



EUROPEAN COMMISSION

Brussels  
C(2010) XXX final

**COMMISSION DECISION**

**of**

**on the financing of Actions for 'DG ECHO's Programme for Capacity Building' from  
the general budget of the European Union**

(ECHO/THM/BUD/2010/01000)

## COMMISSION DECISION

of

**on the financing of Actions for 'DG ECHO's Programme for Capacity Building' from the general budget of the European Union**

(ECHO/THM/BUD/2010/01000)

THE EUROPEAN COMMISSION,

Having regard to the Treaty on the Functioning of the European Union ,

Having regard to Council Regulation (EC) No.1257/96 of 20 June 1996 concerning humanitarian aid<sup>1</sup>, and in particular Articles 2, 4 and 15(3) thereof;

Whereas:

- (1) Capacity building of partners provides for longer term efficiency, effectiveness and timeliness of humanitarian aid operations;
- (2) The European Consensus on Humanitarian Aid<sup>2</sup> states that "...supporting the development of the collective global capacity to respond to humanitarian crises is one of the fundamental tenants of our (EU) approach" and commits the EU to "Explore how to enhance support to capacity building, including in the cluster approach and provisions for reinforcing local capacity".
- (3) The Good Humanitarian Donorship Principles call for the allocation of funding to strengthen capacities for response, strengthening the capacity of local communities and supporting and promoting the central and unique role of the United Nations in providing leadership and co-ordination of international humanitarian action;
- (4) DG ECHO's programme for capacity building for International Organisations (IO) has been developed as a complementary tool to DG ECHO's grant facility for Non-Governmental organisations (NGOs). The Grant facility for NGOs aims at improving the quality of humanitarian aid responses and at increasing their effectiveness by strengthening the preparedness and response capacities of humanitarian NGOs. Parallel to these actions, the global humanitarian preparedness and response capacity is intended to be strengthened through the capacity building programme for IO.

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<sup>1</sup> OJ L 163, 2.7.1996, p. 1.

<sup>2</sup> OJ 2008/C/25/01 of 30.01.2008

- (5) An external evaluation of this thematic funding (DG ECHO capacity building programme for IO) concluded "it to be a highly relevant tool for strengthening the capacities of DG ECHO<sup>3</sup>'s partners to respond to emergencies in a timely, effective, and predictable way"<sup>4</sup> and recommended the Commission to continue its funding of capacity building support to its partners;
- (6) Following extensive consultations with fellow donors, Commission partners and other humanitarian actors in 2008 and 2009, the main 'gaps' in the global humanitarian system were identified. These are presented in the Commission 2009 Guidelines for Capacity Building funding, along with the criteria for the Commission funding responses.<sup>5</sup>
- (7) An assessment of the needs and the necessity to provide some predictability leads to the conclusion that the actions should be financed by the European Union for a period of 24 months;
- (8) For the purpose of the implementation of this Decision, individual actions in the field may be subject to risks and conditions equivalent to those affecting Humanitarian Aid actions. Therefore, the suspension of individual actions owing to force majeure or other exceptional circumstances should be provided for in this Decision.
- (9) It is estimated that a total amount of EUR 15,000,000, of which EUR 10,000,000 from budget article 23 02 01 and EUR 5,000,000 from budget article 23 02 02 of the general budget of the European Union, is necessary to realise the objectives of the decision, taking into account the available budget, other donors' contribution and other factors. Actions covered by this Decision should be financed for a maximum of 85% of the total cost of the Actions.
- (10) The present Decision constitutes a financing Decision within the meaning of Article 75 of the Financial Regulation (EC, Euratom) No 1605/2002<sup>6</sup>, Article 90 of the detailed rules for the implementation of the Financial Regulation determined by Regulation (EC, Euratom) No 2342/2002<sup>7</sup>, and Article 15 of the internal rules on the implementation of the general budget of the European Union<sup>8</sup>;
- (11) To respond to global humanitarian response gaps, financing should be channelled through International Organisations including United Nations agencies. Therefore the European Commission should implement the budget by joint management;
- (12) In accordance with Article 17(2) of Council Regulation (EC) No.1257/96 of 20 June 1996, the Humanitarian Aid Committee gave a favourable opinion on 10 December 2009.

