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Humanitarian Emergency Fund

Year Three Annual Report



DRC Red Cross Volunteers carrying out a 'safe and dignified' burial for an Ebola virus victim

Reporting on 2019 – 2020 Activations and Completion of 2018 – 2019 Funded Projects



Produced on behalf of the Scottish Government by the
Disasters Emergency Committee

Overview of the Year 3 Annual Report

This report presents an overview of the Scottish Government's Humanitarian Emergency Fund and the activities of its Secretariat in 2019-20, its third year of operation since it was established in 2017.

It details the global impact of the projects launched and completed in this period as well as a short summary of a review of the Fund, which was carried out during this financial year.

The first section briefly explains the fund; the second section details the 2019-2020 project 'activations'; the third section details the impacts of the 2018-2019 funded projects with the fourth section summarising this year's independent review of the Fund, its recommendations and subsequent action: the fifth section adds more detail on the performance of the Secretariat and its role in supporting the planned changes to the Fund for the future.

Where other reports and information are available on the humanitarian emergencies discussed in this report, links are provided.

1. Introduction: The Humanitarian Emergency Fund

Scotland has a longstanding history of contributing to international development, both through the UK Government's Department for International Development (DFID) and through its own government, non-government organisations (NGOs), local charities and individuals.

In 2016, in consultation with international Non-Government Organisations (iNGOs) based in Scotland, the Scottish Government committed to establish a £1 million a year fund to respond to future humanitarian emergencies. The Humanitarian Emergency Fund (HEF) was established in April 2017 and has been supported by an expert Panel (HEF Panel) comprising representatives from eight leading humanitarian aid organisations based in Scotland. Funds from the HEF are allocated to crises that meet a range of criteria, based on recommendations from the expert HEF Panel, supported by the HEF Secretariat - administered by the Disasters Emergency Committee (DEC).¹

1.1 The Aim and Objectives of the Humanitarian Emergency Fund

The main aim of the HEF is to: Provide immediate and effective assistance to reduce the threat to life and wellbeing (e.g. hunger, disease or death) for a large number of a population caused by disasters, disease or conflict

In addition, the HEF should:

- Build public awareness in Scotland of humanitarian crises and raise additional funding.
- Demonstrate the SG's role as a responsible global citizen with a vested interest in responding to global humanitarian challenges.

¹ www.dec.org.uk

- Bring enhanced transparency and predictability to the SG's emergency funding.

The fund is activated in one of two-ways:

1) Stream 1 – funds are awarded by Scottish Ministers after a UK wide humanitarian appeal is launched by the Disasters Emergency Committee. Smaller sums can also be released to three Scottish based organisations who are part of the HEF Panel but are not part of the UK's DEC coalition via this channel.

2) Stream 2 - When a UK wide DEC appeal is not immediately anticipated but a crisis, often a protracted crisis, meets the Fund's activation criteria, then projects can be approved by Scottish Ministers for funding after a competitive, peer reviewed process amongst all HEF panel members.

For more detailed information on the background to the HEF and its activation mechanisms please see Annexes.

2. HEF Project Activations 2019-2020

In this third and final year of operation of the HEF before the planned review, three projects were launched in response to humanitarian emergencies in three countries, the Democratic Republic of Congo, Syria and Ethiopia, involving 5 of the 8 HEF member agencies (figure 1 – brown pins). Funding from this financial year was awarded to Scottish Government partners as part of the response to Cyclone Idai which hit in March 2019. Reporting on the initial response to Cyclone Idai via the DEC can be found in the Year 2 Annual Report. Because this additional funding was allocated to non HEF partners this response is not reported on here but can be found via this link to the Scottish Government website.

Insert link

The HEF responses during this year were to a disease outbreak, conflict displacement and a complex food insecurity crisis caused by extreme weather, political instability and locust infestation.

