



EUROPEAN COMMISSION  
DIRECTORATE-GENERAL HUMANITARIAN AID AND CIVIL PROTECTION - ECHO

# **DG FOR HUMANITARIAN AID & CIVIL PROTECTION**

## **MANAGEMENT PLAN 2014**

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# 1. MISSION STATEMENT

The Directorate General for Humanitarian aid and Civil Protection (ECHO) aims to save and preserve life, prevent and alleviate human suffering and safeguard the integrity and human dignity of populations affected by natural disasters and man-made crises.

The two main instruments at the European Union's disposal to ensure rapid and effective delivery of EU relief assistance are humanitarian aid and civil protection.

ECHO provides humanitarian assistance to the most vulnerable victims of disasters in their immediate aftermath and also in cases of complex and protracted crisis situations, and this assistance is based on the principles of humanity, neutrality, impartiality and independence, as set out in the European Consensus on Humanitarian Aid<sup>1</sup>, and is implemented in partnership with international organisations and humanitarian NGOs.

ECHO also strongly supports the central and overall coordinating role of the United Nations in promoting a coherent international response to humanitarian crises and helps to make the EU's voice heard in international fora on humanitarian aid.

In the field of civil protection, ECHO works closely with Member States' civil protection authorities to improve disaster prevention, preparedness and response. With the frequency and complexity of disasters increasing both globally and inside the EU, ECHO aims to ensure robust coordination and planning of EU civil protection operations, making maximum use of available expertise and resources and ensuring full complementarity with EU Humanitarian Aid. At the same time, ECHO pursues effective prevention and preparedness policies with the Member States, thus ensuring a balance between Member States' responsibilities and European solidarity.

ECHO also facilitates the cooperation between the 32 States participating in the Civil Protection Mechanism and Financial Instrument (the 28 EU Member States, Norway, Iceland, Lichtenstein and Former Yugoslav Republic of Macedonia) in order to improve the effectiveness of systems for preventing and protecting against natural, technological or man-made disasters in Europe.

Day by day, ECHO mobilises help for people in need across the world. This help and assistance is a fundamental expression of the European value of solidarity with people in need, as endorsed and underpinned by the legal bases for both humanitarian aid and civil protection enshrined in articles 196 and 214 of the Treaty on the Functioning of the European Union.

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<sup>1</sup> OJ of the EU C 25/01 of 30.01.2008.

## 2. THIS YEAR'S CHALLENGES

The challenge for ECHO in 2014 and subsequent years will be to continue to assist people in need and provide relief in the context of crises, of natural or man-made origin and to support measures to build resilience to disasters and crises. This will be achieved through the policy framework, and the implementation of the humanitarian aid and civil protection instruments.

### **Needs for increasing assistance, not matched by corresponding increase in the budget (2014 and subsequent years)**

Globally, needs for relief continue to increase substantially, driven principally by the consequences of climate change and population growth. Disasters and humanitarian crises remain an increasing threat to sustainable development. In addition to this are the many millions affected by conflict and violence with ever-increasing number of refugees, displaced people within the borders of their countries, persecution, conflict, generalised violence and human rights violations

Budgets must be used as efficiently and effectively as possible to ensure the maximum impact. Weaknesses and key gaps in the international response system need to be identified and addressed, and ways of working have to be reviewed and innovated. Based on the results of its integrated (humanitarian and food) needs assessment, the Commission plans the main humanitarian interventions for 2014 in Africa (mainly in Sudan, South Sudan, the Democratic Republic of Congo, the Central African Republic, the Sahel Region and the Horn of Africa). The protracted conflict in Syria, which has caused a humanitarian crisis on an unprecedented scale, is also likely to continue to generate massive needs.

The Commission will continue to promote strongly humanitarian principles, needs-based responses to crisis and the importance of addressing vulnerability in its range of bilateral, regional and multilateral contacts. Overall, while the scale of the needs worldwide is such that no single donor can address them all, the Commission will continue to have a global reach, supporting relief and resilience work in around 70 countries, covering major and forgotten humanitarian crises.

Support to raise capacity to address disasters and crises will be provided by the new **EU Aid Volunteers Initiative**. In 2014 the Commission will focus on completing the preparatory steps necessary for implementing the programme. Implementation of the pilot projects agreed in 2013 will continue including the deployment of around 80 volunteers in 2014.