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<sup>3</sup> Directorate-General for Humanitarian Aid – DG ECHO

<sup>4</sup> Evaluation of Thematic Funding (and the Grant Facility Approach), 20 May 2008 (DG ECHO), Spaak and Atkinson (Particip).

<sup>5</sup> See [http://ec.europa.eu/echo/funding/grants\\_contracts/capacity\\_en.htm](http://ec.europa.eu/echo/funding/grants_contracts/capacity_en.htm)

<sup>6</sup> OJ L 248, 16.9.2002, p.1.

<sup>7</sup> OJ L 357, 31.12.2002, , p.1.

<sup>8</sup> Commission Decision of 5.3.2008, C/2008/773

HAS ADOPTED THIS DECISION:

*Article 1*

1. The Commission hereby approves a total amount of EUR 15,000,000 for the financing of DG ECHO's Programme for Capacity Building from budget articles 23 02 01 (EUR 10,000,000) and 23 02 02 (EUR 5,000,000) of the 2010 general budget of the European Union.

2. In accordance with Articles 2 and 4 of Council Regulation No.1257/96, the principal objective of this Decision is to strengthen the global humanitarian preparedness and response capacity. The Actions shall be implemented in the pursuance of the following specific objectives:

- To increase the effectiveness and reinforce the capacity of international humanitarian organisations and stakeholders to assess, analyse, prepare and respond to humanitarian needs during man-made and/or natural disasters and their immediate aftermath in a coordinated and inclusive manner.

A total of EUR 10,000,000 is allocated to this specific objective under budget article 23 02 01.

- To reinforce the capacity of international humanitarian organisations and stakeholders to deliver more varied and appropriate forms of food assistance, during emergencies and their immediate aftermath.

A total of EUR 5,000,000 is allocated to this specific objective under budget article 23 02 02.

*Article 2*

1. The period for the implementation of the Actions financed under this Decision shall start on 1 January 2010 and shall run for 24 months. Eligible expenditure shall be committed during the implementing period of the Decision.

2. If the implementation of individual actions is suspended owing to force majeure or other exceptional circumstances, the period of suspension shall not be taken into account in the implementing period of the Decision in respect of the Action suspended.

3. In accordance with the contractual provisions ruling the Agreements financed under this Decision, the Commission may consider eligible those costs arising and incurred after the end of the implementing period of the Action which are necessary for its winding-up.

*Article 3*

1. As a general rule, Actions funded by this Decision should be co-financed. Taking account of the nature of activities to be undertaken, the maximum rate of co-financing shall be 85%.

2. Actions supported by this Decision will be implemented by international organisations.

3. The Commission shall implement the budget by joint management with international organisations that are signatories to the Framework partnership agreement (FPA) or the EC/UN Financial Administrative Framework Agreement (FAFA) and which were subject to the four pillar assessment in line with Article 53d of the Financial Regulation.

*Article 4*

This Decision will take effect on the date of its adoption.

*Article 5*

This Decision is addressed to the delegated authorising officer.

Done at Brussels,

*For the Commission  
Member of the Commission*



**Humanitarian Aid Decision**

**23 02 01**

**23 02 02**

Title: Commission Decision on the Financing of Actions for DG ECHO's Programme for Capacity Building

Location of Action: Global

Description: DG ECHO's Programme for Capacity Building

Amount of Decision: EUR 15,000,000

Decision reference number: ECHO/THM/BUD/2010/01000

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**Supporting document**

**1 - Rationale, needs and target population**

1.1. - Rationale:

The overall rationale is that the investments through Capacity Building into the global humanitarian system lead to more rapid and more cost-effective humanitarian responses, allowing a better and broader humanitarian coverage.