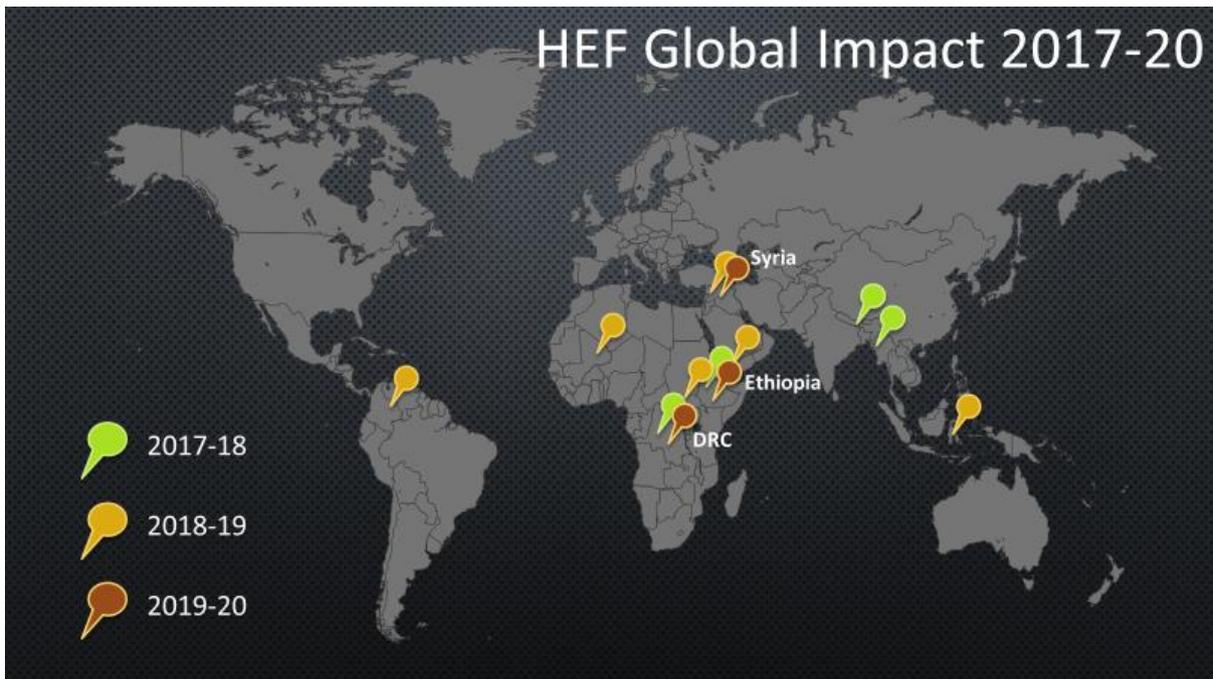


Figure 1: Global Impact of the Humanitarian Fund in its first three years of operation

2.1 June 2019 - Democratic Republic of the Congo (DRC) Ebola – Disease Outbreak

Stream 2 Activation: £200,000 shared equally between: **British Red Cross and Christian Aid.**



Figure 2: DRC Volunteer Community Worker

In this first HEF activation of 2019-20 financial year, £200,000 was awarded - shared equally between the British Red Cross (BRC) and Christian Aid (CA) to support their organisations' wider efforts to combat the worst ever Ebola outbreak to affect the Democratic Republic of the Congo (DRC). Only the West Africa outbreak in 2014 had been more severe. The North Kivu and Ituri provinces, near the DRC's Eastern border with Uganda and Rwanda were the worst affected, with more than 2,000 cases and nearly 1,500 deaths by June 2019.

With the WHO warning of the spread to bigger cities, neighbouring provinces and across the borders, there was an urgent need of assistance to contain a potentially catastrophic spread of the virus.

The hugely challenging and critically underfunded response was made against a backdrop of a 20-year conflict that has claimed countless lives and deprived millions of even the most basic needs and services. The humanitarian needs were already great, with the country lacking the medical infrastructure to treat such a complex health emergency.

Severe insecurity had also been fuelled by chronic neglect and political resentment, with suspicion leading to direct attacks on both international and local health workers. After a spike in cases in early May, WHO experts recommended a change in strategy that included vaccinating a wider group of at-risk people, but that response was made more difficult by the security challenge and the associated problem of tracing the contacts of those infected,

Both projects were successful as they ensured that the community were closely involved in the planning and execution of the work. This recent learning and experience in community surveillance and through supporting governments with screening and other case detection will help inform similar responses in the near future, including the current efforts to tackle the spread of the Covid-19 virus in similar environments.

