of strengthening the EU's overall ability and capacity to deal with disasters, will be further developed. Key priorities for 2023 will be to foster the work of its capacity-development and science pillars, identify possible new activities based on its stakeholders' needs and interests and continue to develop its dedicated IT online platform. All of these priorities are intended to ensure that the UCP Knowledge Network can offer opportunities for more informal exchanges of views and for sharing knowledge and good practices at national, regional and local level and across the whole UCPM. At the same time, it should continue to implement the existing activities such as the UCPM training and lessons learnt programmes, a range of exercises and exchange of civil protection experts.

Showcasing the EU's solidarity when disasters strike will remain a key theme of DG ECHO's **communication actions** in 2023. DG ECHO will seek maximum media coverage for the EU's response to crises and the sudden onset of emergencies, while maintaining and strengthening the positive image that the Commission enjoys as crisis responder. Priority will be given to seizing the interest of national media in the EU Member States on both the scale and impact of the crises, as well as on both the EU's crises response actions and EU's crises response capacities. Building on the positive and impactful message of crisis response, media actions will also give more visibility to related prevention and preparedness activities. Social media and other digital channels, as well as awareness-raising actions in partnership with corporate services and national multipliers, will complement DG ECHO's efforts to increase awareness within and outside EU institutions, as well as public endorsement, in particular on the EU's response activities and potential of making use of the EU's emergency response capabilities.

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

2022 was characterised by a **high number of UCPM activations** (106 requests for support to the UCPM Member/Participating States) notably linked to the Russian aggression on Ukraine (e.g. under the Ukrainian UCPM activation, the ERCC received 126 requests for in-kind assistance from Ukraine. This comes in addition to the requests from other affected countries such as Moldova, Poland, Slovakia, Czech Republic, Belgium, Lithuania as well as request for medical evacuations from Ukraine, Poland, Slovakia and Moldova). In 2023, the UCPM will aim to coordinate Member States, UCPM Participating States, the private sector and other services to continue solidarity with Ukraine to address cross the sectorial consequences of the war and the need for coordinated procurement of depleted stocks.

In complementarity with the development of rescEU capacities, the focus will continue to be on the **European Civil Protection Pool (ECPP)**, which brings together resources from Member States and Participating States, ready for deployment to a disaster zone at short notice. Whenever a disaster strikes and a request for assistance via the UCPM is received, assistance is drawn from this pool. As the key UCPM pillar for deploying capacities, DG ECHO will dedicate efforts throughout 2023 to further strengthen the ECPP, by engaging with Member and Participating States in co-funding the upgrade or repair of response capacities so they are fully ready for UCPM deployments, certifying already committed capacities and re-certifying a first batch of more than 20 capacities whose ECPP certification expires in 2023.

Based on the experience with the COVID-19 pandemic, the Russian aggression on Ukraine and other large-scale crises which happened over 2020, 2021 and 2022, DG ECHO will continue supporting the Commission-wide efforts to establish a **European Emergency Management** for the future, starting from the provisions in the revised UCPM legislative framework, in close coordination with Member and Participating States. Through the revised legislation, DG ECHO will further strengthen the ERCC's capacities, in particular by improving foresight and strategic anticipation, its early warning and monitoring function, and expanding its situational awareness capabilities and facilities. The close cooperation with several Commission services, such as SG, HOME, NEAR, ENER, DEFIS, GROW, MOVE, CNECT, FPI, SANTE and HERA, will be of particular relevance in the area of transboundary, complex and cross-sectorial crisis management. Building on the successful pilot project on private sector donations launched in 2022, DG ECHO will further explore the options to develop a more structural cooperation with the private sector in complex and transboundary crises.

In addition, the new legislative provision on establishing **Union-wide scenario building** and disaster risk management planning included in the 2021 revision of the UCPM is planned to be taken forward with Member States to enhance the evidence base to **further improve decision making in prevention, preparedness** and **response** under the UCPM. This work will be closely aligned with the further development of the **Union disaster resilience goals (DRGs), expected to be** adopted in February 2023, and with the Capacity Gaps Report that is planned to be finalised in 2023.

In 2023, DG ECHO will work in cooperation with Member States on the further development of the DRGs and monitoring and implementation of its flagship initiatives, such as developing Europe-wide disaster scenarios and an awareness programme for disaster resilience, strengthening the ERCC 2.0, and scaling-up the EU response to the wildfire challenge. A second recommendation on DRGs will be developed on the basis of the evidence that will be made available through the scenario-building exercise. In the implementation and further development of the DRGs, particular attention will be paid to the needs of vulnerable groups. The DRGs will provide a strategic direction for strengthening prevention and preparedness of civil protection in the European Union. They will thus contribute to reinforcing the UCPM's overall capacity to save lives, mitigate the

most disastrous impacts of large-scale disasters on property, environment and cultural heritage, and build longer-term resilience.