### **The Role of the new Emergency Response Coordination Centre (ERCC)**

The recently established 24/7 Emergency Response Coordination Centre ("ERCC") needs to prepare itself for providing operational support and integrated situational awareness and analysis for the coordination of disaster management actions of Commission departments (e.g. ARGUS) and with other relevant EU institutions, for example in the framework of the Integrated Political Crisis Response (IPCR) arrangements or the activation of the Solidarity Clause by a Member State

concerned. The Centre will also need to reinforce its role as the platform for coordinating ECHO disaster response through both humanitarian aid and civil protection instruments.

The ERCC needs to develop capacity to implement additional tasks stemming from the new CP legislation and its implementing rules (voluntary pool, scenario planning, response plans).

### **The entry into force of the new Civil Protection legislation**

In the field of civil protection, ECHO will face challenges related to the new legislation, with the new policy instruments, to and to the implementation of the Solidarity Clause. The policy dialogue will focus on the implementation by the EU institutions of the Solidarity Clause, with the objective to ensure maximum protection of the EU citizens, while adopting cost-effective approaches

An important element is the creation of a European Emergency Response Capacity in the form of a voluntary pool of response capacities that MS pre-commit for EU missions. Quality criteria and a certification process will be established to assure a high degree of quality and interoperability. The establishment of the voluntary pool will allow for enhanced planning of rapid response actions on the basis of scenarios and new response plans, pre-commitment of response assets to a voluntary pool and provide a basis for the identification of response capacity gaps and flexible stand-by arrangements for extraordinary situations.

### **Support to build resilience (worldwide and in Europe) including preparing the revision of the Hyogo Framework for Action**

To support long term global efforts to reduce the risks to disasters the Commission and EU have played a significant role in implementing the Hyogo Framework. Based on the experience in the EU, the Commission plans to work with Member States in order to develop an EU position to help shape an ambitious revision to the Hyogo Framework for Action, building also on the achievements in Europe. The Commission Communication will present the EU position on the new framework on disaster risk reduction and will be also an opportunity to present key EU achievements in the area of disaster risk management within the Union internal policies (civil protection, climate change adaptation, environment, research, security etc.) and external action (resilience agenda integrated in the EU humanitarian aid and development cooperation policy). A challenge will be to identify and implement new business models ensuring an enhanced alignment between development and humanitarian approaches, where disaster risk reduction (DRR), resilience, transition, and preparedness and capacity building will be core components

In addition in 2014 implementation of the disaster prevention and risk management framework will continue now supplemented by the new actions included in the Civil Protection legislation. This includes the launch of a gradual process to share information and best practices on risk and capability assessments – work which will also be expanded to neighbouring countries, as well as prevention advisory missions anywhere in the world. An ambitious peer review process will be launched to foster a culture of learning and continual improvement. Furthermore cooperation on sharing good practices should ensure involvement of all actors including those at subnational level in Member States that have much to share especially to raise awareness on disaster issues.

## Increasing Efficiency

In 2014 ECHO will continue to implement its business process review, started in 2012 and namely aiming at overall efficiency gains. The new Framework Partnership Agreement (FPA), entering into force on 1/1/2014, comes with its lot of simplification measures. Candidature process has been streamlined, reducing drastically the time needed to sign an FPA, the Single Form has been simplified and fast track financial procedures are ready to be put in place for low-risk partners. A streamlining exercise of the contract management process is being achieved and in parallel, Benchmarks and Monitoring reports have been designed to measure and evaluate the response times of ECHO for all main phases from the crisis event to the decision adoption and from the decision adoption to the final payment of a grant agreement.

At the EU level, 2014 will be marked by the elections to the European Parliament followed by the appointment of the new European Commission, in relation to which the **new Commissioner-designate** will need to be prepared for hearings.

In light of the above and in view of the longer term challenges of ECHO has identified the following 6 key indicators.

The first set of 4 KPIs covers the most crucial aspects of our policy performance and would provide insights into ECHO's most significant achievements. They reflect the main activities and objectives of ECHO, namely the delivery of assistance, the capacity building, the deployment of EU volunteers and the civil protection activities:

1. % of projects meeting quality standards in food, nutrition, health, shelter and water / sanitation / hygiene intervention sectors;
2. N° of vulnerable countries with country resilience priorities in place;
3. Number of EU Aid Volunteers deployed;
4. Average speed of interventions under the EU Civil Protection Mechanism (from the acceptance of the offer to deployment).

