Assessment of needs in the humanitarian sector with regard to knowledge, skills and competences

Final Report

Revised version 31 July 2014*

**** Please note that this version is anonymised from the original to ensure data protection of interested parties. Some of its Annexes have been deleted for this purpose.***

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Executive summary

Introduction

The aim of this study is to provide an assessment of the current and near future needs for (numbers of) workers in the humanitarian aid sector and for specific types of skills and professional profiles within the sector and, on this basis, to provide an assessment of the absorption capacity for EU Aid Volunteers.

The information was collected through a desk research, which included a review of literature and project documentation from the EU AV pilot action, a review of documentation relevant to human resources of global humanitarian organisations and access to two global humanitarian funding databases (FTS and OECD-DAC). In addition, several forms of consultation were organised through interviews with HR departments of global humanitarian organisations, a survey of local organisations and local branches of international organisations, case study visits to Columbia, Ethiopia, Kenya, Palestine and Sri Lanka and two humanitarian expert workshops.

The number humanitarian workers globally and future demand

Funding for humanitarian aid has declined in recent years. At the same time, global trends suggest that humanitarian disasters will continue to happen so there will be a continuous need for humanitarian workers. This may have an impact on the composition of workers compared to volunteers, as with less funding, but a continuing need to deploy workers; organisations may rely increasingly on volunteers.

The study estimated that in 2012, 359,000 humanitarian workers were active globally. The numbers of workers have shown a slow increase with respect to 2011 (354,000 humanitarian workers) and 2010 (347,000 humanitarian workers), in spite of 5.6% drop in financing in 2010 and a 17% reduction in 2011.

Factors influencing demand for international humanitarian workers vary and relate to global trends in development / climate / environment, trends in donor policy, media responses, infrastructure in the countries affected by disasters and the capacity of local oranisations. The study identified three

- **Projection 1 - Continuation of the recent upward trends observed in the estimated total number of employees.** This assumes continuation of the upward trend observed between 2006 and 2012. A 0.9% growth in total number of full time staff employed in humanitarian organisations is observed.
- **Projection 2 - Decreased donor funding affects the number of full time staff employed.** This projection assumes that the downward trend in funding in the last three years (since the 2010 peak) will be reflected in the full time staffing in the near future. The effect was estimated to be 0.04 or a 100% drop in funding would result in 4% drop of workforce.
- **Projection 3 - The event of large humanitarian crisis in 2015.** This projection takes into account the possibility that a crisis similar to Haiti in 2010 with major international response and resource mobilisation occurs.

If the projections hold true, it is estimated that by 2020 there will be between 354,922 and 381,883 full time staff employed in the humanitarian sector

- **Projection 1:** 27,000 new openings in the sector between 2012 and 2020 (a 67.5% increase in total workforce by 2020 or a steady annual increase of 0.9% per year)
- **Projection 2:** 7,000 positions less between 2012 and 2020 (a 2% drop in total workforce)
- **Projection 3:** 14,304 positions more in 2020 (a 3.9% increase in total workforce)

Competences and professional profiles in the humanitarian sector and future demand

Professional roles in the humanitarian sector and future demand

With regard to the professional profiles of humanitarian workers, there is no single set of professional roles in the humanitarian aid sector used consistently across all organisations, but the following positions have been broadly identified:

- Directors – i.e. persons with oversight of a thematic programme, a regional or a national office of the organisation.
- Project managers – i.e. persons managing particular 'projects' or crisis responses, and teams of people on the ground.
- Technical specialists - i.e. persons not necessarily managing teams but providing specific skills and technical expertise which require appropriate education and/or years of experience – e.g. specialist doctors, engineers, sanitation specialists, etc.
- Officers – i.e. persons with general skills relevant to the humanitarian aid sector and perhaps some specialist knowledge, but with fewer years' professional experience than technical specialists.

The study estimated that 3% of all workers were in positions equivalent to those of a director, 12% in positions equivalent to project manager positions, 39% were in officer positions and 46% active as technical specialists. These proportions translate into 10,756 directors, 43,024 project managers, 139,829 officers and 164,927 technical specialists in 2012. Projections 1 and 2 above lead to a respectively more or less proportionate increase or decrease in the numbers of professional profiles.

Technical specialists most in demand

Assuming that the breakdown of funding to the humanitarian sector provides an indicative picture of the breakdown by professional profiles currently employed, it is estimated that in 2013 the largest share (25%) of the humanitarian workers would have been employed in the food sector, 20% of the workers were employed in multi-sector activities mainly assistance to refugees and IDPs. Health sector accounted for 10% of the workforce.

Proportion of field staff recruited internationally and locally

With regard to their place of recruitment, it was estimated that 14% were working in the headquarters of the organisations and 86% in the field. In addition, 12% consisted of international staff and 88% of local staff. Amongst the advantages of using local staff are a quicker deployment (as they are already based in the country) and a better understanding of local culture. Capacity within local organisations remains lower than capacity amongst international counterparts, largely because of access to international funding and availability of training. However, local organisations are addressing their capacity needs through a variety of ways, including hosting of international volunteers to exchange good practices and support capacity-building efforts, as well as to fill gaps in expertise

Factors influencing demand for specific skills-sets and professional profiles and future projections on the need for specific skills / profiles

The demand for specific competences and professional profiles in the humanitarian aid sector is largely driven by two factors: the nature of humanitarian disaster and the location of humanitarian disaster. The demand for specific technical skills is difficult to predict, as it is largely disaster-specific. Technical specialists and project officers make up a large part of the humanitarian workforce, but there is a tendency for director and managerial positions to be occupied by international staff. As local organisations' capacity grows the composition of the workforce may change to include a greater number of local actors in managerial positions.

The capacity and capacity needs of organisations operating on the ground

On the basis of the survey to local organisations, the study estimated that he most 'in demand' profiles according to the results of the survey were technical specialists, project managers and programme directors. A total of 86% of the local implementing organisations who responded to the survey noted the need for technical specialists. Technical specialist in water and sanitation, livelihoods and resilience/climate change adaptation were most commonly needed. Least required were medics, paramedics and engineers.

The survey and the case studies showed that the professional profiles which were most difficult to recruit by local organisations were technical specialists in climate change adaptation, programme directors, thematic specialists in food and nutrition and specialists in LRRD and Wash. In general, specialists in emerging new professional profiles (e.g. cash and markets) were also considered as difficult to recruit.