Strengthening the rescEU framework

With the new UCPM legal base in place, the **rescEU framework** will be strengthened, in close cooperation with Member and Participating States. It will also allow to focus on the development of rescEU capacities in the different areas: aerial forest firefighting (AFF), medical aerial evacuation, Emergency Medical Teams and stockpiling of medical equipment and/or personal protective equipment, CBRN incidents.

Concerning **AFF capacities**, in response to increasingly intense forest fire seasons, the priority for 2023 will be securing the roll-out of the ambitious development plan for a fully-fledged European aerial firefighting fleet, by signing government-to-government agreements for the procurement of the rescEU medium amphibious planes and by procuring the first rescEU helicopters. In parallel, the focus will also be set on reinforcing the **rescEU transition arrangement**, with additional funds to increase the number of available capacities, notably through the leasing of additional light planes and additional helicopters, partly required to better protect Member States in Central Europe which are now more prone to forest fires than in the previous years.

Concerning **Emergency Medical Teams (EMTs)**, 2023 will see the launch of the operational set-up of a constellation of EMT-2 with specialised care teams at European level. Moreover, the **Medical Evacuation Capacity (MEDEVAC)** will continue to make sure that, in case of large-scale disasters, more people could be assisted with specialised medical care, and evacuated from the disaster scene to health facilities and hospitals. **Shelter** and **energy supply** reserves will be created, to cater for needs stemming not only from the war in Ukraine but also from other possible large-scale emergencies. In such situations, the multi-purpose **transport and logistics** capacity to be operationalised before the end of the year will support relevant civil protection operations.

To address possible risks linked with the rapidly shifting security situation, the **rescEU medical and CBRN stockpiles** will be further reinforced in 2023 and will offer additional quantities and different types of items that can be rapidly deployed to save lives. In the field of CBRN threats, **decontamination capacities** is expected to be fully operational in the course of the year while **detection, sampling, identification and monitoring** capacities 'will be established if the relevant grant agreements are concluded.

PART 2. Modernising the administration: main outputs for 2023

This section covers how DG ECHO will deliver in 2023, as well as the steps to modernise the way of working and to make the most efficient and effective use of resources.

The internal control framework⁴⁰ supports sound management and decision-making. It notably ensures that risks for the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

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

A. Human resources management

In 2023, DG ECHO will continue to support expertise, motivation and well-being of its staff in Headquarters, ECHO Field and EU Delegations, while deploying its resources as effectively as possible in support of the Commission's objectives, priorities and core business. Resource allocation will be reviewed on a regular basis to address increased needs and strategic priorities with agility.

DG ECHO will also continue to promote **gender equality in leadership** and to contribute to achieving 50% of female representation in middle management at Commission level by 2024. This will be done notably by inviting female colleagues, ready to embrace a middle management position, to further develop their management skills through the corporate Female Talent Development Programme and by supporting the appointment of first-time female managers. Likewise, DG ECHO is committed to promote equal opportunities for all staff and non-discrimination at all stages of HR management, notably by implementing the newly updated Equality Working Plan.

In addition, DG ECHO will continue to encourage **career development** for all staff through various programmes offered at corporate level (Junior Professionals Programme (JPP), certification, External Management Development programme, etc.), or career development in external relations (European diplomatic programme, study visits).

Under the umbrella of the corporate HR strategy, DG ECHO will focus on implementing actions identified in the **Local HR strategy** and align them further to the implementation of the corporate actions and to the outcome of the 2021 Staff Survey, if needed.

Integration of newcomers in the ongoing hybrid-working environment will remain one of the main priorities in 2023. The "**newcomers package**" designed in 2021, the "**virtual**

⁴⁰ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#).

coffee” meetings with the Director-General and the **induction sessions** with newcomers will continue to take place to ensure a successful onboarding of new staff.

DG ECHO will also support staff in the new ways of working by providing information in line with the new working time decision, while working to maintain the physical and mental health of its staff in line with the **Be Well programme**. DG ECHO will continue to promote **ethical behaviour** in the DG as well as measures to address harassment.

In order to enhance team spirit and keep up staff members’ motivation, part of the 2023 learning and development budget will be dedicated to **team events** at Directorate-General (such as the successful ECHO Townhall meeting held in November 2022, which will be scheduled more frequently from 2023), directorate and unit levels.

DG ECHO will encourage **mentoring and job shadowing** not only between peers but also from senior managers to middle managers, and will provide coaching to colleagues in pre-management functions to reinforce their interpersonal and leadership skills.

In response to the results of the 360° evaluation of middle managers done in 2022, the DG will identify the best tools to reinforce their interpersonal and leadership skills. DG ECHO will further encourage middle managers to enrol in participatory leadership trainings, organise a training on how to give feedback to staff and any other potential new training for managers, based on needs.