Whilst these projects finished in late 2019, they made a significant contribution to the overall effort to control the spread of Ebola in DRC, with the latest situation reports from the World Health Organisation (WHO) recording no new cases of the disease in the country up until mid-March 2020. The spread of the disease to Uganda was also contained.

Learning from this successful response was quickly passed on to teams and other organisations worldwide as the response to the Coronavirus crisis continues to take shape.

2.1.1 British Red Cross

The British Red Cross used their funding to train 350 local volunteers to carry out more than 5,000 Safe and Dignified Burials (SDBs) in the Eastern regions of Ituri and South Kivu. The volunteers also engaged with local communities to promote the

understanding of the importance of SDBs to protect others and stop the spread of the virus. This included the use of mobile cinemas, theatre activities and interactive community meetings to reach at-risk groups with positive health messages, such as hand washing, as well as providing accurate and timely information on Ebola to help dispel rumours.

Against a background of increased tension and conflict, the results achieved were viewed as remarkable. By the year end, the DRC Red Cross teams across the country had carried out more than 16,500 burials, with 1,150 people receiving treatment and surviving the illness since the start of the intervention. A further 1.9 million people were reached through community engagement with more than 23 thousand helped with psycho-social support to reduce the stigma and fear associated with the disease.

2.1.2 Christian Aid

The Christian Aid project carried out similar community engagement work in an area to the South of Lubero in South Kivu. Funding allowed the training of 160 community leaders to build trust in target communities, reduce resistance to Ebola response workers, raise awareness and ensure community ownership of the response. Hygiene kits, water containers and 4 new toilet blocks were also provided to improve health and sanitation practices.



Figure 3: Christian Aid funded toilet block installed at local school

1000 hygiene kits (handwashing facilities) and more than 6,700 water containers were distributed to communities, including schools, markets and churches to promote better hygiene. The project also successfully constructed 4 toilet blocks to improve hygiene facilities in local schools, market and churches. They are managed by a local committee to keep the clean and in good order to reduce the chances of infection.

[Read response report and case studies](#)

2.2 October 2019 - North West Syria – Winter Internally Displaced Persons (IDP) Support

Stream 2 Activation: £100,000 to **Scottish Catholic International Aid Fund (SCIAF)**.

Increased military action by the Russian backed Syrian government forces against opposition groups in North-Western Syria (NWS) in and around the strategic city of Idlib in the late Summer of 2019 led to an additional internal displacement of nearly 700,000 people (IDPs), taking the total number in the area to more than 1.3 million. With winter approaching and freezing weather expected, there was an urgent need to provide better shelter, heating and insulation for huge numbers of people out in the elements.

The SCIAF project successfully over-achieved against its targets, reaching more families and beneficiaries than had been planned whilst also achieving a higher than planned satisfaction rate. In one camp and six villages, a total of 1,244 families (33 more than planned) participated, with a total 6,725 individuals benefitting (3,260 male and 3,465 female).

The targeted families included 696 people with special needs (disabilities). Post distribution monitoring found 79% respondents saying the quality of items was very good, and 21% reported they were good. (Target 75% satisfaction.)

The project was part of a wider response to reach 46,500 people in North West Syria. This multi-team approach, with expertise of the CAFOD network and lengthy local experience of local partner, Islamic Relief Worldwide allowed the sharing of resources and knowledge to drive project efficiency and effectiveness whilst delivering support in a very challenging conflict environment.



Figure 4: IDPs receiving mattresses from SCIAF partner, Islamic Relief

[Read response report and case studies](#)

2.3 March 2020 - Ethiopia – Locust Infestation and Food Insecurity

Stream 2 Activation: £338,000 shared equally by **Tearfund, Christian Aid and Oxfam**



Figure 5: Locust swarm in Ethiopia: Picture courtesy of QZ.com

In this third and final activation of the Fund during past year 3 HEF members were funded to provide support to communities in three separate regions of Ethiopia battling a huge infestation of locusts on top of severe existing and humanitarian challenges.