Organisations operating on the ground, and local organisations specifically, identify a number of skills gaps. Amongst local implementing organisations these tend to comprise gaps in organisational skills (e.g. project management, monitoring and evaluation, proposal writing). At the same time, local organisations increasing implement different types of capacity building activities, through training from international humanitarian organisations or by volunteers, through train-the-trainer mechanisms, by hiring external expertise and by investing in the organisational structure to improve local staff retention.

Demand for volunteers in the humanitarian sector

Number of volunteers in the humanitarian sector

Based on the data collected through the online survey of organisations implementing humanitarian aid on the ground, there are observed differences in absorption of volunteers between national or local NGOs and national or local branches of international organisations. National or local NGOs seem more likely to host volunteers than local branches of international organisations (respectively 81% and 38% indicate to currently host volunteers). When comparing the capacity of these two types of organisations to host international volunteers, the difference is much smaller: 30% (11 organisations) of the branches of international organisations that responded to the survey, host international volunteers and 37% (10 organisations) of national or local NGOs reportedly currently host an international volunteer.

Absorption capacity' for volunteers in humanitarian sector

Based on information provided by 32 organisations, the average absorption of international volunteers is 0.13 (+/- 0.20). In other words, for every 100 employees, organisations on average work with 13 international volunteers. Based on this approximation of the level of absorption, it is estimated that the EU AV initiative will potentially contribute to an increase in the total international volunteer 'market' ranging from 3.4% to 13.3%, assuming that the estimates of the total number of employees in the sector and current level of absorption hold true.

The survey of implementing organisations further suggests that the current absorption of hosting international volunteers has not reached maximum capacity. 69% (46 organisations) of the survey respondents were of the opinion that their current capacity to host volunteers had not been reached and that they could host more volunteers and only 12% (8 organisations) were of the opinion that their capacity was fully reached. Increasingly, however, organisations want to host volunteers with some relevant experience. While 24% (16 organisations) reportedly hosted mid-career professionals with humanitarian work experience in the past, 27 (40 organisations) would like to host mid-career professionals with humanitarian work experience in the future.

The added value of volunteers

The added value of international volunteers is overall perceived as strong. To hosting organisations, junior volunteers provide additional manpower and opportunities for cross-sectorial learning, as well as political neutrality. Senior volunteers also provide additional manpower and political neutrality, but also a better understanding of humanitarian values, additional (technical) response capacity and knowledge transfer opportunities. To EU humanitarian (sending) organisations, international volunteers help to create stronger partnerships, both with other EU partners and with local humanitarian (hosting) organisations.

Conclusions and lessons learnt for the implementation of the future EU Aid volunteers initiative

Main conclusions and key findings

- **Demand for humanitarian workers:** Funding for humanitarian aid has declined in recent years. At the same time, global trends suggest that humanitarian disasters will continue to happen so there will be a continuous need for humanitarian workers. This may have an impact on the composition of workers compared to volunteers, as with less funding, but a continuing need to deploy workers; organisations may rely ever increasingly on volunteers.

- **Demand for specific skills sets / professional profiles:** The demand for specific technical skills is difficult to predict, as it is largely disaster-specific. Technical specialists and project officers make up a large part of the humanitarian workforce, but there is a tendency for director and managerial positions to be occupied by international staff. As local organisations' capacity grows the composition of the workforce may change to include a greater number of local actors in managerial positions.
- **The roles of local implementing organisations and local staff:** Global humanitarian actors recognise the value of a locally-based workforce. Local staff account for 88% of field staff in international humanitarian organisations. Amongst the advantages of using local staff are a quicker deployment (as they are already based in the country) and a better understanding of local culture. Capacity within local organisations remains lower than capacity amongst international counterparts, largely because of access to international funding and availability of training. However, local organisations are addressing their capacity needs through a variety of ways, including hosting of international volunteers to exchange good practices and support capacity-building efforts, as well as to fill gaps in expertise.
- **Use of and demand for volunteers:** Volunteers (especially local volunteers) make up a large and valued part of the local workforce. Local organisations rely heavily on local volunteers – to professionalise and retain staff, should seek to invest more in paid staff. In view of this, it would seem that there is an important role for volunteers within the humanitarian sector.

Relevance of the findings for the EUAV initiative

- There will be a continuing need for humanitarian workers in the coming years, and potentially a greater reliance on volunteers within the sector if funding for remunerated staff declines. This suggests that there is a place volunteers within the humanitarian aid sector in general.
- If the EUAV initiative offers the possibility for both EU (international) and third-country (local) volunteers to participate in the initiative, this could represent a clear added value, since there is recognised value in both international and local volunteers (see section 5.2).
- There is evident added value in deploying local volunteers; however, by deploying volunteers through an EU programme and at the same time as European volunteers, the EUAV programme will provide a great opportunity for inter-cultural exchange, sharing of good practice (between both sets of volunteers) and create an opportunity to enhance local capacity-building possibilities. Data collected for this study highlights a need for local capacity building support which could be partially met through the EUAV initiative.
- The added value of senior professional volunteers is clear, since local implementing organisations report that they value the technical expertise that such volunteers can provide and teach to their own staff; particularly where the expertise they offer is in non-traditional humanitarian fields (e.g. cash and markets, sustainable business models and climate change adaptation).
- The added value of deploying international volunteers who are junior professionals is less pronounced; however, as described in section 4, the capacity gaps identified by local implementing (i.e. potential 'hosting' organisations) are predominantly in organisational – i.e. more general areas of expertise e.g. project management, administration, and proposal-writing. Junior professional volunteers who have less expertise in the humanitarian sector may still offer some of these skills to the hosting organisations
- For citizens and humanitarian organisations in the EU, the EUAV initiative could provide an opportunity to further strengthen international solidarity, but also act as an additional source of manpower in situations of humanitarian response.

1 Introduction

This is a study of the current and near future needs of the humanitarian aid sector in terms of numbers of humanitarian workers, specific skills sets / professional profiles and volunteers and the implications of this assessment for the implementation of the future EU Aid Volunteers Initiative. The study is informed by research undertaken by ICF GHK between November 2013 and February 2014. An outline of the specific aims and purpose, as well as a description of the method used is provided below.