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 2023:

Output	Indicator	Target
Implementation of the Local HR Strategy action plan	Regular review of the action plan implementation to ensure that it is still fit for purpose	Staff informed at least once a year on progress in implementation.
Activities to improve the integration of newcomers	Number of sessions for newcomers	At least 2 sessions in 2023
	(Virtual) meetings with the Director General Implementation of the newcomers package	At least 2 sessions in 2023 All newcomers to receive the newcomer’s package at least within 2 days of their arrival
Team Events	Number of team events for directorates and units	At least 2 Team events at Directorate level and 5 events at unit level in 2023
Participatory leadership for managers	Number of Middle managers trained in 2023	At least 50% of the managers trained in 2023
Workload assessment and resource allocation	Review workload and resource allocation on a regular basis	Design new workload indicators Workload assessments at least twice a year in 2023

B. Sound financial management

Concerning financial management, DG ECHO's internal control system ensures an adequate management of the risks related to the legality and regularity of underlying transactions, while taking into account the nature of the payments concerned. In 2023, the main financial control objective remains the same as in previous years, i.e. to ensure that the residual error rate does not exceed the materiality target of 2%, both on an annual and a multiannual basis. The residual risk of error is expressed by the residual error rate obtained from the implementation of the audit and control strategies, after making corrections relating to the results from the other supervisory and control systems in place. Due to the different financial procedures and risk profiles of DG ECHO's activities, separate control systems are in place for humanitarian aid actions, implemented under indirect and direct management, and for civil protection actions, managed mainly under direct management.

Effective controls

For Humanitarian Aid funds, the **control layers** for direct and indirect management are overall similar, the main difference being in the first layer of control. For **direct management**, the first stage of control is the ex-ante assessment of International Non-Governmental Organisations (INGOs) that apply to become DG ECHO partners. The EU Humanitarian Partnership Certificate, introduced in January 2021, will continue to provide DG ECHO with assurance of the adequacy of NGOs management and controls systems. NGOs are subsequently assessed periodically to verify that they keep fulfilling these conditions of the framework agreement. For **indirect management**, assurance is provided by the Pillar Assessment⁴¹ of the entities implementing DG ECHO funds which has been complemented in 2022.

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

All **final reports** are checked before final payment to verify the achievement of results and the legality of transactions. In addition, ex-post controls are carried out according to the annual audit plans, which provide final assurance to the AOSD that payments done are legal and regular⁴². UCPM funds⁴³ are mainly implemented under the direct management

⁴¹ The broad areas covered by the assessments are called pillars and include (1) internal control, (2) accounting, (3) independent external audit, (4) grants, (5) procurement (6) financial instruments, (7) exclusion from access to funding, (8) requirements on publication of information on recipients, and (9) protection of personal data.

⁴² For indirect management, they are done in conformity with the Commission-wide accepted notional approach.

modality, where grants for prevention and preparedness are awarded to the national civil protection authorities of Participating States. Furthermore, civil protection grants for the co-financing of transport operations are awarded to national authorities of Member States and Participating States.

The annual audit plan based on the 2021-2027 ECHO Audit Strategy sets out **ex-post controls** on the different types of funded actions (humanitarian aid and civil protection), as well as on control systems of partners in order to verify the legality and regularity of the selected transactions and the adequacy of partners control systems. Ex-post audits/verifications are carried out by external auditors, based on an agreed methodology as per the FWC.

Efficient and economic controls

Other indicators used to ensure sound financial management are: the **budget execution**, the average time to pay, and the percentage of amounts paid within the legal time. In 2022, the EU budget (MFF) execution was 99.9% of commitment appropriations and 98% of payment appropriations. 92% of the committed budget was contracted. The **average time to pay** was 23.05 days. DG ECHO managed to pay on time 92.96% of its total amount paid in 2022. DG ECHO will strive to maintain or improve the performance for these indicators compared to previous years, implementing actions such as: providing monthly reports on budget implementation to management; promoting awareness among staff; reviewing the allocation of responsibilities; and improving the workflows within the DG.

DG ECHO will strive to achieve an adequate balance between the controls carried out and the related costs, aiming to keep the **cost of controls** (total costs of staff dedicated to quality assurance, control and monitoring activities as well as cost of external auditors) under the ceiling of 0.35% of the total of funds controlled (e.g. payments made and funds verified/audited).

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 2023:

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

⁴³ Grouped into three categories: Prevention, Preparedness, and Response.

Output	Indicator	Target
	Value of grants audited in the year N/ Total amount paid in the year N-1	remains \geq 15% ⁴⁴ of total payments made in the year N-1
Efficient controls	Budget execution	remains >95% of payment appropriations
	Timely payment	remains \geq 90% of payments (in value) on time
Economical controls	Overall estimated cost of controls	remains 0.35% of funds managed

C. Management of fraud and PSEAH risks

DG ECHO **Anti-Fraud Strategy (AFS)** has been in place since 2013. It builds on a zero-tolerance to fraud, and commits to preventing, detecting and correcting fraud effectively. The AFS includes an Action Plan with actions on raising fraud awareness, developing cooperation with partners and other donors, and increasing efficiency and effectiveness of internal anti-fraud activities. In 2023, DG ECHO will continue implementing its Anti-Fraud-Strategy, which covers the period 2021-2024, and will **focus on prevention**, by raising awareness of its staff through training sessions. Furthermore, DG ECHO's work will focus on ensuring a timely and complete exchange of information with its partners on fraud-related issues. As regards prevention and detection, DG ECHO will analyse the fraud risks based on the fraud allegations received in the course of 2022, and participate in the Fraud Detection and Prevention Network and its relevant subgroups to exchange best practices with other DGs and executive agencies. DG ECHO will continue cooperating with OLAF on the implementation of the Commission Anti-Fraud Strategy and the DG ECHO Anti-Fraud Strategy and their respective Action Plans and on the exchange of relevant information relating to fraud suspicion.