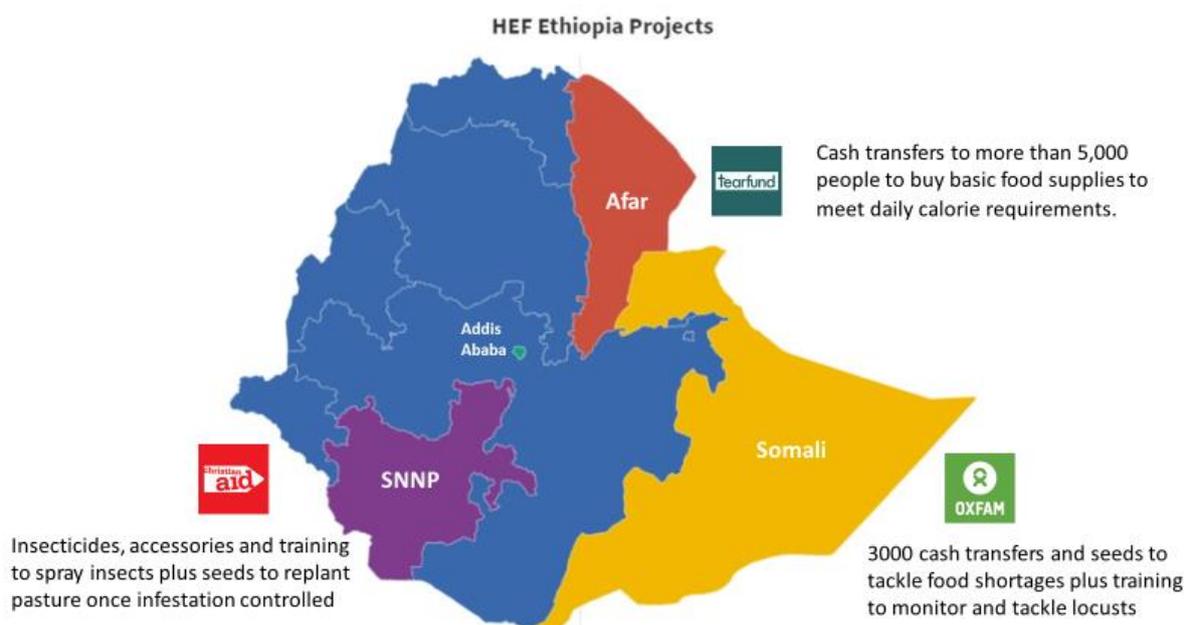
Several recent internal conflicts and extreme weather had already led to mass displacement and a significant increase in humanitarian needs across Ethiopia. There are 2.8 million internally Displaced People (IDPs) in the country, mainly due to insecurity and violence in South and East border regions. Ethiopia also hosts over 900,000 refugees from neighbouring countries.

Needs have been exacerbated by protracted drought and episodes of severe flooding. Continuing food insecurity, malnutrition and water shortages, mainly in pastoral areas, as well as the risk of disease outbreaks (cholera and measles) are the main humanitarian concerns in the country.

The risk to already vulnerable groups was significantly increased by the arrival of the largest desert locust swarm to hit the country in decades, with a significant overlap between most vulnerable woredas (local government districts) and projected locust infestation.

New locust hatching in March to May placed the planting season at serious risk. If left unchecked, the numbers of crop-eating insects were projected to grow by as much as could 500 during this period. times by June. Humanitarian agencies were not able to meet demand with current funding resources with insufficient media coverage to generate further funding.

Three projects were approved for funding from 5 applications as they all strongly addressed the needs of the affected populations at this time. At time of writing, despite the unfolding global Coronavirus crisis these projects are ongoing.



2.3.1 Oxfam – Somali region

Oxfam’s response is tackling food insecurity and aiming to protect and restore livelihoods in the South Jijiga woreda (district) of the Somali region as well as supporting efforts to control the current desert locust outbreak.

The first phase aims to give 3000 people cash transfers and seeds to tackle acute food shortages and help future food needs. Over a longer period, the project will also help improve the monitoring and control of locust spread by supporting surveillance, coordination and training for up to 30,000 people in the affected communities.