The commitment for DG ECHO<sup>1</sup> to engage in the Capacity Building approach is provided in the European Consensus on Humanitarian Aid. In the Consensus EU Member States and the European Commission's partners agreed that: "supporting the development of the collective global capacity to respond to humanitarian crises is one of the fundamental tenants of our [EU] approach"<sup>2</sup>. Further, the Action Plan following the EU Consensus on Humanitarian Aid commits the EU to "...explore how to enhance support to capacity building, including in the cluster approach and provisions for reinforcing local capacity... and to promote a multi-donor approach to capacity building"<sup>3</sup>. Also, through the endorsement of the Good Humanitarian

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<sup>1</sup> Directorate-General for Humanitarian aid (ECHO)

<sup>2</sup> As adopted by the Council, EP and Commission on 18 December, (OJ 2008/C/ 25/01 of 30.01.2008).

<sup>3</sup> Commission Staff Working Document 'European Consensus on Humanitarian Aid – Action Plan' SEC(2008)1991, 29.5.2008

Donorship Principle, DG ECHO agreed to "allocate funding to strengthen capacities for response."<sup>4</sup>

DG ECHO's programme for capacity building for International Organisations (IO) has been developed as a complementary tool to DG ECHO's grant facility for Non-Governmental organisations (NGOs). The Grant facility for NGOs aims at improving the quality of humanitarian aid responses and at increasing their effectiveness by strengthening the preparedness and response capacities of humanitarian NGOs. Parallel to these actions, the global humanitarian preparedness and response capacity is intended to be strengthened through the capacity building programme for IO.

The effectiveness of DG ECHO's Thematic Funding (Capacity Building) was externally evaluated in 2008, and described as "a highly relevant tool for strengthening the capacities of DG ECHO's partners to respond to emergencies in a timely, effective, and predictable way. It has enabled DG ECHO to play a more strategic role and build stronger relationships with its partners."<sup>5</sup>

Building upon this commitment, and previous experience, DG ECHO sought to identify how to apply its Capacity Building Funding to best effect. Following extensive consultations with fellow donors, DG ECHO partners and other humanitarian actors throughout 2008 and 2009, specific Guidelines<sup>6</sup> were agreed by DG ECHO for the funding of both its Capacity Building Funding (for international organisations), and its Grant Facility Funding (for European NGOs). These Guidelines identify both the overall objective, the main identified 'gaps' in the global humanitarian system, and key criteria on how DG ECHO funding should be applied to ensure the maximum impact. The current Decision is fully in line with these Guidelines, with the overall aim of saving lives in a more efficient and effective manner. It is also in line with the 2010 Operational Strategy for humanitarian aid, which specifies that "the Commission will focus on improving human and technical resources, the cluster roll-out, needs assessment and emergency preparedness, local capacity building and logistics."<sup>7</sup>

Within this overall rationale, this Decision also recognises the specificities of the food assistance sector for Capacity Building. At the strategic, conceptual level there has been a gradual and important shift from the use of in-kind commodity food aid as a default response to emergency food needs, towards consideration of a broader and more effective set of humanitarian food assistance tools, including new approaches and products, tailored to specific needs and contexts. The details and implications of this shift must now be fully incorporated into the EU's humanitarian policy and practice. However, the use of a broader range of food assistance tools in the Union's interventions is often constrained by the limited experience or skill-sets of humanitarian actors. Much of the established humanitarian capacity for food crisis response remains geared to the provision of in-kind food aid. DG ECHO therefore recognizes the need to invest in strengthening the capacity of the humanitarian system to deliver more varied and appropriate forms of food assistance.

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<sup>4</sup> GHD principle 18, but also principle 8 on strengthening the capacity of affected countries and local communities and principle 10 to support and promote the central and unique role of the UN.

<sup>5</sup> Evaluation of Thematic Funding (and the Grant Facility Approach). 20 May 2008 (DG ECHO). Spaak and Atkinson (Particip).

<sup>6</sup> See [http://ec.europa.eu/echo/funding/grants\\_contracts/capacity\\_en.htm](http://ec.europa.eu/echo/funding/grants_contracts/capacity_en.htm)

<sup>7</sup> SEC(2009)1566 final.