In addition, 2 KPIs are selected with respect to the achievement of ECHO's internal control objectives to assess and evidence the reasonable assurance given on the use of the assigned resources:

1. Multi-annual Residual Error Rate;
2. % of key deliverables implemented from the ECHO Business Process Review

### 3. GENERAL OBJECTIVES

The objective of EU's humanitarian aid is to provide ad hoc assistance and relief and protection for vulnerable people in third countries who are victims of natural or man-made disasters, in order to meet the humanitarian needs resulting from these different situations, and improve the survival chances of children and adults affected by or vulnerable to these disasters and crises.

The Union Civil Protection Mechanism aims at facilitating co-operation in civil protection assistance interventions in the event of major emergencies that may require urgent response actions and by supporting and complementing Member States' actions to prepare for and prevent disasters, with the overall objective of increasing public authorities ability to prevent, prepare for and respond to natural and man-made disasters in a coordinated, effective and efficient way.

By the very nature of its mandate, the ECHO operational interventions – being humanitarian aid or civil protection – are short term and responsive to needs. These interventions are supported and complemented by disaster risk reduction and resilience-building activities which feature a strategic approach taking into account medium to long-term visions. Its core objective « *to save and preserve life* » does not change over time. ECHO assists victims of unforeseeable new and long-lasting crises.

Besides the financial component, which enables ECHO to carry out the **humanitarian operations** in the field through its partners, ECHO is active in promoting various policies and initiatives at multiple levels, inside the EU and in the international context. The European Commission's priorities in the area of policies developed and implemented by ECHO centre around the following major building blocks:

- Improving aid effectiveness, in particular through: i) actions at EU level (including by translating commitments of the European Consensus on Humanitarian Aid into action and implementing the proposed EU Aid Volunteers regulation); ii) actions at the international level (such as supporting the UN-led efforts to strengthen multilateral humanitarian system and cooperation with non-DAC donors), including close cooperation with EU Member States, and iii) actions aimed at improving sector/thematic policy quality and guidance (development and dissemination of guidance on thematic and cross-cutting issues, coordination with military and other security policy actors, as well as support for education in emergencies/conflict, among others). For the major sectors of humanitarian interventions, i.e. food assistance and nutrition, health, WASH (water, sanitation and hygiene) and shelter ECHO has or is about to finalise policy guidance based on internationally agreed quality standards. These will continue to be rolled out in the field, together with guidance on cross-cutting issues such as gender (gender and age marker), DRR, protection and children;
- Enhancing response to emergencies: this shall be achieved, amongst others, through the implementation of the new EU civil protection legislation and making use of the capacities of the newly-established Emergency Response Coordination Centre under the auspices of ECHO. Cooperation with the UN will be further intensified, including the possibility for UN

agencies to directly appeal to the UCPM. There will be an increased budget for civil protection training, exercises and exchanges of experts in the European neighbourhood. A number of fully EU-funded preparedness missions with European experts will be carried out where crucial needs are identified anywhere in the world.

- Resilience, i.e. the ability of vulnerable households and communities to withstand, adapt and quickly recover from shock and stresses, including disaster risk reduction (DRR): resilience-building will be streamlined and integrated as a priority in EU programming (humanitarian/development, EU/Member States) in order to maximize the added value of the EU's external assistance to the most vulnerable. The Commission will strategically link up resilience, DRR and DIPECHO programmes to increase overall effectiveness, and will pursue the implementation of the Resilience Action Plan. The DIPECHO interventions will be used as a strategic tool to develop resilience opportunities within our humanitarian action and build national and local capacities.
- Furthermore the EU is developing a cross-sectoral EU Disaster Risk Management framework which promotes a holistic approach for all natural and man-made risks throughout all sectors. This work is based on risk assessments and planning, improving data and the knowledge base, sharing of good practices including through peer reviews, development of minimum standards for disaster prevention and integrating disaster risk management into other EU policies such as climate adaptation, cohesion policy, development, environmental impact assessment, the internal security strategy as well as research, health, nuclear safety and insurance initiatives to build resilience to disasters.
- The EU also promotes resilience and disaster risk management in international fora, including the G20, the process for revision of the Millennium Development Goals and the development of Sustainable Development Goals. The Commission plans to work with EU Member States in order to develop a common EU position to help shape an ambitious revision to the UN Hyogo Framework for Action 2005-2015. The positioning will set out the Commission's initial views on the shaping of the post 2015 framework and build on the achievements of a range of internal and external EU policies (disaster risk management, sustainable environmental protection, internal security, climate change adaptation, humanitarian aid and development);

With regard to its **civil protection** mandate, ECHO encourages and facilitates the cooperation between the 32 States participating in the Civil Protection Mechanism in order to improve the effectiveness of systems for preventing and protecting against natural, technological or man-made disasters in Europe. Through the implementation of the CP Mechanism, it ensures better protection of people, the environment, property and cultural heritage in the event of disasters.