The response will prioritise support to the most vulnerable (including women, children, elderly people, and persons with disabilities) and include internally displaced people (IDP) currently in the area. The project will ensure 70% of the target population for both cash and livelihood assistance will be headed by women, with strong community participation.

2.3.2 Christian Aid – Southern Nations Nationalities and Peoples Region

This project has a similar population in mind in two woredas in the South Omo zone of the Southern Nations Nationalities and Peoples region (SNNPR) () which have been particularly badly affected by the recent locust swarms. More than 13,000 people are expected to benefit from increased protection of their land through the following interventions:

- supply of insecticides to protect more than 20,000 hectares along with the appropriate accessories and training to the local community to use the chemicals safely

- Maize, sorghum and grass seeds will be provided to help replant crop and pasture lands in May and September once locust infestation has been controlled
- Education and training on locust control and use of pesticides. Support has been targeted at these areas based on the level of vulnerability and the level of damage to crops.

2.3.3 Tearfund – Afar region

Tearfund has been providing cash transfers to more than 5,000 people most badly affected by the locust infestation in the Dulecha district in the Afar region in the North East of the country. There is previous strong evidence for the positive impact of multi-purpose cash in relation to food security, nutrition and livelihoods.

The cash transfers are aimed at providing a mix of cereals, beans and vegetable oil to meet daily calorie requirements. Cash is being transferred to female household heads as women are responsible for managing their household needs. Other vulnerable beneficiaries will be identified through community participation to include those most affected by locusts, the poorest who've lost their livestock in recent droughts, those with no alternative income, disabled and elderly and those with acute malnourished children under five.

Given the spread global spread of the Covid-19 virus as this project was being finalised, the project team has also been promoting good hygiene practise in this community in line with up to date World Health Organisation advice.

2.3.4 Coronavirus Impact

Despite the impact of Coronavirus across Africa and in Ethiopia, all member agencies have been able to start implementing these projects. In fact, Tearfund have already completed the main cash transfer element of the project and are now conducting post distribution monitoring. The other projects may have to further adjust delivery methods and timing as the virus spreads further and these will be communicated to the Scottish Government via the Secretariat as soon as there is clear information.

The integrated report on the multi-agency response is currently due in the early Autumn 2020.

2.4 Total Spend on HEF Activations in 2019-20

The total annual budget for 2019-2020 was allocated to three HEF panel emergencies triggered by the HEF Panel and a DEC triggered response which supported other non HEF agencies. £225,000 was awarded previously from the Climate Justice Fund to Strathclyde University for Chikwawa flooding project and £100,000 from the International Development Fund to the DEC's Cyclone Idai Appeal.

In May 2019, the Scottish Government reconciled the Humanitarian budget to include this funding awarded to the Cyclone Idai response in Malawi. resulted in the remaining being allocated across the three other humanitarian emergencies.

Table 1: Financial Summary of release of HEF funds 2019-20

	Q1	Q2	Q3	Q4	Total
	Apr-Jun 19	Jul-Sep 19	Oct-Dec 19	Jan-Mar 20	Total
Scottish Government Response to Cyclone Idai					£325,000
Stream 1	No activation in 2019-20				
Stream 2		£200,000	£100,000	£338,000	£638,000
HEF costs	£18,500		£18,500		£37,000
Subtotal	£18,500	£200,000	£118,500	£338,000	£675,000
Total					£1,000,000

Table 2: HEF Member Allocations 2019-20

HEF Panel Member	Stream 1 Allocations	Stream 2 Applications and allocations		
Organisation	No activation	DRC Ebola	NW Syria	Ethiopia
British Red Cross		£100,000		
Christian Aid		£100,000		£112,666
SCIAF			£100,000	
Oxfam				£112,666
Tearfund				£112,666
Total funding		£200,000	£100,000	£338,000

3. HEF Project Closure Reports from 2018-2019

The HEF Secretariat received and reviewed the following Project Closure Report for projects in Colombia to help Venezuelan refugees.