The current Decision is in line with the policy framework which defines the EU policy towards the UN (COM(2001) 231 and COM(2003) 526) and supports institutional capacity-building for the UN and strengthening the multilateral system.

## 1.2. - Identified needs:

Following an extensive consultation process, the main needs identified in the global humanitarian system are set out as follows.

### **1) Resources**

Field implementation capacity of partners is hampered by gaps of human and other resources, including a lack of knowledge management and leadership skills. Surge capacity of partners was identified as an area of need, especially technical and logistical knowledge capacity. As it is argued that personalities more than skills make a difference, high staff turnover impedes response capacities. With regard to funding, there is a need for more long-term, predictable, as well as flexible humanitarian funding.

### **2) Coordination and roll out of the cluster approach**

The UN humanitarian reform is in general seen as a very positive contribution to coordination, though characterized as a somewhat UN-centric initiative. Further strengthening of institutional capacity to ensure effective implementation and functioning of the cluster approach and other coordination mechanisms is required, especially in support of the roll-out at field level. Local coordination structures need to be assessed, expanded and /or adapted for improved roll out of cluster coordination and information sharing. There is also a need to further develop and disseminate common standards, guidelines, frameworks, and tools. Connecting and linking sectors and coordination among donors needs further improvement. Frequently, mention is (still) made of the lack of effective partnerships, in particular between UN and non-UN actors, inter-cluster and civil-military coordination and participation of stakeholders and beneficiaries. The UN emphasises the need for cooperation with countries' authorities and regional organisations such as ASEAN and the African Union.

### **3) (Rapid) Needs assessment and related methodologies**

Needs-based decision making can be further improved, including rapid initial needs assessment methodologies. Humanitarian needs assessments are not easily integrated or comparable and there is a lack of a standard classification of severity of disasters. As a result, humanitarian funding cannot always be allocated in the most equitable and transparent way and there is a need for greater comparability of the severity of needs; improved linkages between the needs assessment findings; and the design of humanitarian programmes. Initiatives for common (and rapid) needs assessment methodologies and tools exist, but are not joined up. Duplication, assessment gaps and competition between various assessment initiatives are a logical result. Many of the existing assessment guidelines are seen as incompatible and too comprehensive to be used at field level. There is a need to systematise, coordinate and structure all ongoing initiatives.



#### **4) Emergency Preparedness, Disaster Risk Reduction, Early Warning**

There are still significant capacity needs at all levels in disaster management, disaster risk reduction, early warning and preparedness, emergency response and integration of disaster risk reduction in the recovery planning. While there is an agreed commitment to use the Hyogo Framework for Action<sup>8</sup> in developing capacities for disaster risk reduction, field experience shows that the quality of disaster risk reduction interventions and the performance of actors in this field have been most effective where there is an enabling environment. There is also a need for epidemic preparedness and response capacity for disease outbreaks as well as preparedness for nutrition crises at global and regional levels. Outbreaks are often detected too late, making responses more difficult and expensive.

#### **5) Local Capacity Building**

There is broad and consistent reference to the need to develop local capacities to respond to humanitarian crises with a particular emphasis on strengthening capacities for disaster response and risk reduction. This includes local (government) structures, especially in the context of early recovery.

#### **6) Quality, accountability and respect of humanitarian principles and laws**

There is still a need to enhance quality management in the field of humanitarian aid responses, to assure that the highest standards of accountability to beneficiaries and transparency to donors and European citizens are met and to promote the knowledge and respect of humanitarian principles and International Humanitarian Law.

#### **7) Logistics and other needs**

A number of sectoral and cross-cutting gaps were identified, such as gender issues, protection, security capacity and logistics. Logistics support is seen as one of the major problems humanitarian actors face at the onset of an emergency, especially the provision of the necessary logistics support for the movement of relief commodities to and within the area of intervention. Further pre-positioning and improved coordination of stockpiling is therefore required.