ECHO aims to achieve a high level of protection against disasters on the basis of a balanced approach covering disaster prevention, preparedness and response. In the field of prevention, ECHO focuses on fostering a culture of prevention and improving cooperation between civil protection and other relevant services, in particular in relation to risk assessment and risk management. ECHO also aims to enhance preparedness at MS and Union level, mainly through a comprehensive programme of trainings, exercises and exchange of good practices. The creation of a voluntary pool of pre-



committed response capacities will further contribute to the development of a European capacity to respond rapidly and efficiently to disasters. Finally, through its Emergency Response Coordination Centre, ECHO is in a position to effectively coordinate Member States' response to requests for assistance and to bring individual offers of assistance together in a comprehensive and well-coordinated package of European assistance.

Given the character of operations for which ECHO is responsible, combined with the heterogeneous type of interventions and the absence of multi-annual planning (due to the short term nature of its operations), the definition of long-term planning and concrete targets and indicators in the policy area is complicated. The successful achievement of general objectives is therefore broadly defined in relation to ECHO's capacity to swiftly provide assistance in crises and particularly those areas where the EU assistance is most needed. This being said, ECHO endeavours to identify some objective indicators, which should enable monitoring the achievement of its objectives at various policy levels, with the aim to provide management with key information on the impact and quality of assistance provided.

In line with best donor practices ECHO established General Guidelines on Operational Priorities for Humanitarian Aid (GGOPHA) for 2014, which set out both horizontal and operational priorities for achieving the above-mentioned objectives.

<b>General Objective 1: HUMANITARIAN ASSISTANCE</b>			<input checked="" type="checkbox"/> Spending programme <input checked="" type="checkbox"/> Non-spending
<b>For children and adults affected by or vulnerable to disasters or crises outside the EU to have improved chances of survival.</b>			
<b>Impact indicator 1: N°. of deaths due to natural disasters</b> <i>(Source: As recorded in the EM-DAT database)</i>			
Annual Average 2010-2012	Annual Average 2014-2019 <sup>2</sup>	2020 <sup>3</sup>	
98 689	100 000	100 000	
<b>Impact indicator 2: N°. of countries ≥ 11 in the EU's Global Vulnerability and Crisis (final) Index</b> <i>(Source: Global Vulnerability and Crisis (final) Index)</i>			
2013	Annual average 2014 - 2019	2020	
19	18	17	

<sup>2</sup> Calculated based on the average annual deaths of the past 10 years

<sup>3</sup> Estimate based on the average of annual deaths of the past 10 years

<b>General Objective 2: CIVIL PROTECTION</b> <input checked="" type="checkbox"/> Spending programme <input checked="" type="checkbox"/> Non-spending		
<b>For public authorities to be able to prevent, prepare for and respond to natural and man-made disasters in a coordinated, effective and efficient way.</b>		
<b>Impact indicator:</b> Economic damage caused by natural disasters <i>(Source: As recorded in the EM-DAT database)</i>		
Annual Average 2010-2012	Annual average 2014-2019 <sup>4</sup>	2020 <sup>5</sup>
164 825 115 000 €	106 166 666 666 €	106 000 000 000 €

<sup>4</sup> Calculated on the average of annual economic damage of the past 10 years

<sup>5</sup> Estimate based on the average of annual economic damage of the past 10 years

## 4. SPECIFIC OBJECTIVES FOR OPERATIONAL ACTIVITIES

### 4.1. *ABB Activities and added value of EU intervention*

#### 4.1.1. *Humanitarian Aid*

The aim of the humanitarian aid policy as defined in article 214 of the Treaty on the Functioning of the European Union and the Council Regulation 1297/96 is to provide ad hoc assistance, relief and protection to people in third countries who are victims of natural or man-made disasters, in order to meet the humanitarian needs resulting from these situations.

Over the years, the EU has acquired high levels of recognition as a reference donor and important contributor to humanitarian action. The EU leads the way in ensuring that humanitarian aid allocations are needs based and that no humanitarian crisis is overlooked in the international humanitarian response. It is also in a unique position to be able to encourage other humanitarian donors to implement effective and principled humanitarian aid strategies and has a comparative advantage in being able to intervene in politically sensitive situations more flexibly.