1.1 Aims and purpose of the study

The aim of this study is to provide an assessment of the current and near future needs for (numbers of) workers in the humanitarian aid sector and for specific types of skills and professional profiles within the sector and, on this basis, to provide an assessment of the absorption capacity for EU Aid Volunteers.

Specifically, the study seeks to establish:

1. The number of humanitarian workers currently active in the sector and projections for future numbers
2. The current composition of the humanitarian workforce (competence profiles and skill sets) and any possible changes to this in the near future
3. The competence profiles and/ or skill sets of aid workers which are in demand in the organisations operating on the ground in selected countries receiving humanitarian aid and the gaps in availability/ competences of aid workers
4. Current proportions of volunteers relative to total number of staff
5. Current and future absorption capacity for volunteers.

1.2 Methodology and sources of data used

This study is informed by data gathered from a variety of sources. The various methods used and the purpose of each method is outlined in Table 1.1 below.

Table 1.1 Methods and data sources used for the needs assessment

Method /	Data source(s)	Purpose	Relevant section of the report
Review of websites advertising jobs in the humanitarian sector	■ DEVEX ■ Oxfam.co.uk ■ UN Careers ■ Bond ■ OCHA	■ To gather information on professional profiles within the humanitarian sector	Section 3
Literature review	■ ALNAP (2012) *The State of Humanitarian System* ■ Humanitarian Futures Programme (2007) *Dimension of Crisis Impacts: Humanitarian Needs by 2015*	■ To triangulate ICF GK estimates with existing estimates ■ To identify current skills gaps and future recruitment needs in the humanitarian sector	Sections 2 and 3
Telephone survey of major humanitarian organisations (interviews, gathering of institution (HR) data)	■ Data collected for 20 out of the 30 top organisations ■ 69 annual reports reviewed ■ 30 web-sites reviewed ■ 9 interviews with Human Resourcing (HR) staff conducted	■ To identify the number and composition of staff employed and deployed by the main humanitarian organisations.	Sections 2, 3, 4 and 5

Method /	Data source(s)	Purpose	Relevant section of the report
Online survey of organisations implementing humanitarian aid on the ground	Local NGOs and field offices of European humanitarian organisations. Around 300 organisations from countries receiving largest amounts of humanitarian aid from DG ECHO 2011-2013 per region of the world were approached to take part in the survey. The names and contact details of the implementing organisations in these countries were obtained from ECHO FPA partners. In total 67 responses were received.	■ To assess the capacity and recruitment needs of local organisations implementing humanitarian aid on the ground.	Section 4
Case study visits	To five countries: Colombia, Ethiopia, Kenya, Palestine, Sri Lanka. Interviews conducted with implementing organisations including those hosting volunteers.	■ To assess the capacity and recruitment needs of local organisations implementing humanitarian aid on the ground and their capacity to absorb volunteers	Section 4
Statistical data on amount of funding in the humanitarian sector	UN's Financial Tracking Services (FTS)	■ To estimate numbers and composition of global humanitarian workers	Section 2
Review of project documentation from the pilot projects	Reporting from the pilot actions (final reports, minutes of meetings, etc.)	■ To assess the lessons learnt in relation to the added value of volunteers	Section 5
First expert workshop	Attending humanitarian organisations	To brainstorm: ■ The drivers to recruitment in the humanitarian sector; ■ Skills needs in the humanitarian sector; ■ Classify these skills according to the most important and most certain to be needed; ■ Identify drivers that might influence whether certain skills are required or not. This information was used to inform the analysis of factors influencing specific recruitment needs in the sector.	Sections 2.2. and 3.3
Second expert workshop	Attending humanitarian organisations	■ To validate the draft needs assessment	■ N/A

1.2.2 Challenges to data collection and analysis

Two main challenges were met in collecting and analysing data, in relation to the two surveys conducted. The challenges as well as the strategies used to mitigate these are described in Table 1.2 below.

Table 1.2 Challenges to data collection and analysis and mitigation strategies

Method	Challenge	Mitigation strategy
Survey of major humanitarian organisations	Difficulties in collecting information from major international humanitarian organisations (data not collected centrally, considered private, organisations busy drafting annual reports at time of data collection)	Used secondary sources (annual reports, IO's website, external literature) Produced estimates based on actual data scaled up and estimated for other years based on trends in funding published on the FTS
Survey of local organisations operating on the ground	Initial low response rate	Follow-up emails sent to the organisations Organisations consulted during the case study encouraged to respond Data collected triangulated with information gathered during the case study and through the EUAV pilot actions
Analysis of future projections for demand for humanitarian workers	With regard to the projections presented, the time frame used (2010, 2011, and 2012) was limited because accurate data was only available for the last three years.	A broader time frame could have not been used without including vague data[1]. Longer term trends were provided only for international organisations. Data was triangulated against existing data.

1.3 Structure of the report

The remainder of the report is structured as follows:

- Section 2: The number humanitarian workers globally and future demand
- Section 3: Competences and professional profiles in the humanitarian sector and future demand
- Section 4: The needs of local implementing organisations
- Section 5: Demand for volunteers in the humanitarian sector
- Section 6: Conclusions and lessons learnt for the implementation of the future EU Aid volunteers initiative

[1] Data for more than three years was acquired only for 4 organisation for 2008 and 5 organisation for 2009. Estimates on total population based on such a small number of organisations would be unreliable.

2 The number humanitarian workers globally and future demand

2.1 Estimated number of humanitarian workers globally and projections for the future

Methodological approach and data used

The following section is based on data on total full time staff employed in the years 2010, 2011 and 2012 for 20 major humanitarian organisations. These organisations represent 68.2% of total humanitarian funding per figures reported in the Financial Tracking Service (FTS) between 2008 and 2013[2] .