#### **1.3. - Target population and regions concerned:**

Funding under this Decision will benefit UN and other international agencies that have been designated as lead agencies for strengthening the global humanitarian preparedness and response capacity, as well as their main partners and stakeholders, including cluster leads and members, but also civil society and local actors – including community based associations. As capacity building would aim to benefit humanitarian operations globally, they should potentially impact the millions of people affected by humanitarian crises every year.<sup>9</sup> The partner agencies will implement the programmes globally, however with a focus on roll-out in a selected number of countries. These countries will be selected based on priorities identified by DG ECHO and the partners. This will have an impact at country, regional and global levels. For some of the programmes, the contribution aims at consolidation of current activities and may focus on specific (regional) parts of the world.

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<sup>8</sup> : See [www.unisdr.org/eng/hfa/hfa.htm](http://www.unisdr.org/eng/hfa/hfa.htm)

<sup>9</sup> IFRC annual report 2007 speaks of 250 million affected by disasters.

#### 1.4. - Risk assessment and possible constraints:

Capacity building has certain risks of failure as investments do not necessarily provide outputs in the short run and depend heavily on openness to change of organisations and persons. This risk will vary per programme (pre-positioning of stocks will be easier to measure than increased capacity as a result of training of staff) and per context. The Active Learning Network on Accountability and Performance in Humanitarian Assistance (ALNAP) identified key challenges to capacity building, being weak coordination of humanitarian agencies and high staff turnover, which impedes learning and argues that "the humanitarian sector is characterised by a 'culture of defensiveness' adopting defensive tactics to avoid criticism that could potentially lead to learning and improvements."<sup>10</sup>

Additional funds from other donors will be required to capitalise on the investment and further reinforce efforts and for this purpose dialogue with other active donors will be sought. This type of action requires an institutional buy-in from the partner organizations in order to be sustainable and translated into concrete programming. The Commission, in coordination with other donors, will therefore ensure that there is ownership with its partners before any funding is provided and ensure that efforts are focused, to facilitate the necessary monitoring and impact of efforts.

As the capacity building programmes have several synergies and potential overlaps with geographical actions funded by DG ECHO, an internal 'Capacity Building Steering Group' has been established that provides a forum for discussing DG ECHO actions in the area of capacity building, including also DIPECHO actions, to avoid overlap.

## **2 - Objectives and components of the humanitarian intervention proposed:**

### 2.1. - Objectives:

Principal objective: To strengthen the global humanitarian preparedness and response capacity.

Specific objectives:

1. To increase the effectiveness and reinforce the capacity of international humanitarian organisations and stakeholders to assess, analyse, prepare and respond to humanitarian needs during man-made and /or natural disasters and their immediate aftermath in a coordinated and inclusive manner.
2. To reinforce the capacity of international humanitarian organisations and stakeholders to deliver more varied and appropriate forms of food assistance, during emergencies and their immediate aftermath.

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<sup>10</sup> ALNAP Review of Humanitarian Action in 2004. Capacity Building. ODI, London 2005

## 2.2. - Components:

It is important to note that the Commission needs to target its capacity building support to a limited number of areas to facilitate leverage and impact, and in line with the DG ECHO Capacity Building Guidelines criteria. The objectives of this Decision will therefore be reached through the development of some of the following components:

Under specific objective 1)