Furthermore, the EU is increasingly establishing closer working relations with the EU Member States, and it is well positioned to rapidly complement as required their bilateral contributions in response to crises. A share of the annual EU humanitarian aid budget is pre-allocated to on-going crises (in some cases, the Commission being the only donor, namely in "forgotten crisis") and for prevention/preparedness measures, while the rest is deployed to respond to new crisis or deterioration of existing ones.

#### 4.1.2. *EU Aid Volunteers*

The objective of the EU Aid Volunteers initiative is to contribute to strengthening the Union's capacity to provide needs-based humanitarian aid aimed at preserving life, preventing and alleviating human suffering and maintaining human dignity and to strengthening the capacity and resilience of vulnerable or disaster-affected communities in third countries, particularly by means of disaster preparedness, disaster risk reduction and by enhancing the link between relief, rehabilitation and development.

That objective shall be attained through the added value of joint contributions of EU Aid Volunteers, expressing the Union's values and solidarity with people in need and visibly promoting a sense of European citizenship

#### 4.1.3. *Union Civil Protection Mechanism*

Based on the new Treaty Article 196 for civil protection policy, the aim of the Mechanism is to strengthen the cooperation between the Union and Member States and facilitate coordination in the field of civil protection in order to improve the effectiveness of systems for preventing, preparing for and responding to natural and man-made disasters.

The EU's added value, which covers risk-assessment, management and response, comes specifically in the form of:

- reducing the loss of human life, environmental, economic and material damage caused by disasters through an overall approach covering disaster prevention, preparedness and response;
- an improved understanding in Member States of disaster risks through cooperation on risk assessment and planning, and the gradual development of a European culture of disaster prevention;
- an improved preparedness for disasters through training, exercises, exchange of best practices and similar activities;
- improved coordination of the response to disasters by bringing together and facilitating Member States' offers of assistance; this includes increased cost-effectiveness through the pooling of assistance, the sharing of transport capacities, the identification of complementarities and the avoidance of duplication; also, a coherent, predictable and more visible response to disasters through the set-up of a European Emergency Response Capacity in the form of response capacities voluntarily pre-committed by Member States to a pool, ready to help everywhere in the EU and in third countries when needed.

#### 4.1.4 Intervention logic

ECHO's budget is implemented directly ("direct management"), as well as indirectly ("indirect management") through international organisations.

Given the character of the operations for which ECHO is responsible, combined with the heterogeneous type of interventions and the absence of multi-annual planning (due to the short term nature of its operations), the definition of long-term planning and concrete targets and indicators for the policy area is complicated.

#### Humanitarian Aid (23 02)

Financial resources (€) in commitment appropriations			Human resources		
Operational expenditure	Administrative expenditure (managed by the service)	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
911 276 000	14 243 598	925 519 598	96	32	128

The general objective of Humanitarian Aid is to improve the chances of survival of people affected or vulnerable to disaster or crisis. To that end it must ensure its humanitarian aid response, is adequate i.e., needs-based, efficient and timely. It should also build and strengthen the capacity and resilience of affected communities. This is why the monitoring and performance/evaluation framework is directed to assess where the money goes, our ability to identify the humanitarian needs, the time to grant and the quality of the results achieved.

ECHO does not implement the distribution of humanitarian aid itself; it acts as a donor, and its funds (an annual budget of around 900 M€ in current prices) are channelled through individual agreements with partner organisations. Partners are:

- NGO organisations that have signed the Framework Partnership Agreement (FPA) which governs the relations with these NGO partners. The management mode applied is "direct management".

- UN agencies and International Organisations that have signed the i) the Financial and Administrative Framework Agreement (FAFA) for UN ii) an ad hoc FPA for International Organisations (ICRC, IFRC and International Organization for Migration). The management mode applied is "indirect management".

The FPA/FAFA as well as individual agreements govern the relations between ECHO and its partners, by defining roles and responsibilities in the implementation of EU-funded humanitarian operations. ECHO is however an "active donor": it has a strong presence in the field, works closely with partner organisations, and is fully involved in planning aspects and policy development in the area of humanitarian aid.

Programming and implementation is established annually on the basis of a multi-phased methodology, governed by the Integrated Analysis Framework (IAF), an internal needs based decision making process, which brings together the information and data requirements from different sources, including the Global vulnerability and crisis assessment (GVCA) the Forgotten Crisis Assessment (FCA) and the Food Insecurity Needs Assessment (FINAT) tools. This methodology ensures: i) a more integrated approach to the analysis of context, vulnerability and needs ii) quality of country analysis and transparency.