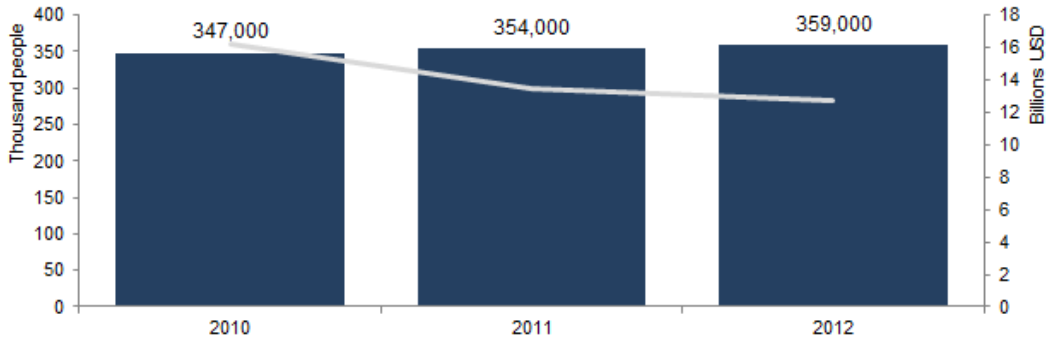
Total estimates were calculated using the share of global humanitarian funding reported by FTS as a weighting factor for the total number of workforce.

The proportion of full time staff working in the field by type of organisation is not weighted and represents the numbers reported by organisations included in the sample of 20 major organisations.

There are three major types of organisations that receive humanitarian aid directly from donors in order to implement humanitarian aid: UN organisations, Red Cross and Crescent Movements and International NGOs. These organisations then either implement the aid directly or, increasingly,[3] through or in partnership with local and national NGOs and community based organisations (CBOs).

Based on the data gathered for 21 of humanitarian organisations receiving 69% of the global humanitarian funding between 2008 and 2013[4], ICF GHK estimates that in 2012 359,000 full time staff operated in humanitarian organisations worldwide (see Figure 2.1). [5]

Figure 2.1 Estimated number of full time staff employed in humanitarian organisations and Global Humanitarian Contributions (2010 – 2012)



Sources: FTS data, annual reports and interviews with major humanitarian organisations

For comparison, ALNAP estimated that 274,000 field staff operated in humanitarian organisations

[2] Financial Tracking Service figures for 2008 – 2013, available at: http://fts.unocha.org/ . The top thirty identified are also those are identified by ALNAP (2012) as dominating the international humanitarian aid system and include UN humanitarian agencies and members of International Council for Voluntary Agencies (ICVA) and Steering Committee for Humanitarian Response (SCHR).

[3] Based on case study visits

[4] Financial Tracking Service figures for 2008 – 2013, available at: http://fts.unocha.org/ . The top thirty identified are also those are identified by ALNAP (2012) as dominating the international humanitarian aid system and include UN humanitarian agencies and members of International Council for Voluntary Agencies (ICVA) and Steering Committee for Humanitarian Response (SCHR).

[5] Total estimates where calculated using the share of global humanitarian funding reported by FTS 2008-2013 as a weighting factor for the total number of workforce.

worldwide in 2010.[6] The differences in estimated figures between ALNAP and ICF GHK may result from the following factors:

- ALNAP has not included IOM which in 2010 reportedly accounted for 7,688 full time employees;
- ICF GHK accounted for full time staff including staff based in headquarters, which make up a further 14% of ICF GHK's totals (see Figure 2. 3);
- ICF GHK global estimates are based on the share of total funding as reported in FTS figures.

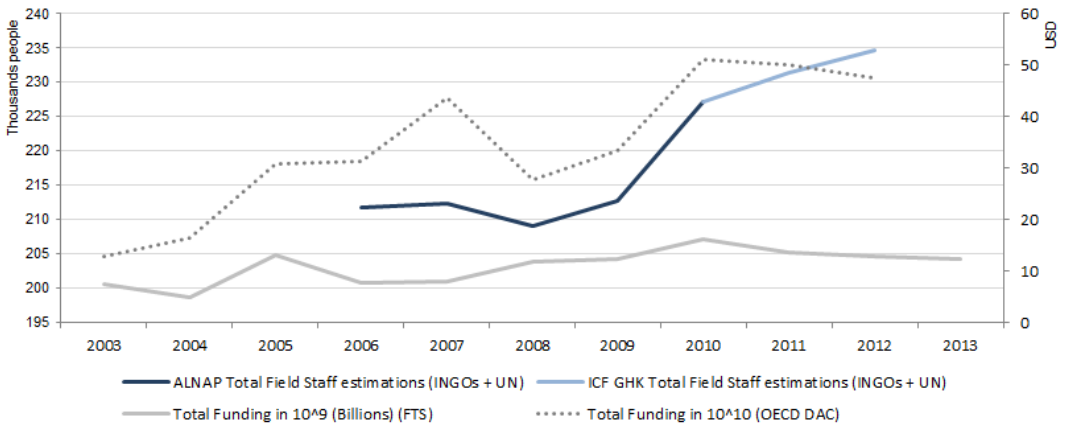
Data on humanitarian workers were collected from the major humanitarian organisations consulted through a survey and through additional data collected for these organisations (e.g. through Annual Reports and the organisations' websites). However, the distinction between humanitarian and development workers was in many cases hard to establish. As a result, the above figures most probably do include workers which are not directly linked with humanitarian work of the organisations. The estimates for the past three years (2010 – 2012) suggest that the total number of full time staff is slowly increasing. The growth rate in 2012 is estimated to 1.4%, whereas the growth rate in 2011 is estimated to 1.9%.

This slow growth in demand for humanitarian workers is observed despite the fact that the Global Humanitarian (financial) Contributions as noted in the UN's humanitarian aid Financial Tracking Service (FTS) have been decreasing since 2010. In 2012, a 5.6% drop in financing was recorded, whereas in 2011 the drop in financing from previous year was 17%.

For comparison, the sum of *Official Development Assistance*, *Other Official Flows* and *Private Flows* as reported by the OECD[7] was also projected against the estimated number of total filed workforce in the humanitarian sector. These figures also showed a decreasing trend since 2010, however with a lower scale. The decrease in 2011 was 1.6% and in 2012 5.7% if compared with the previous year.

Assuming a relationship between the amount of humanitarian aid available and the number of workers that humanitarian organisations can recruit, we suggest that this discrepancy between a downward trend in funding and an upward trend in staffing is due to a 'lag' in the use of the funding (partly) for staffing, with the upward trend in staffing reflecting a previous increase in funding 2009-2010 (see Figure 2.2).

Figure 2.2 Estimated medium term trend in no. field staff employed in UN agencies and International NGOs and the relationship between total workforce and funding



The estimated relationship[8] between FTS funding and the total workforce is as follows: for every 1% increase in FTS funding, total workforce is estimated to increase by 0.1 %.