Regarding the **prevention of sexual exploitation, abuse and harassment (PSEAH)**, a strategy is being drafted with its finalisation planned for 2023. DG ECHO will continue to request its partners to report annually on allegations of SEAH and to inform immediately on critically sensitive cases. DG INTPA is in the lead for the RELEX family DGs in various donor-led fora. DG ECHO is in close contact with DG INTPA and participates in these fora, e.g. the OECD DAC Reference Group on Ending SEAH.

⁴⁴ Due to the calculation method, the actual audit coverage will normally vary between 12 and 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.

Objective: The risk of fraud is minimised through application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS)⁴⁵ aimed at the prevention, detection and correction⁴⁶ of fraud.

Main outputs in 2023:

Output	Indicator	Target
Participation in/organisation of events aimed to exchange on transparency and fraud-related issues with other humanitarian donors	Number of events	>1
Participation in meetings aimed to exchange best practices with other DGs and executive agencies.	Participation in the Fraud Prevention and Detection Network (FPDNET) meetings organised during the year	>3

D. Digital transformation and information management

Digital transformation

DIGITAL CULTURE

As far as **collaborative working** is concerned, DG ECHO will fully exploit the possibilities offered by Microsoft 365 in order to harmonise as much as possible its **ECHOField ICT architecture** to the Commission ICT architecture, with a view to facilitating online collaboration with its field offices spread around the world. M365 champions provide support to the DG ECHO user population to facilitate the adoption of the collaborative tools.

DIGITAL TRANSFORMATION

In 2023, DG ECHO will further develop its **data warehouse** and associated **reporting tools**, in order to combine data from various sources, ensure their availability and quality, enable their compilation / aggregation at different levels, and use them for evidence-based policymaking. **Data quality reports** will continue being developed to help data owners and data stewards comply with the data policy. The development of new high-level indicators will contribute to increasing the quality of data. Special attention will also be given to the preservation and deletion strategy of the 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. This is fully in line with the data strategy of the Commission, as it contributes to data operability, as well as to the access, using and sharing principles. In 2023, DG ECHO will continue working closely with Member States on the **European Emergency Disaster Response Information**

⁴⁵ Communication from the Commission ‘Commission Anti-Fraud Strategy: enhanced action to protect the EU budget’, COM(2019) 196 of 29 April 2019 – ‘the CAFS Communication’ – and the accompanying action plan, SWD(2019) 170 – ‘the CAFS Action Plan’.

⁴⁶ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

System (EDRIS) project to increase the number of Member States using the EDRIS IATI data feed. It will also work closely with the UN Office for the Coordination of Humanitarian Affairs (UN OCHA) to maximise efficiency in sharing experiences and ways of addressing the publication issues. Particular attention will be put on **localisation** and **multi-year funding**.

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

SEAMLESS DIGITAL LANDSCAPE

On the way forward to **digitalisation**, in line with the new dual pillar approach⁴⁷, DG ECHO will continue assessing the available options to digitally manage the high number of mission security clearances to High-Risk Countries and Areas (HRC).

In the area of civil protection activities, DG ECHO needs first to facilitate access to data, improve quality of data, secure access to data, avoid duplication of data and promote collaboration among the civil protection units. In 2023, this will be done by introducing **new dashboards** (Civil Protection Data Repository project) and appropriate data governance, collaborating with DIGIT in the context of the EC Data Platform. After the proof of concept in 2022, DG ECHO will develop a first pilot of the civil protection data repository based on the **Knime technology** and combining information from multiple sources. In this sense, DG ECHO is aligning to the two-pillar approach, reusing existing solutions, and to the data policy, by identifying the data needed, not replicating data and making use of the data platform among others. More generally, in terms of production of new dashboards, DG ECHO will consider the **BI@EC strategic approach** when available.

DG ECHO will finalise the migration of its legacy systems to the new recommended technological platforms offered by DG DIGIT, integrating whenever possible components of the reusable platform. In that context, in addition to the adoption of eUI in 2022 and its progressive generalisation, DG ECHO will also reuse the components developed in the context of the corporate system for direct grant management to cover its interfacing needs with the new financial system.

⁴⁷ For digital solutions, the dual pillar approach is about reusing existing solutions, including corporate building blocks, before considering ready-made market solutions. Customised development is the last option. See the European Commission Digital Strategy [c_2022_4388_1_en_act.pdf \(europa.eu\)](https://ec.europa.eu/digital-strategy/c_2022_4388_1_en_act.pdf)

GREEN, RESILIENT AND SECURE INFRASTRUCTURE

DG ECHO will continue contributing to a more resilient and secure infrastructure by following up on the recommendations and action plans originating from the revision of its information systems security plans drafted following a risk-centric approach. The IT security risk management methodology has been applied for this revision process. Identified risks will be mitigated based on this risk-centric approach, starting with the most likely and severe ones. DG ECHO will continue encouraging the migration to WELCOME.