- **Humanitarian coordination.** In addition to support to overall humanitarian coordination structures, and specific cluster coordination structures, this would include support in the increasingly important area of civil-military coordination. Starting with the extension of basic dissemination and awareness of civil-military principles and good practice to a broader range of actors, towards an outcome of much closer coordination that respects humanitarian space, this would be a key component for future humanitarian coordination.
- **Consistent use of joint/common needs assessments, particularly in the initial phases of sudden-onset emergencies and development of reliable tools for gauging the comparative severity of crises, particularly with regard to protracted emergencies are facilitated** to support effective, evidence-based humanitarian decision-making: This will include consensus building in the humanitarian community on a framework and information process for coordinated multi-sectoral assessments and analysis and a revised core set of indicators. A Handbook on Needs Assessment coordination will be further developed. This will include tools to support its implementation.. Other needs assessment and methodologies development need to be supported as well as the linking of these methodologies so they benefit the overall humanitarian community. Joint needs assessments need to be promoted to translate ongoing methodological initiatives into concrete improvements in operational terms and response analysis improved for programming support to ensure timely and more predictable funding.
- **Logistics support and other.** Strengthened response capacity, improved planning and preparedness, including pre-positioning of stocks, development of operational tools, integrated logistics systems and increased surge capacity. The work of humanitarian actors in building up and running strategic humanitarian response hubs with pre-positioned relief items will be enhanced / strengthened to ensure an efficient, effective and appropriate global humanitarian response, Logistics preparedness will be further enhanced through building capacity to deploy appropriate personnel to coordinate and execute cluster operations.
- **Gender.** The knowledge and capacity of humanitarian actors to address gender and gender-based violence in humanitarian crises is strengthened.
- **Emergency Preparedness, Disaster Risk Reduction, Early Warning.** Notably through strengthening partnerships for accelerated implementation of the Hyogo Framework for Action (HFA). This would include mainstreaming through integration into multi-sectoral humanitarian responses.

Under specific objective 2)

- **Resources. Analysis and implementation capacities.** Building skills and knowledge of programme managers and field practitioners in selecting and implementing the most appropriate resource transfer modality. Specifically building the skills of humanitarian agencies in implementing cash-based programming as one possible response to humanitarian need. Strengthening skills in assessment and analysis; operational elements & delivery mechanisms; monitoring and impact measurement of cash and voucher programmes. Other situation analysis, needs assessment and methodologies development could also be supported.
- **Coordination in the food sector** Support a robust food assistance coordination forum – possibly global ‘food’ cluster – either through expanding the remit of an existing group or establishing a new group but with strong institutional linkages with existing coordination structures (including the nutrition cluster).
- **Strengthening nutritional perspectives within food assistance assessments and interventions** Supporting nutritional capacities in emergencies; including nutritional surveillance and information systems and strengthened capacity of country nutrition clusters. Improving the capacity of humanitarian stakeholders to effectively prepare and respond to on-going nutrition emergencies. Particular emphasis will also be put on nutritional quality of food assistance, and notably food aid.

### **3 - Duration expected for Actions in the proposed Decision:**

It is argued that for capacity building, a longer perspective is necessary to make an impact and provide some predictability of funding, as was done in the last Decision (ECHO/THM/BUD/2009/01000).

The duration for the implementation of this Decision shall be 24 months. Actions funded by this Decision must be implemented within this period.

Expenditure under this Decision shall be eligible from 1 January 2010.

This date is in line with the start of partners' budgetary years and also allows potential partners to continue operations initiated during the previous thematic funding Decision and ending on 31 December 2010.

Start Date: 1 January 2010

For the purpose of the implementation of this Decision, individual actions in the field may be subject to risks and conditions equivalent to those affecting Humanitarian Aid actions. Therefore, if the implementation of such Actions envisaged in this Decision is suspended due to *force majeure* or any comparable circumstance, the period of suspension will not be taken into account for the calculation of the duration of the humanitarian aid Actions.

Depending on the evolution of the situation in the field, the Commission reserves the right to terminate the agreements signed with the implementing humanitarian organisations where the

suspension of activities is for a period of more than one third of the total planned duration of the Action. In this respect, the procedure established in the general conditions of the specific agreement will be applied.