A share of the humanitarian budget (more than 10%) remains unallocated and put aside to address new crises or deterioration of existing crises during the year. Decisions on the mobilisation of this operational reserve to cover these new situations are based on specific assessment of the needs.

Monitoring is constant with day to day follow-up of projects by our experts in the field, visits of HQ officers to projects, selection and assessment of partners, project appraisal worksheet, audits of each partners every 2 to 4 years, review of partners reporting and around 6 evaluations a year focusing on major country operations, partners and thematic issues. A mid-term review is also ensured to identify any discrepancy with target and any potential change in the strategy.

Reporting is ensured through different layers such as the Annual Activity Report including Declaration of Assurance, the annual evaluation report and release of all individual evaluation reports, the yearly report on Audits, the ECHO Annual Reports on operations, the annual Strategy document, information systems towards external stakeholders (such as Tr-Aid and Edris which include all financial information per country of operations)....

As from 2014, ECHO will implement a new system enabling to collect output oriented information so as to strengthen its yearly reporting on outcomes. In view of the short term nature of its projects, ECHO intends to produce its first reporting on output in the 2014 AAR.

*EU Aid Volunteers (23 04)*

Financial resources (€) in commitment appropriations			Human resources		
Operational expenditure	Administrative expenditure (managed by the service)	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
12 148 000	333 834	12 481 834	2	1	3

The EU Aid Volunteers intervention logic is in most of its aspects similar to that of Humanitarian Aid as it supports and complements it in Third Countries. The following elements should nevertheless be highlighted:

- the preparatory action for the EU Aid Volunteers programme is managed directly by the Commission (direct management).
- the EU Aid Volunteers programme (EUR 147.9 million for the 2014-2020 period) will be managed by an EU Executive Agency ("direct management"). It is foreseen that different elements of the programme (as proposed by the Commission) will be implemented through calls for proposals and calls for tenders. It is proposed that an annual work programme is adopted as a Commission Decision.

An ex-post-evaluation of the EU Aid Volunteers pilot project is scheduled in 2014, whereas a mid-term evaluation on results, impact and cost-effectiveness of the programme will take place in 2016 with a report in 2017. A final ex-post evaluation report for the 7 years financial periods is scheduled for 2021.

*Union Civil Protection Mechanism UCPM (20 03)*

Financial resources (€) in commitment appropriations			Human resources		
Operational expenditure	Administrative expenditure (managed by the service)	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
47 765 000	5 786 462	53 551 462	24	28	52

The general objective of UCPM is to be able to prevent, prepare and respond to disasters in a coordinated, effective and efficient way. This is why the monitoring and performance/evaluation framework is directed to assess the level of protection, prevention and preparedness, the speed of intervention and the general Member States involvement achieved.

Civil Protection management mode is mainly direct management but also indirect management with some UN bodies.

Prevention and preparedness actions are covered by an annual work programme adopted as a Commission Decision. Such activities are mostly implemented through calls for proposals and calls for tenders. After their publication, a selection process takes place and is translated into grant

agreements and contracts. Grant agreements have a longer duration than for humanitarian aid (up to 24 months or up to 48 months in case of contracts if a renewal is agreed between the DG and a contractor).

Civil protection response is covered by a separate Commission financing decision. Activities are dependent on requests for assistance from countries affected by disaster, inside or outside Europe. As disasters are by definition unpredictable, they are not included in the annual work programme. Expenditure related to these activities, including on transport co-financing to Member States, is covered by specific contracts with experts or grant agreements with Member States. Transport co-financing can also be provided through an existing framework contract with a transport broker company.

Monitoring is constant with regular follow-up of projects, selection and assessment of partners, audits, review of partners, compliance assessments, reporting and evaluations. A yearly mid-term review is also ensured to identify any discrepancy with target and any potential change with the annual work programme. Output oriented systems are already in place to ensure monitoring and reporting on i) the implementation of the disaster prevention framework ii) the level of readiness for disasters iii) the speed, degree and adequacy of intervention.

An ex-post-evaluation of the Civil Protection legal instruments is scheduled in 2014, whereas an interim evaluation on results, impact and cost-effectiveness of the 7 years programme will take place in 2016 with a report in 2017. A final ex-post evaluation report for the financial periods is scheduled for 2021.

Reporting is ensured through different layers such as the Annual Activity Report (including Declaration of Assurance), the annual evaluation report and release of all individual evaluation reports, the annual report on Audits. Above mentioned evaluation and a communication on the continued implementation of this Decision will be the main reports on results and achievements.