Information and IT security rules

Regarding compliance, DG ECHO has been involved early in the Governance Risk and Compliance project, which covers the various aspects of governance, risks and compliance. In 2023, DG ECHO aims to cover the full scope of its information systems and services and to involve more in depth the business managers to maintain the information up to date. Feedback will be given to the system owners regarding the compliance, the derogations and the implementation of the security measures. Multi-factor authentication will be generalised to the sensitive non classified systems after proper information campaigns. This exercise started in 2022.

DG ECHO will continue to increase the level of security of its information systems and field network infrastructure by 1) making use of the CERT-EU services for ensuring the security of its field network infrastructure, 2) performing regular penetration testing exercises to continuously assess the level of security of the tools and supporting infrastructure, 3) using the services of DIGIT to perform vulnerability and stress testing of new modules/applications.

Cyber security awareness remains high on the agenda in 2023, with several information sessions planned to take place for addressing the specific needs of various user populations (management, headquarters staff and field network staff).

Data, information and knowledge management

DG ECHO will ensure that the ECHO Field Network offices will continue complying with standard data retention rules issued by the Commission. In order to simplify work and avoid duplications, discussions are ongoing to enable the ECHO Field Network offices to have access to the Commission digital registration and archiving tool.

The actions undertaken at the end of 2022 will be continued throughout 2023 in order to drastically reduce any physical archives in the DG and, when applicable, to transfer them to the Historical Archives of the Commission. The organising of ECHO's Filing Plan will be accomplished by archiving the electronic files.

DG ECHO will pursue the action started in 2022 by drastically reducing the physical volume of archives by eliminating around 20 000 physical files and digitalising them in line with retention policy. In addition, the filing plan will be reviewed in line with the ongoing modernisation process supported by digital archiving only.

Data protection

Under the Internal Data Protection Regulation (IDPR), which entered into force in December 2018, DG ECHO has the legal obligation to integrate the principles of **data protection** into all aspects of its procedures and business activities. Therefore, in 2023 DG ECHO will continue to work on the implementation of the EC Data Protection Action Plan (C(2020) 7625) and to build up its requirement to train all its staff by 2024.

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

As follow-up to the implementing activities carried out so far, DG ECHO will continue adapting its **Privacy Statements** to the related decentralised corporate records for common processing operations within the Commission's services. It will also continue mapping the data processing activities which are not yet covered and require entering a specific record in the Data Protection Management System. DG ECHO will continue to keep the data protection records and corresponding privacy statements up to date also for the ECHO Field Network.

DG ECHO will be closely following the latest legal and procedural developments and consequently reflect them in its Intranets, which will be further and duly updated in 2023.

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

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 2023:

Output	Indicator	Target
Implementation of the corporate principles for data governance for DG ECHO's key data assets	Percentage of implementation of the corporate principles for data governance for DG ECHO's key data assets	Interim milestone by 2023: 60%
Staff has easier access to information and statistical data	Further development of the 'data warehouse' in order to include more reporting elements (back-end and front-end)	Produce 3 new reports, update data universes accordingly

Output	Indicator	Target
Staff has access to streamlined civil protection data	Progressive enrichment of the reporting data repository infrastructure originating from various internal and external sources	Integration of eGrants data, update data universes accordingly Produce joint evaluation dashboards combining HOPE data with eGrants data Development of the civil protection data repository dashboards using the corporate data services, piloting a knime project.
Staff is aware of the existing reporting capabilities	Information sessions, support and trainings are provided	Periodic awareness sessions and hands-on training of the different target audiences
Enhancing staff skills and competencies for effective use of data, information and knowledge, particularly related to the Data Management activities including reporting	Information sessions and training	5 key data stakeholders within DG trained
Staff at HQ and in the Field Offices collaborate online	Exploit the Microsoft 365 possibilities, in particular the communication and collaboration functionalities	Continue to maintain the compatibility between field collaboration tools and Commission developments to facilitate collaboration between field and HQ staff using Teams and SharePoint
Member States can import their IATI files in EDRIS and avoid double encoding	Release the IATI import functionality for the end of the year; Publish guidelines on minimum content and value lists to be used for using the service.	by end 2023: finalise the onboarding of the 3 Member States currently engaged in the process; Fine tune the guidelines and collaborate with OCHA for their definition
Security plans should be updated at least every two years	% of security plans updated	100% by end 2023
All IT priority controls are implemented for all information systems	% of IT priority controls implemented	90% by end 2023
Improve cyber awareness amongst DG ECHO staff	Percentage of staff attending awareness raising activities on cybersecurity	70% of staff by end 2023