Organisations responding to the survey of local implementing organisations suggest this increasing trend in the number of humanitarian workers is likely to continue. A total of 69% of

[6] ALNAP (2012) The State of the Humanitarian System. Available at http://www.alnap.org/resource/6565

[7] OECD-DAC, Total flows by donor (ODA+OOF+Private) [DAC1]

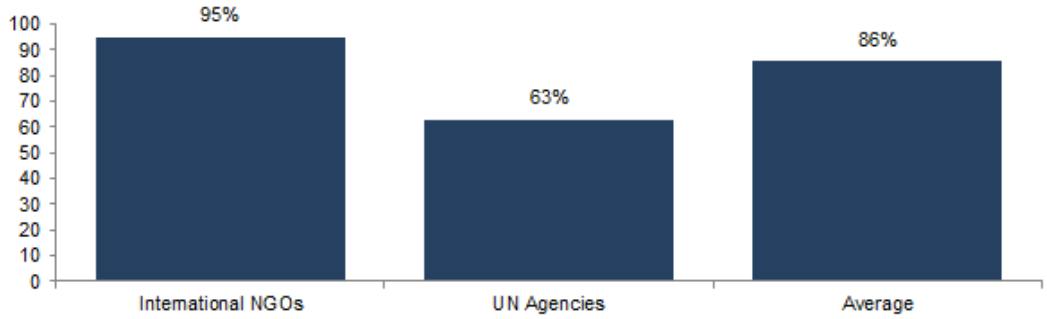
[8] Estimated with log-log regression

survey respondents (or 46 out of 67)[9] stated that the number of paid staff is likely to increase in the next 3 years. Nineteen respondents (28%) expected the number to decrease. Two respondents provided no answer to this question.

2.1.2 Proportion of staff deployed in the field and in headquarters

The research conducted by ICF GHK for this needs assessment suggests that the majority of humanitarian workers employed in major humanitarian organisations work in the field. It is estimated that 86% of humanitarian staff was working in the field in 2012 (see Figure 2.3).[10] However, differences in this structure can be observed between UN agencies and International NGOs. UN agencies tend to have a higher proportion of personnel based in the headquarters. The proportion of staff based in the headquarters of international NGOs is much lower.

Figure 2.3 Proportion of full time staff working in the field by type of organisation (%, 2012)



Source: Annual reports and interviews with major humanitarian organisations

[9] Response to the multiple choice question: *Do you expect the number of paid staff in your organisation to increase or decrease in the next three years?*

[10] The estimates for International NGOs are based on breakdowns of staff for 9 International NGOs. The estimates for UN Agencies are based on UN System staff statistics accessed at http://www.unsceb.org/content/hr-statistics-staff-totals. Average estimate is a weighted average between the two types of organisations in the sample.

2.2 Factors influencing demand for humanitarian workers and projections for the future

Table 2.1 below presents some of the key factors driving the number of humanitarian workers needed globally. The list was compiled on the basis of the outcomes of the expert workshop, the views of the local implementing organisations that responded to the survey and academic research.[11] The Table identifies both macro factors that influence trends in the scale and scope of humanitarian disasters and micro factors that affect the number of humanitarian workers needed per individual disaster. The Table outlines both factors driving an increase in demand and a decrease

Table 2.1 Factors influencing demand for international humanitarian workers by source of information / level of analysis

	Factor	Increased need for humanitarian workers	Decreased need for humanitarian workers
Macro factors	**Global trends in development / climate / environment**	The rise in number of humanitarian disasters or number of casualties globally will affect a need for larger numbers of humanitarian workers. The rise in number of humanitarian disasters and number of casualties will be driven by: ■ Trends of global warming, environmental degradation and poor agricultural practices which affect food production especially in Asia and Africa; ■ major demographic shifts, a move from rural to urban populations affect the growth of slums and increases disaster vulnerability; ■ poor water supply is likely to continue causing life-threatening illnesses and disease, it could be a source of major future conflict; ■ chronic and infectious diseases (malaria, HIV/AIDS); and ■ Inter and intra-state instability.	■ Increased level of economic development in affected countries either reduces the likelihood of humanitarian disasters occurring, or mitigates the negative impact on the country / makes the affected population more able to cope with the crisis (countries are more crisis resistant). ■ Scientific and technological innovation (i.e. more effective and efficient response coordination) means that the same quality / coverage of response can be achieved through fewer humanitarian workers.
	Trends in donor policy / practice	■ In response to larger global needs, donors increase the amount of funding available to meet the objectives, and more workers are needed to implement these objectives. ■ A shift in focus towards sustainable humanitarian operations opens up a need for new areas / sectors of work (i.e. financial sustainability of the effected population) which in turn increases the number of people employed in the sector.	■ Due to global financial crisis / fiscal constraints, donors decrease the amount of funding available for humanitarian response, which in turn decreases the number of workers in humanitarian organisations. ■ Donors change their humanitarian funding strategy from funding international humanitarian organisations to funding local implementing organisations directly. Funding to international humanitarian organisations is limited to capacity building of local partners. ■ Donors decrease the amount of money in the country after the acute crisis is over. As a result there is no further project funding in the country and the country offices/implementing organisations need to reduce the number of staff.

[11] In 2007, Humanitarian Futures Programme of the King's College, London identified several drivers, shocks and crisis agents which influence the global humanitarian assistance. Further information can be found at Humanitarian Futures Programme, 'Dimension of Crisis Impacts: Humanitarian Needs by 2015, 2007 accessed at http://www.humanitarianfutures.org/wp-content/uploads/2013/06/Dimensions-of-Crisis-Impacts-Jan-20076.pdf

Micro factors

Factor	Increased need for humanitarian workers	Decreased need for humanitarian workers
Media response	■ Disasters attracting high media coverage with high popularity in social networks create a higher demand for international workers as a response to public pressure.	■ Media coverage of disaster lessens the demand for workers, as organisations may decide to focus on smaller 'forgotten' crisis
Infrastructure in the affected country	■ Poor country infrastructure requires international specialists (i.e. engineers) to provide technical support	■ Poor country infrastructure and remoteness of the disaster affected areas (poor communication infrastructure) means that international workers are impeded from hearing about / reaching the crisis
Capacity of local implementing organisations	■ Weak capacity of local organisations to respond to humanitarian disaster causes a greater need for international humanitarian workers. The capacity of local organisations is low because of high turnover rates, skill gaps or because the local staff is seen as too politically/emotionally tied to end beneficiaries for an effective response.	■ High capacity of local organisations to respond to humanitarian disaster will decrease the number of international humanitarian organisations and workers needed in the field. In addition, the international staff is not seen to possess the right cultural and linguistic skills or/and is not welcomed politically. ■ High regional capacity to supply help to the local organisations in the affected country will decrease the need for international humanitarian worker.