#### 4 - Previous Decisions of the Commission within the context of the current Decision

<b>List of previous DG ECHO Decisions on thematic funding (capacity building programme)</b>					
Decision Number	Decision Type	2007		2008	2009
		EUR		EUR	EUR
ECHO/THM/BUD/2007/01000 (WFP, WHO, OCHA, IFRC, UNHCR, UNICEF)	Non-emergency	23,000,000			
ECHO/FA/BUD/2007/02000 (Capacity Building to UNICEF, FAO and WFP)*	Non-emergency	4,500,000			
ECHO/FA/BUD/2008/02000 (Capacity Building to FAO and WFP)**	Non-emergency			2,534,000	
ECHO/THM/BUD/2009/01000 (Capacity Building)	Non-emergency				25,200,000
	Subtotal	27,500,000		2,534,000	25,200,000
	<b>Grand Total</b>				<b>55,234,000</b>

Dated : 23 October 2009  
Source : HOPE

\* Part of Decision allocated to capacity building (total Decision: EUR 85,222,101)

\*\* Part of Decision allocated to capacity building (total Decision: EUR 57,251,000)

#### 5 - Overview of donors' contributions:

The External Evaluation of Thematic Funding commissioned by DG ECHO in 2008 assessed other donors' support in the context of capacity building.

The evaluation concluded that the reviewed donors did not have a separate capacity building programme such as DG ECHO Thematic Funding (Capacity Building Programme). Generally it was not possible to determine which percentage of funds went to 'capacity building' as it was often incorporated into operational spending and there is no clear definition as to what constitutes capacity building. For many donors 'un-earmarked' funding also includes capacity building.

The contractual partners should ensure that there is no overlap in funding of activities by different donors and notably between DG ECHO funding at country and thematic level.

DG ECHO will, in the context of its upcoming capacity building policy work and in light of the European Consensus on Humanitarian Aid, integrate donor discussions to add synergy, coherence and coordination with the other donors, particularly those of EU Member States.

With a view to sustainability and to ensure multi-donorship, the Commission will strive to adhere to a maximum of 85% funding of the programmes financed under this Decision.

**6 - Amount of Decision and distribution by specific objectives:**

6.1. - Total amount of the Decision: EUR 15,000,000

<b>6.2. Budget breakdown by specific objectives</b>				
<b>Principal objective:</b> To strengthen the global humanitarian preparedness and response capacity.				
<b>Specific Objectives</b>	<b>Allocated amount by specific objective (EUR)</b>	<b>Geographical area of operation</b>	<b>Activities</b>	<b>Potential Partners</b>
<p>Specific objective 1:</p> <p>To increase the effectiveness and reinforce the capacity of international humanitarian organisations and stakeholders to assess, analyse, prepare and respond to humanitarian needs during man-made and /or natural disasters and their immediate aftermath in a coordinated and inclusive manner.</p>	10,000,000	Global	<ul style="list-style-type: none"> <li>Humanitarian coordination. In addition to support to overall humanitarian coordination structures, and specific cluster coordination structures, this would include support in the increasingly important area of civil-military coordination. Starting with the extension of basic dissemination and awareness of civ-mil principles and good practice to a broader range of actors, towards an outcome of much closer coordination that respects humanitarian space, this would be a key component for future humanitarian coordination.</li> <li>Consistent use of joint/common needs assessments, particularly in the initial phases of sudden-onset emergencies and development of reliable tools for gauging the comparative severity of crises, particularly with regard to protracted emergencies are facilitated to support effective, evidence-based humanitarian decision-making: This will include consensus building in the humanitarian community on a framework and information process for coordinated multi-sectoral assessments and analysis and a revised core set of indicators. A Handbook on Needs Assessment coordination will be further developed. This will include tools to support its implementation.. Other needs assessment and methodologies development need to be supported as well as the linking of these methodologies so they benefit the overall humanitarian community. Joint needs assessments need to be promoted to translate ongoing methodological initiatives into concrete improvements in operational terms and response analysis improved for programming support to ensure timely and more predictable funding.</li> <li>Logistics support and other. Strengthened response capacity, improved planning and preparedness, including pre-positioning of stocks, development of operational tools, integrated logistics systems and increased surge capacity. The work of humanitarian actors in building up and running strategic humanitarian response hubs with pre-positioned relief items will be enhanced/strengthened to ensure an efficient, effective and appropriate global humanitarian response, Logistics preparedness will be further enhanced through building capacity to deploy appropriate personnel to coordinate and execute cluster operations.</li> <li>Gender. The knowledge and capacity of humanitarian actors to address gender and gender-based violence in humanitarian crises is strengthened.</li> <li>Emergency Preparedness, Disaster Risk Reduction, Early Warning. Notably through strengthening partnerships for accelerated implementation of the Hyogo Framework for Action (HFA). This would include mainstreaming through integration into multi-sectoral humanitarian responses.</li> </ul>	Joint Management WFP, WHO, UN OCHA, IFRC, UNFPA, UNISDR, UNHCR.