Output	Indicator	Target
Staff at HQ and Field levels is aware of the security context, especially in High Risk Countries and Areas	Further development of the Security Awareness Information Dashboard (SecAID) prototype and further development of a new Mission Security Clearance Tool (MSCT)	SecAID dashboard gives security trends on Countries and Areas where ECHO is operating and performing field missions, based on objective information from different sources MSCT is a digital platform that allows for dynamic management of a mission to a high risk country, and facilitates the preparation, the performance and the monitoring of the mission, both for ECHO colleagues on mission and ECHO Security Sector
Improve data protection awareness amongst DG ECHO staff	Percentage of staff attending awareness raising activities on data protection compliance	By end of 2023: 85% of the staff members
Updated ECHO Intranet's pages on Data Protection	Legal and procedural developments from Data Protection Officer uploaded to ECHO intranet	31.12.2023
Identify information systems that could be decommissioned after a preservation assessment	Produce recommendations	31.12.2023

E. Sound environmental management

The **Communication** on the **Greening of the European Commission** stipulates that the Commission, as an institution and employer, aims to be climate neutral by 2030. During 2023 DG ECHO will actively contribute to achieving this target by complying with **EMAS** requirements but also going above by concluding an external study to greening civil protection, prioritising virtual meetings and conferences and **promoting the guidance on staff and experts travel**. DG ECHO will continue its **ambitious approach to greening its partners' operations** through a combination of policy and operational approaches. Moreover, DG ECHO will continue its effort to align the field network with the Commission's target on greening.

In 2023, DG ECHO will strive to further reduce its energy consumption by following the recommendations laid out in the **Energy performance of buildings (EPB)** issued by the Belgian Authorities. These recommendations include the follow-up of EMAS action plans, or systematically turning off your screen when leaving the office for more than 30 minutes and all unnecessary electric devices. The technical projects related to buildings' operation, energy efficiency, waste management, catering and biodiversity are managed by the EMAS

Site Coordinators teams in the Commission’s Office for Infrastructure and Logistics in Brussels (OIB).

For 2023, focus will be on the following actions:

Building and workspace: while recognising that due to ECHO and ERCC’s core activities, the closing of ECHO’s buildings during the end of the year and in summer is not possible, other recommendations should be followed up in order to reduce ECHO’s building energy consumption: applying the green tips related to computer and light’s use; decreasing the heating and reducing the use of air conditioning.

Business travel: Upon the appointment of ECHO’s new Director-General, the pledge to reduce travel emissions will be proposed again at management’s level. In the meantime, the guidance on staff and experts travel should be promoted widely.

Mobility and commuting: Even though most ECHO staff are already using soft mobility like walking, cycling or public transport, ECHO staff will be encouraged to commute in an eco-friendlier way.

The **digitalisation of our way of working** is consistently increasing our energy consumption. ECHO will raise staff awareness about the energy consumption of this sector and will take part in digital sobriety actions and digital mindfulness.

ECHO will encourage the promotion of **green public procurement**, such as for example the introduction of environmental criteria in products and services bought by ECHO.

Staff awareness and participation are key in order to reach the abovementioned measures. The ECHO EMAS correspondent will share, through the intranet, activities and campaigns launched by EMAS.

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

Main outputs in 2023:

I. More efficient use of resources (energy, water, paper):

Output	Indicator	Target
Staff awareness actions to reduce energy use in the framework of EMAS corporate campaigns and/or awareness actions about DG/service’s total energy consumption in collaboration with OIB/OIL	Articles to staff related to Energy consumption with tips and tricks	3 articles published on ECHO intranet in 2023

II. Reducing CO ₂ , equivalent CO ₂ and other atmospheric emissions		
Output	Indicator	Target
Priority action to support the Greening the Commission Communication and action plan		
Analysis of DG/service's missions trends / patterns (based on corporate EC-staff's and experts' professional trips (missions ²⁴), optimise and gradually reduce CO ₂ emissions (e.g. by reducing the number of participants in the same mission, promoting more sustainable travelling options, promoting videoconferencing/virtual events as an alternative).	Sign the EC DG/service Travel Pledge Pledge the "Guidance note on business travel and external experts' travel in the framework of greening the Commission"	Yes
Other recommended actions		
Staff awareness actions on digital pollution and gradual change of behaviours avoiding heavy emails, encouraging the use of ICT platforms, avoiding unnecessary storage of data.	Sharing available tips and tricks on digital mindfulness. Inviting staff to a dedicated meeting on the matter.	2 articles published on the intranet and one event promoted in 2023
III. Reducing and management of waste		
Output	Indicator	Target
Staff awareness actions about waste reduction and sorting in the framework of EMAS corporate campaigns	Plogging activity organised within ECHO	One activity
IV. Promoting green public procurement (GPP)		
Output	Indicator	Target
Priority action in line with the Greening the Commission Communication and action plan		
Gradual introduction of GPP criteria in contracts and starting to monitor the process ²⁹ .	Look into possible future initiatives that ECHO could promote, including possible best practice themes, to promote the greening of civil protection	Publication of a Study on Greening of the Union Civil Protection Mechanism