Figure 6: Lady and her daughter in Baranquilla after receiving food vouchers from Tearfund project

3.1 February 2019 - Colombia/Venezuela – Refugee crisis

This activation of the HEF released £220,000 which was equally divided by Tearfund and the Scottish Catholic International Aid Fund (SCIAF) to provide urgent humanitarian support for thousands of people in Venezuela who had fled political unrest and an acute economic crisis in neighbouring Colombia.

Tearfund met or exceeded its objectives in delivering nearly 4,000 non-food items to improve living conditions and hygiene for migrants. More than a 1,000 people were given medical assistance, 500 were given hygiene kits and 500 heads of household were given vouchers at local shops prioritize their purchases, increasing self-esteem and empowerment.

SCIAF also exceeded all its objectives in providing food support to more than 13,000 Venezuelan migrants. More than 6,000 received non-food items including hygiene kits and clothing with nearly 2,000 receiving temporary shelter. An additional 14,000 people were given psychosocial support and/or legal guidance on appropriate documentation.

Both project teams ensured there was strong co-ordination with national and local agencies as well as other NGOs to improve the effectiveness of their responses and to avoid duplication. They also had good MEAL systems in place to ensure

responsiveness to the needs of beneficiaries and to maximise learning for future intervention of this kind.

4. Independent Review of the Fund

4.1 The Review

An independent review of the impact and the operation of the Fund was carried out as planned during this 3rd year of operation. The review was carried out by the Corra Foundation² who have worked with the Scottish Government for a number of years on its wider international development portfolio.

The review was based on a range of interviews with key stakeholders and sector experts, as well as desk review of HEF documentation and publications from leading agencies, thought leaders and think tanks working on humanitarian assistance.

The review concluded that in its first two years of operation, the HEF had achieved a great deal, establishing new systems from scratch to disburse £2.1 million in humanitarian assistance over this period to nine different crises spanning three continents.

The review also noted the Fund's processes and a number of good practices and current trends in the sector, such as the promotion of transparency on localisation and inclusion. It also recognised the positive spirit of collaboration amongst Panel members which had fostered additional informal benefits of closer relationships and networking in Scotland's relatively small humanitarian sector.

It recommended a number of improvements to aimed at increasing the awareness and impact of the Fund through better definition and strengthening of external communication as well as refinement of processes to strengthen proposal and reporting quality, facilitate decision-making and promote learning. It also presented options for the Scottish Government on how the Fund could be funded and supported in future.

In addition to a series of recommendations for specific steps, the review concluded by presenting a series of options for Scottish Government's consideration in relation to future policy decisions on the HEF and possible alternative humanitarian funding modalities.

[Read the report](#)

4.2 Implementation of Scot Gov recommendations

In response to the Review, the Scottish Government convened a meeting with the Panel and the Secretariat in early December to discuss the recommendations and agree a way forward.

Whilst these changes have not yet been finalised there was agreement that:

- Stream 1 funding arrangements would remain largely the same

² Corra Foundation <https://www.corra.scot/>

- Funding would be released twice rather than four times a year to give the Panel more flexibility in Stream 2 activation
- Communication plans would be integrated into all Stream 2 activations, throughout the project cycle to give opportunity for wider engagement with the HEF which could generate further support from wider sector and other Scottish stakeholders. This includes more public facing sessions of the Panel twice a year.
- Potential new avenues would be explored to drive additional fundraising and wider support for Fund activations.
- Appropriate changes would be made in the existing HEF Operations Manual to reflect these and other more minor changes to improve the efficiency and effectiveness of the Panel and the support of the Secretariat.

4.3 Selection of new Panel

In February 2020, it was confirmed by the Scottish Government that the Fund would be continued for a further 3 years with the same level of funding set at £1 million annually. Shortly after, invitations were circulated to current members and other interested organisations to apply to be members of a newly appointed Panel for a further 3 years from 2020-23. The selection process was conducted by the Corra Foundation and chosen recommendations were passed to the Minister for consideration in March 2020.