#### *4.2. Specific objectives and result indicators*

Section 3 describes the 2 major general objectives of ECHO which are directly linked to the 2 most important ECHO programmes, i.e. humanitarian aid and civil protection. The third programme of ECHO, i.e. EU Aid Volunteer, is considered in this context as a sub-objective of humanitarian aid, as it shares the same goals and intervention logic.

<b>General Objective 1: Humanitarian Assistance</b>				
<b>Specific objective 1: HUM. AID RESPONSE</b>			<input checked="" type="checkbox"/> Spending programme <input checked="" type="checkbox"/> Non-spending	
<b>Provide needs based delivery of EU assistance to people faced with natural and manmade disasters and protracted crises.</b>				
<b>Result indicator 1: % of EU HA funds for specific crises spend in most vulnerable countries</b> <i>(Source - 'Category 3 countries' in the Commission's Global Vulnerability and Crisis Assessment)</i>				
2013	2014	2016	2018	2020
50% <sup>6</sup>	56%	61%	63%	65%
<b>Result indicator 2: % of EU HA initial budget for specific crises spent in forgotten crises</b> <i>(Source –'Forgotten crises countries based on the Commission' Forgotten Crisis Assessment)</i>				
2013	2014	2016	2018	2020
18.3%	20%	21%	22%	22%
<b>Result indicator 3: % of projects meeting quality standards in food, nutrition, health, shelter and water / sanitation / hygiene intervention sectors</b> <i>(Source - ECHO's key results indicators introduced in project single form)</i>				
2013	2015	2017	2018	2020
N/A - new	90%	92%	93%	95%
<b>Result indicator 4: % of contracts issued under following targets for number of days elapsed from decision to contracting: Primary Emergency decision: 5 days; Emergency decision : 18 days; Other decisions : 56 days</b> <i>(Source: Benchmark report)</i>				
2013	2014	2020		
50%	75%	95%		
<b>Main outputs in 2014</b>				
2014 WWD – January 2014 GGOPHA 2015 - November 2014 HIPS 2015 – November 2014  Geographical repartition of initial HA programming (BL 23 02 01): - Africa: 364.5 M€ (47%)				

<sup>6</sup> The 2013 percentage is low due to the impact of the Syria crisis (€350m in humanitarian aid in 2013). Under the 2013 Global Vulnerability and Crisis Assessment, Syria was placed high in the Crisis Index, but in the middle range of the Vulnerability Index, reflecting that country's level of development prior to the civil war.



<ul style="list-style-type: none"> <li>- Middle East and Mediterranean: 176.5 M€ (23%)</li> <li>- Asia and Pacific: 107.3 M€ (14%)</li> <li>- Latin America and Caribbean: 31.5 M€ (4%)</li> <li>- Complementary operations: 89.7 M€ (12%)</li> </ul> <p>Top 3 countries/region of intervention according to HA initial programming (BL 23 02 01):</p> <ul style="list-style-type: none"> <li>- Syria: 100 M€</li> <li>- Sudan/South Sudan: 80 M€</li> <li>- Sahel: 57 M€</li> </ul>		
<b>Output indicator 1:</b> N° of beneficiaries of ECHO operations <i>(Source: Hope database)</i>		
2012	2013-2019	2020
122 million	> 122 million	125 Million

<b>General Objective 1: Humanitarian Assistance</b>			
<b>Specific objective 2: RESILIENCE</b>		<input checked="" type="checkbox"/> Spending programme <input checked="" type="checkbox"/> Non-spending	
<b>Build the capacity and resilience of vulnerable or disaster affected communities.</b>			
<b>Result indicator 1:</b> N° of vulnerable countries with country resilience priorities in place <i>(Source: EU Del, MIPs, CSPs)</i>			
2013	2014	2016	2020
New: N/A	3	10	20
<b>Result indicator 2:</b> % of actions 'on track' of Resilience Action Plan. <i>(Source: Transition Interservice Working Group on Resilience)</i>			
2013	2014	2016	2020
New: N/A	70%	80%	90%
<b>Main outputs in 2014</b>			
<ul style="list-style-type: none"> <li>- EU Resilience Forum Brussels</li> <li>- Launch of the EU resilience approach in 3 countries</li> <li>- Resilience Marker in place</li> <li>- Dipecho (DIP) budget for 2014 (23 02 02): 36.7 M€</li> <li>- Geographical repartition of initial DIP programming (BL 23 02 02):               <ul style="list-style-type: none"> <li>- Africa: 7 M€ (19%)</li> <li>- Asia and Pacific: 19 M€ (52%)</li> <li>- Latin America and Caribbean: 10.7 M€ (29%)</li> </ul> </li> </ul>			
<b>Output indicator 1:</b> % of ECHO funded operations in which Disaster Risk Reduction has been mainstreamed <i>(Source: ECHO DRR metrics – E-single form)</i>			