2.3 Future projections of the number of humanitarian workers

Methodological approach and data used

The following section is based on estimated number of full time staff employed in humanitarian organisations as presented in section 2.1 of this report.

Data used for future projections include data on estimated number of humanitarian workers reported by ALNAP[12]. This data was used to calculate the effect of a large humanitarian crisis (in the scale of Haiti in 2010) on total number of humanitarian workers employed. A difference in total number of employees between 2009 and 2010 when the Haiti crisis hit was calculated based on the figures reported by ALNAP to project as a shock in 2017.

FTS data on global humanitarian funding was used to estimate the effect of a drop in funding on the number of full time staff employed in humanitarian organisations. The effect was estimated based on the relationship between the drop in funding in 2006 and drop in total workforce in 2008 as presented in the figure 2.2 above.

Based on Table 2.1 above, three scenarios for the future number of humanitarian aid workers were calculated.

Predictions until 2020 based on the data 2010-2012 are projections of recent past to near future. They follow identified macro factors influencing the humanitarian workforce (i.e. global funding, the event of large crisis)[13].

The current predictions outline three scenarios for the future which enable a strategic placement of the EU Aid volunteer programme. Based on the feed-back received at the expert workshop, prediction 2 was perceived as more likely to occur.

The following assumptions underlie the future projections:

- **Projection 1 - Continuation of the recent upward trends observed in the estimated total number of employees.** Since the projections are calculated only for the next seven years (near future), past trends can be used as good estimates for the future movements of total staff employed in the sector. Hence, Projection 1 assumes continuation of upward trend observed between 2006 and 2012. A 0.9% growth in total number of full time staff employed in humanitarian organisations is observed.
- **Projection 2 - Decreased donor funding affects the number of full time staff employed.** This projection assumes that the downward trend in funding in the last three years (since the 2010 peak) will be reflected in the full time staffing in the near future. Since the data on estimated future funding could not be acquired, and the recent drop in funding since 2010 does not seem to have affected the total workforce up to 2012, it is reasonable to assume that the changes in funding since 2010 on the number of workforce will occur in the future. The effect was estimated to be 0.04 or a 100% drop in funding would result in 4% drop of workforce[14].
- **Projection 3 - The event of large humanitarian crisis in 2015.** This projection takes into account the possibility that a crisis similar to Haiti in 2010 with major international response and resource mobilisation occurs. The estimated number of new positions

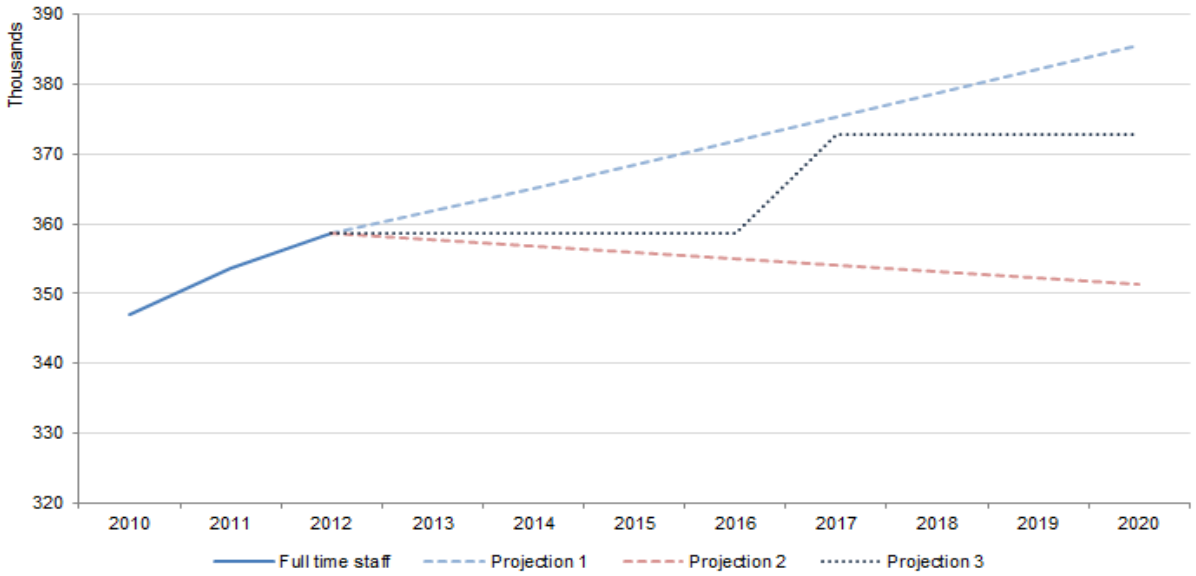
[12] ALNAP (2012).

[13] Projections looking into further future would require taking into account the change in macro factors. This would include for instance how might the development of countries receiving humanitarian aid contribute to lower impact of natural/manmade disaster and how big would this decrease in impact be compared to the increase in number of natural disaster due to the climate change. First, this would become a highly theoretically exercise and would further extrapolate the data acquired for 2010-2012, second an additional set of data (data on macro-factors) would have to be gathered to perform the exercise.

[14] The effect was estimated based on the relationship between the drop in funding in 2006 and drop in total workforce in 2008 as presented in the figure 2.2 above.

opened in the event of the crisis was calculated based on the increase in total field staff (INGOs and UN) between 2009 and 2010 as reported by ALNAP.[15]

Figure 2.4 Projections on the future number of humanitarian aid workers 2013 - 2020



Source: ICF GHK estimates

If the projections hold true, by 2020 there will be between 354,922 and 381,883 full time staff employed in the humanitarian sector

- **Projection 1:** 27,000 new openings in the sector between 2012 and 2020 (a 67.5% increase in total workforce by 2020 or a steady annual increase of 0.9% per year).
- **Projection 2:** 7,000 positions less between 2012 and 2020 (a 2% drop in total workforce).
- **Projection 3:** 14,304 positions more in 2020 (a 3.9% increase in total workforce)

[15] ALNAP (2012).