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

In order to test new ways of delivering humanitarian aid - and in line with its World Humanitarian Summit/Grand Bargain commitments - DG ECHO will continue drawing the lessons from the **pilot Programmatic Partnerships (PP)** with international NGOs, UN agencies and other International Organisations launched in 2020, 2021 and 2022, and will roll out the model in 2023. The main features of the PP approach are a more strategic support to shared objectives, and a more efficient and effective way of delivering assistance. This includes the rollout of multi-year and multi-country programmes, simplified reporting accompanied by more transparency and trust on both sides, joint monitoring and enhanced dialogue at both field and headquarters level. DG ECHO will continue to encourage coordination between partners to foster joint approaches, synergies and, hence, efficiency gains. This will be promoted notably through statements, on behalf of the EU

and/or on behalf of the EU and its Member States, during meetings of governing bodies of UN strategic partners, and through Strategic Dialogues and High-level Dialogues held annually with some of the main UN/International Organisation partners (notably the World Food Programme, UNICEF, UNHCR, the World Health Organisation, the International Organisation for Migration, the International Committee of the Red Cross and the International Federation of Red Cross and Red Crescent Societies). Also, in line with its Grand Bargain commitments, DG ECHO will continue to strive for greater transparency, more support and funding tools to local and national responders, reduced earmarking, and harmonised and simplified reporting requirements through Grand Bargain-related initiatives and the continued piloting of the '8+3' reporting format.

DG ECHO's continued investment in **Country Based Pooled Funds (CBPFs)** constitutes another validation of DG ECHO's commitment towards greater efficiency and effectiveness, in line with the Grand Bargain commitments. Building on the 2020 pilot contributions to the South Sudan Humanitarian Fund and the Ukraine Humanitarian Fund, in 2023 DG ECHO will continue to support the UN-managed pooled funds, in line with the 2021 Humanitarian Aid Communication that charted out an ambitious and strategic approach of DG ECHO's policy on CBPFs.

ANNEX: Performance tables

General objective 4: A stronger Europe in the world

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

Related to spending programme: HUMA

Main outputs in 2023:

External communication actions

Output	Indicator	Target
EU citizens are aware of EU humanitarian aid in general, and of specific priority themes (e.g. resilience to climate-related disasters, education in emergencies, etc.) in particular <i>(indicators and targets apply to all Specific objectives under General objectives 1, 4 and 5)</i>	Number of participating journalists in field trips on humanitarian aid	32
	Number of people reached by integrated awareness campaigns on humanitarian aid	14 million
	Number of participating journalists in field trips or virtual events on civil protection	8
	Number of people reached by integrated awareness campaigns on civil protection	20 million
	Number of page views on the ECHO website	1.5 million
	Number of impressions on social media channels (aggregated)	330 million
	New followers on social media channels	10% increase compared to 2022
DG ECHO concludes a review of thematic field network	Conclusions of second phase of the review agreed by the Field Network Steering Committee	Measures proposed by second phase of TE review agreed and roadmap for rollout prepared by end of Q2

Other important outputs		
Output	Indicator	Target
DG ECHO issues guidelines on the promotion of equal partnerships with local responders	Adoption of the guidelines on localisation	Q2 2023.
DG ECHO rolls out a training programme on the revised thematic policy on humanitarian cash transfers for internal audience.	Training developed and training sessions delivered	5 training sessions delivered by Q4 2023.
Humanitarian needs are addressed per sector by DG ECHO-funded projects	Number of humanitarian projects per sector (2022) ⁴⁸	n/a ⁴⁹
	Multi-purpose cash transfer - 85	
	Mine actions – 9	
	Protection - 266	
	Food Security and Livelihood – 127	
	Health - 187	
	Education in Emergencies - 123	
	Shelter and Settlements - 92	
	Nutrition - 98	
	Disaster risk reduction / disaster preparedness - 193	
	Coordination – 85	
Support Operations – 61		
WASH - 154		
Children in need are reached by EU Education in Emergencies assistance	Number of children reached by EU Education in Emergencies assistance (>2 million in 2022)	>2 million
Humanitarian needs are addressed by DG ECHO-funded interventions	Number of interventions by ECHO funded humanitarian aid operations (beneficiaries)	>145 million

⁴⁸ Based on *Eva Action* definition of Financial Year 2022.