2013	2014-2019	2020
40%	40%	40%

<b>General Objective 1 "Humanitarian Aid"</b>							
<b>Specific objective 3: EU AID VOLUNTEERS</b>						<input checked="" type="checkbox"/> Spending programme	
<b>Ensure deployment of EU volunteers and provide capacity building for volunteering</b>						<input checked="" type="checkbox"/> Non-spending	
<b>Result Indicator 1 : Number of EU Aid Volunteers deployed</b> <i>(Source: Consolidation of implementing partner's reporting )</i>							
2013	2014	2015	2016	2017	2018	2019	2020
New: N/A	70	381	491	582	691	824	981
<b>Result Indicator 2: Number of third country staff and volunteers participating in capacity building actions.</b> <i>(Source: Consolidation of implementing partner's reporting)</i>							
2013	2014	2015	2016	2017	2018	2019	2020
New: N/A	438	445	505	605	705	795	900
<b>Main outputs in 2014</b>							
<ul style="list-style-type: none"> <li>- Finalisation of preparatory actions</li> <li>- Adoption of delegated and implementing acts</li> <li>- Signature of MoU with Executive Agency</li> <li>- Establishment of working relationship</li> <li>- Publication of first calls for proposal for capacity building and call for tender for training provision.</li> </ul>							

General Objective 2: Civil Protection				
<b>Specific objective 4: PREVENTION</b> <input checked="" type="checkbox"/> Spending programme <b>Achieve a high level of protection against disasters by preventing or reducing their potential effects, by fostering a culture of prevention and by improving cooperation between the civil protection and other relevant services.</b> <input checked="" type="checkbox"/> Non-spending				
<b>Result Indicator 1:</b> Number of Member States that have made available to the Commission a summary of their risk assessments and an assessment of their risk management capability. <i>(Source: Communication and Information Resource Centre for Administrations, Businesses and Citizens (CIRCABC))</i>				
2013	2014	2016	2018	2020
14	17	21	25	28

General Objective 2: Civil Protection				
<b>Specific objective 5: PREPAREDNESS</b> <input checked="" type="checkbox"/> Spending programme <b>Enhance preparedness at Member States and Union level to respond to disasters</b> <input checked="" type="checkbox"/> Non-spending				
<b>Result Indicator 1:</b> % of response capacities included in the voluntary pool in relation to the capacity goals. <i>(Source: Common Emergency Communication and Information System (CECIS))</i>				
2013	2014	2016	2018	2020
25%	50%	75%	90%	100%
<b>Result Indicator 2:</b> N° of standard response units (modules) registered in the EU's Common Emergency Communication and Information System (CECIS). <i>(Source: Common Emergency Communication and Information System (CECIS))</i>				
2013	2014	2016	2018	2020
150	160	≥160	≥175	≥180

<b>General Objective 2: Civil Protection</b>			
<b>Specific objective 6: RESPONSE</b>		<input checked="" type="checkbox"/> Spending programme	
<b>Facilitate a rapid and efficient response (deployment of EU MS in-kind assistance) in the event of disasters or imminent disasters.</b>		<input checked="" type="checkbox"/> Non-spending	
<b>Result Indicator 1:</b> Average speed of interventions under the EU Civil Protection Mechanism (from the acceptance of the offer to deployment).			
<i>(Source: Common Emergency Communication and Information System (CECIS))</i>			
2013	2014	2017	2020
≤36 hours	≤24 hours	≤18 hours	≤12 hours

<b>Main Civil Protection outputs in 2014:</b>			
Budget line	Number of grant agreements:	Number of contracts	Number of administrative arrangements
23 03 01 01: Disaster prevention & preparedness within the Union	23-25	27-30	2-3
23 03 01 02: Disaster prevention & preparedness in Third Countries	6	5	1-2
23 03 02 01: Emergency response within the Union	Depending on emergencies and request for assistance received	1-2	N/A
23 03 02 02: Emergency response in Third Countries	Depending on emergencies and request for assistance received	1-2	N/A