3 Competences and professional profiles in the humanitarian sector and future demand

3.1 Professional roles in the humanitarian sector and future demand

Methodological approach and data used

The following section is based on estimated number of full time staff employed in humanitarian organisations presented in section 2.1 and the future projections of full time staff employed in humanitarian sector calculated in section 2.3 of this report.

The breakdown of staff by level is based on data provided by 4 major humanitarian organisations.

Since the breakdown is based on a very small sample size, these figures should be read with caution.

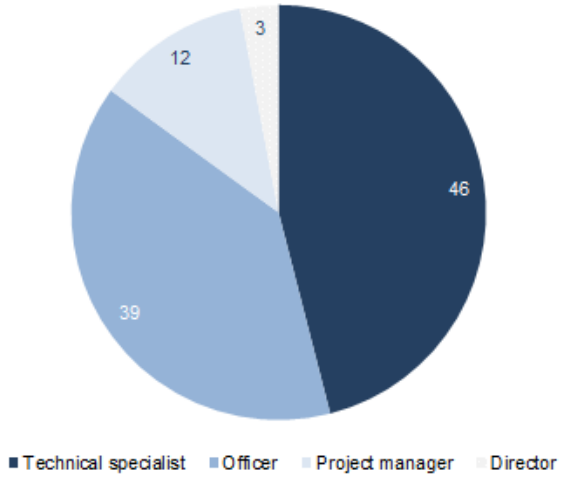
There is no single set of professional roles in the humanitarian aid sector used consistently across all organisations. However, an analysis of the different positions advertised on the websites of various donors, UN agencies and NGOs, as well as humanitarian job-search websites such as Bond and Devex shows that – in addition to administrative roles - common job titles include programme / project coordinator, programme manager, programme / project officer, (technical) assistant, and consultant (a temporary / project-based posting). These roles can be roughly grouped into the following four types of operational positions:

- **Directors** – i.e. persons with oversight of a thematic programme, a regional or a national office of the organisation.
- **Project managers** – i.e. persons managing particular 'projects' or crisis responses, and teams of people on the ground.
- **Technical specialists** - i.e. persons not necessarily managing teams but providing specific skills and technical expertise which require appropriate education and/or years of experience – e.g. specialist doctors, engineers, sanitation specialists, community relations specialists, legal specialists, etc.
- **Officers** – i.e. persons with general skills relevant to the humanitarian aid sector and perhaps some specialist knowledge, but with fewer years' professional experience than technical specialists.

It is estimated that 46% of non-administrative staff employed in major humanitarian organisations represent technical specialists[16], 39% officers, 12% project managers and 3% directors.

[16] Persons not necessarily managing teams but providing specific skills and technical expertise which require appropriate education and/or years of experience – e.g. specialist doctors, engineers, sanitation specialists, community relations specialists, legal specialists, etc.

Figure 3.1 Estimated breakdown of staff by level in percentages (2012)



Source: ICF GHK estimated based on the interviews and data gathered through consultation with main humanitarian organisations

In terms of total numbers as estimated in Figure 2.1, the proportions translate into 10,756 directors, 43,024 project managers, 139,829 officers and 164,927 technical specialists in 2012.

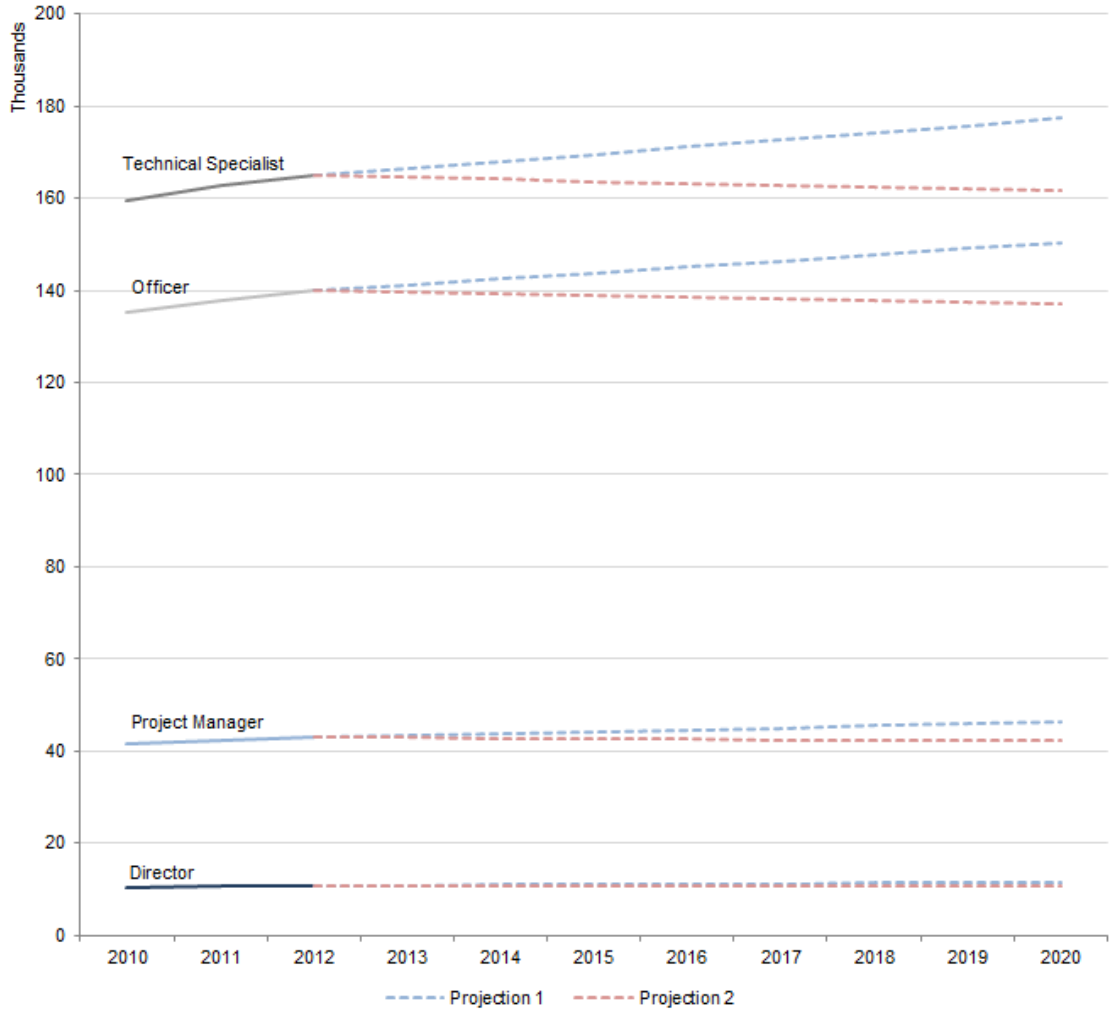
If projection 1 in Figure 2.4 holds true, assuming no change in the composition of the workforce, this would mean that by 2020 there would be;