4.4 Coronavirus Crisis

Whilst the Minister was considering the recommendations for the new Panel membership, the spread of Covid-19 throughout the UK quickly came to dominate both the Scottish Government's and potential Panel members' agenda and time available to make the new appointments and convene the newly constituted Panel. A decision was taken to extend the membership of the current Panel until the Autumn of 2020 with a view to appointing the new Panel, once it was clearer what impact the pandemic might have on resources and priorities for all stakeholders.

5. Secretariat Performance

5.1 Stream 1

There were no DEC appeals during the 2019-20 year so consequently no Stream 1 activations.

5.2 Stream 2 Response Times

In all acute humanitarian crises, speed and efficiency are crucial to a successful response. As part of its contract to provide Secretariat support to the HEF Panel, the DEC commits to co-ordinating the crisis responses so that all projects move from Activation approval to confirmation within 16 working days (table 3).

Table 3: HEF Activation Response Times

	DRC Ebola	Syria	Ethiopia
Number of Applications	2	3	5
Time from Activation Request to SG submission	11 working days 13 th - 28 th June 2019	8 working days 30 th Sep – 10 th Oct	9 working days 11 th – 24 th Mar

5.3 Serious Incidents

All members of the HEF are committed to the highest quality of projects and delivery to beneficiaries in a safe and efficient way. They must report and serious incidents to the appropriate bodies and the Secretariat.

In 2019-20 there were no reports of losses or fraud relating to any of the specific HEF funded projects neither were there reports of any safeguarding related issues in this period.

5.4 HEF Panel

Four quarterly Panel meetings were held between May 2019 and February 2020.

At the May meeting, hosted by Tearfund, the growing Ebola threat in DRC was discussed but decision taken not to activate. The Panel also discussed the disbursement of non-HEF funding by the SG in response to Cyclone Idai at the very end of 2018-19 financial year and its implications for HEF response in absence of funds at year end. Discussions also started on performance and future of Fund in anticipation of Review.

The August meeting, hosted by Oxfam, was taken up almost entirely in discussion with representatives of the Scottish Government and the Corra Foundation to provide group input to key questions for the Review. An activation was discussed but rejected as there was no clear and urgent crisis that the Panel agreed should be addressed at that time.

At the November meeting, hosted by Save The Children, the Panel discussed the decision to limit HEF funding for the 2019-20 year due to spending in Malawi in response to Cyclone Idai. They also discussed improvements to activation process and appointed Rob McGillivray as the new acting Chair, as Jane Salmonson had recently stepped down due to other work commitments.

At the February meeting, hosted by SCIAF, there was a lengthy discussion on the post-Review recommendations with representatives of the Scottish Government and a number of agreements on improvements to the HEF Operations Manual. The Panel also voted to prepare for an activation in the Horn of Africa, subsequently the Ethiopia activation in March. The acting chair also raised the issue of Coronavirus and its threat to countries with fragile health systems.

Due to the Review process lasting for a number of months during this past year, a significant amount of time was taken up by the Secretariat in preparing for and responding to the Review and developing a new Operations Manual for the incoming Panel. As a result, there was limited time for wider information sharing within the Panel and any external engagement.

Annex

A: Humanitarian Emergency Fund: Background

Scotland has a longstanding history of contributing to international development, both through the UK Government's Department for International Development (DFID) and through its own non-government organisations, local charities and individuals.

In 2005, the then Scottish Executive established its international development policy with the signing of the Cooperation Agreement with the Government of Malawi. In 2008, the Scottish Government (SG) expanded its International Development Policy that included, among other programmes, one-off emergency funds available to Scottish organisations responding to humanitarian crises.

In 2016, the SNP Manifesto for the Scottish Parliament elections committed to establish a £1 million a year fund to respond to future humanitarian emergencies. In September 2016, the SG's Programme for Government set the timescales, committing that a new £1 million per annum Humanitarian Aid Fund would be established from Spring 2017. In consultation with international Non-Government Organisations (iNGOs) based in Scotland, the structure and methodology for disbursement of the emergency funds was shaped through a co-production process. Through this process it was agreed that emergency funds should be disbursed through a transparent and predictable sole funding mechanism, leading to the establishment of the Humanitarian Emergency Fund (HEF) and an expert Humanitarian Emergency Panel (HEF Panel) comprising eight representatives from leading humanitarian aid organisations in Scotland. Launched in April 2017, the Fund is run based on recommendations from the newly created HEF Panel and administered by the Disasters Emergency Committee (DEC), who support the HEF Panel through the HEF Secretariat.