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

General objective 4: A stronger Europe in the world

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

Related to spending programme(s): HUMA

Main outputs in 2023:

Other important outputs

Output	Indicator	Target
International Humanitarian Law elements are included in statements and tweets issued by the Commissioner for Crisis Management	Number of public reactions related to IHL from the Commissioner for Crisis Management	For every potential IHL violation at least one public reaction from the Commissioner for Crisis Management Is identified (for example, tweets or public statements)

General objective 4: A stronger Europe in the world

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

Related to spending programme(s): HUMA

Main outputs in 2023:

Other important outputs

Output	Indicator	Target
DG ECHO funds a needs-based response to the most significant humanitarian crises worldwide	Funding per crisis (2022)	n/a ⁵⁰
	West Africa (EUR 157 524 006)	
	Central Africa (EUR 172 585 741)	
	Sudan and South Sudan (EUR 210 674)	
	Horn of Africa (EUR 177 2498 432)	
	Southern Africa, Indian Ocean (EUR 67 354 487)	
	DRC and Great Lakes Region (EUR 85 415 569)	
	North Africa (EUR 20 000 000)	
	Iraq (EUR 24 000 000)	
	Arabian Peninsula (EUR 171 589 909)	
	Middle East (EUR 266 085 974)	
	Türkiye (EUR 125 000 000)	
	Ukraine, Western Balkans and Caucasus (EUR 529 511 913)	
	South West Asia (EUR 212 492 6150)	
South & East Asia and Pacific (EUR 100 447 097)		
Latin America and Caribbean (EUR 155 646 210)		
DG ECHO funds a needs-based humanitarian response in crisis-affected countries worldwide	Number of countries in which DG ECHO funded humanitarian aid operations (83 in 2022)	n/a ⁵¹

⁵⁰ This indicator is for monitoring purpose only, as it shows in which sectors the humanitarian aid budget was spent. Therefore, no target is set

⁵¹ This indicator is for monitoring purpose only, as it shows in which sectors the humanitarian aid budget was spent. Therefore, no target is set

General objective 4: A stronger Europe in the world

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

Related to spending programme(s): UCPM

Main outputs in 2023:

Other important outputs

Output	Indicator	Target
Coverage of requests for assistance from third countries and fulfilment of needs during crises Number of Requests for Assistance (RFA) of third countries that receive a positive response under the UCPM	Number of requests for support of third countries under the UCPM receiving a positive response (57 out of 61 RFA's from 3 rd countries – 93%) Total RFA's (inside/ outside EU) is 88 out of which 81 were responded to –92% by October 2022) ⁵²	95%
The UCPM (ERCC and MS/PS) receives scientific and technical advice for operations and operational preparedness	Number of reports delivered by the Commission's Joint Research Centre (JRC) (19 in 2022) Number of emergency reports delivered by the European Natural Hazard Scientific Partnerships (ENHSP-ARISTOTLE) (15 in 2022)	20 by 31/12/2023
The UCPM Lessons Learnt programme provides evidence for improving and advancing in all emergency management cycle phases (prevention, preparedness and response)	Annual lessons learnt document	1 by 31/12//2023
	Presentation before the Civil Protection Committee ⁵³	1 by 31/12//2023
	Follow-up activities regarding the implementation of lessons	1 (follow-up overview as an annex to the annual report)

⁵² Data as of 20 October 2022. To be noted that 111 updates of the initial request from Ukraine in context of Russian aggression is counted as 1 .

⁵³ Chaired by the Commission, the Civil Protection Committee supports the implementation of civil protection legislation by giving opinions on implementing acts proposed by the Commission. It brings together all Member States and Participating States to the UCPM.

General objective 1: A European Green Deal

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

Related to spending programme(s): UCPM

Main outputs in 2023:

External communication actions

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

Other important outputs

Output	Indicator	Target
A summary of risk assessments and assessment of risk management capability are made available by Member States and Participating States ⁵⁴ to the European Commission	Number of Member States and Participating States that have made available to the European Commission a summary of risk assessments and assessment of risk management capability (32 out of 33 States and Participating States have submitted a report for the 2020 reporting deadline) ⁵⁵	All Member States and Participating States have submitted a report for the 2023 reporting deadline

⁵⁴ 27 Member States and 6 Participating States of the UCPM.

⁵⁵ Reporting deadlines for this indicator are established every three years, (next reporting deadline for 2023) For 2022, 32 Member and Participating States were reported as there was still a delay for the 2020 deadline.

General objective 1: A European Green Deal

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

Related to spending programme(s): HUMA

Main outputs in 2023:

Other important outputs

Output	Indicator (2022)	Target
Environmental considerations are included in humanitarian aid projects	Number of humanitarian aid projects that incorporate environmental considerations (>45% in 2022)	At least 50% of all projects signed in 2023 incorporate environmental considerations

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

Related to spending programme(s): UCPM

Main outputs in 2022:

External communication actions

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

Other important outputs

Output	Indicator	Target
Requests for assistance under the UCPM from Member States ⁵⁶ receive a positive response	Number of requests receiving a positive response (24 out of 27- 89% by 20 October 2022)	100%
Financing of disaster prevention and preparedness projects (inside and outside the EU)	Number of financed disaster prevention and preparedness projects inside the EU (23 in 2022)	12
Committed and certified capacities are included in the European Civil Protection Pool (ECPP).	Number of committed and certified capacities included in the European Civil Protection Pool (ECPP) (78 on 01/01/2022)	> 80
Level of awareness of Union citizens of the risk of their region	% of citizens aware of disaster risks in their region	n/a (no Eurobarometer in 2023)

⁵⁶Data from 20 October, UCPM Participating States are counted as Member States.