<p>Specific objective 2:</p> <p>To reinforce the capacity of international humanitarian organisations and stakeholders to deliver more varied and appropriate forms of food assistance, during emergencies and their immediate aftermath</p>	<p>5,000,000</p>	<p>Global</p>	<ul style="list-style-type: none"> <li>• Resources. Implementation and analysis capacities. Building skills and knowledge of programme managers and field practitioners in selecting and implementing the most appropriate resource transfer modality. Specifically building the skills of humanitarian agencies in implementing cash-based programming as one possible response to humanitarian need. Strengthening skills in assessment and analysis; operational elements &amp; delivery mechanisms; monitoring and impact measurement of cash and voucher programmes. Advancement of methods, guidance and technical capacities, enhanced partnerships and strengthened linkages between assessments results and response analysis.</li> <li>• Coordination in the food sector Support a robust food assistance coordination forum – possibly global ‘food’ cluster – either through expanding the remit of an existing group or establishing a new group but with strong institutional linkages with existing coordination structures (including the nutrition cluster).</li> <li>• Strengthening nutritional perspectives within food assistance assessments and interventions. Supporting nutritional capacities in emergencies; including nutritional surveillance and information systems and strengthened capacity of country nutrition clusters. Improving the capacity of humanitarian stakeholders to effectively prepare and respond to on-going nutrition emergencies.. Particular emphasis will also be put on nutritional quality of food assistance, and notably food aid.</li> </ul>	<p>Joint Management WFP, FAO, UNICEF, WHO, IFRC, ICRC.</p>
<p>TOTAL:</p>	<p>15,000,000</p>			



## **7 – Evaluation:**

Under article 18 of Council Regulation (EC) No.1257/96 of 20 June 1996 concerning humanitarian aid the Commission is required to "regularly assess humanitarian aid Actions financed by the Union in order to establish whether they have achieved their objectives and to produce guidelines for improving the effectiveness of subsequent Actions." These evaluations are structured and organised in overarching and cross cutting issues forming part of DG ECHO's Annual Strategy such as child-related issues, the security of relief workers, respect for human rights, etc. Each year, an indicative Evaluation Programme is established after a consultative process. This programme is flexible and can be adapted to include evaluations not foreseen in the initial programme, in response to particular events or changing circumstances. The thematic funding evaluation report is available at:

[http://ec.europa.eu/echo/policies/evaluation/thematic\\_en.htm](http://ec.europa.eu/echo/policies/evaluation/thematic_en.htm)

## **8 – Management Issues:**

Humanitarian aid Actions funded by the Commission are implemented by NGOs, Specialised Agencies of the Member States, and the Red Cross organisations on the basis of Framework Partnership Agreements (FPA) and by United Nations agencies based on the EC/UN Financial and Administrative Framework Agreement (FAFA) in conformity with Article 163 of the Implementing Rules of the Financial Regulation. These Framework agreements define the criteria for attributing grant agreements and financing agreements in accordance with Article 90 of the Implementing Rules and may be found at:

[http://ec.europa.eu/echo/about/actors/partners\\_en.htm](http://ec.europa.eu/echo/about/actors/partners_en.htm).

For International Organisations identified as potential partners for implementing the Decision, actions will be managed under joint management.

Individual grants are awarded on the basis of the criteria enumerated in Article 7.2 of the Humanitarian Aid Regulation, such as the technical and financial capacity, readiness and experience, and results of previous interventions.