B: The HEF Panel

The HEF Panel is comprised of leading humanitarian aid organisations in Scotland with expertise in responding to emergencies in developing countries and has an independent Chair. HEF Panel organisations are signatories to the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief and are members of the Core Humanitarian Standard CHS Alliance. Members of the Panel, appointed by the SG, advise on and access the fund.

HEF Panel members: British Red Cross, Christian Aid Scotland, Mission Aviation Fellowship (MAF), Mercy Corps Europe, Oxfam Scotland, Save the Children, Scottish Catholic International Aid Fund (SCIAF), and Tearfund.

C: HEF Fund Activation Criteria and Project Parameters

Process	Stream 1 (50%)		Stream 2 (50%)
	A (80%)	B (up to 20%)	
Activation mechanism	DEC Board		HEF Panel
Activation Criteria	1. Humanitarian Need: The disaster must be on such a scale and of such urgency as to call for swift international humanitarian assistance		1. Humanitarian Need: The disaster must be on such a scale and of such urgency as to call for swift international humanitarian assistance
	2. Capacity to deliver: The DEC member agencies, or some of them, must be able to provide effective and swift humanitarian assistance		2. Capacity to deliver: The HEF Panel member agencies, or some of them, must be able to provide effective and swift humanitarian assistance
	3. Media profile: There must be reasonable grounds for concluding that a public appeal would be successful		3. Media profile: There must be reasonable grounds for concluding that a DEC public appeal would not be launched
			4. Strategical approach: It must be considered strategically the best use of the funds, considering limited resources and unlimited needs
Who can receive funds?	DEC Members	Non-DEC HEF Panel Members	HEF Panel Members
Projection Selection	DEC Indicator of Capacity	Concept Note and HEF Panel recommendation to SG	Peer Review and HEF Panel recommendation to SG
Activation to Project Confirmation	1-28 days	16 days	16 days
Project Implementation	6 months	6 months	6 months
Reports	DEC Reporting Requirements	Overall Response Report and Case Study	Disaggregated Response Report and Case Study
Minimum and Maximum Fund Allocation	N/A	£15,000 / £47,000	£50,000 / £300,000

**Humanitarian Emergency Fund Annual Report
April 2019 – March 2020**

Minimum and Maximum Project Allocation	N/A	£15,000 / £47,000	£30,000 / £100,000
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D: HEF Secretariat Budget

2019/20 Budget Breakdown	Year 3 Budget	Actual	Variance	Comments
Staff costs	£ 20,500	30,178	-£ 9,678	This increased figure represents inclusion of pension and NI contributions for the first time + 20% additional time for review work
Technical advisory	£ 1,000	0	£ 1,000	No experts contracted
IT, office equipment and other admin support	£ 4,500	4660	-£ 160	Rolled all overhead costs for this current home based role in here
Travel & subsistence	£ 2,500	596	£ 1,904	Travel costs shared with other DEC role
Training	£ 500	0	£ 500	No paid for training in this financial year
Dashboard development	£ 1,000	0	£ 1,000	Awaiting comms requirements, planned for Year 4
DEC Management time	£ 8,000	£ 3,930	£ 4,070	Despite the review involving a number of colleagues in London, overall UK management support costs now lower as HEF ways of working better understood
Draft budget	£ 38,000	£ 39,364	-£ 1,364	Overall slight Year 3 overspend due to review
Carried over underspend from Year 2			£ 5,634	
Total Year 3 Underspend			£ 4,270	To be carried forward for Year 4 - 2020-1

E: The Disasters Emergency Committee (DEC)

The DEC Secretariat has been appointed to administer the HEF and support the HEF Panel. The DEC brings together 14 leading UK aid agencies in times of humanitarian crises to raise money to help those affected by major international disasters or crises. The DEC appointed a Coordinator to deliver the HEF Secretariat function and liaise with the HEF Panel, the SG, and the DEC.