- 11,569 directors and 813 new director positions created between 2012 and 2020;
- 46,279 project managers and 3,254new project manager positions created between 2012 and 2020;
- 150,406 officers and 10,576 new officer positions created between 2012 and 2020; and
- 177,402 technical specialists and 12,474 new technical specialist positions created between 2012 and 2020.

If, on the other hand, projection 2 in Figure 2.4 holds true, assuming no change in the composition of the workforce, this would mean that by 2020 there would be;

- 10,540 directors and 215 director positions closed down between 2012 and 2020;
- 42,161 project managers and 863 project manager positions closed down between 2012 and 2020;
- 137,024 officers and 2,805 officer positions closed down between 2012 and 2020; and
- 161,618 technical specialists and 3,309 technical specialist positions closed down between 2012 and 2020.

Figure 3.1 Future projections of total number of directors, project managers, officers and technical specialists employed in humanitarian sectors (2010-2020)



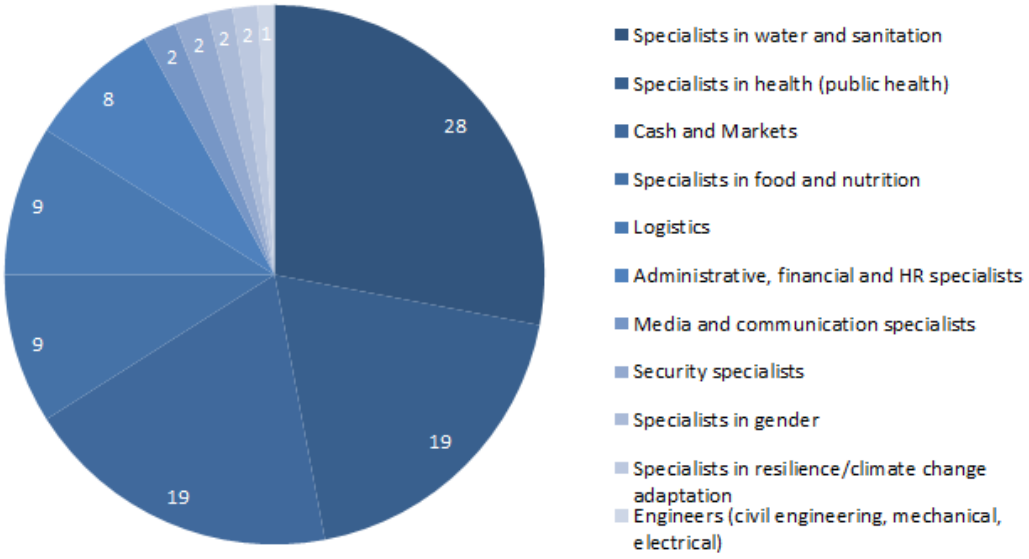
Source: ICF GHK estimates

3.2 Technical specialists most in demand

Humanitarian response is globally divided into different 'sectors' of response (e.g. health, food, water and sanitation (WaSH), etc.). In order to assess the composition of the humanitarian workforce by sector, the study team sought to elicit data on positions advertised and recruited over the past years within the top 30 major humanitarian organisations.

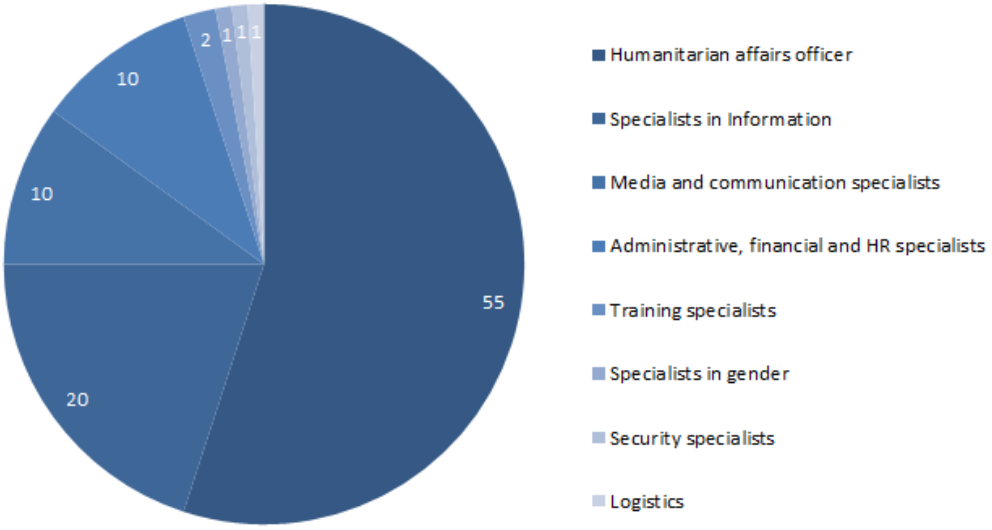
However, this information was often not available. Figures 3.2 and 3.3 below provide examples of the breakdown of staff by professional profiles for one major international humanitarian NGO and United Nations agency, but these are by no means representative of the humanitarian workforce as a whole, not least because both the NGO and the UN agency both specialise in specific sectors meaning that they are more likely to advertise positions / recruit staff specialising in these sectors than others, meaning the data are biased.

Figure 3.2 Example of staff breakdown by professional profile in international NGO specialising in water and sanitation (2013)



Source: Interviews with major humanitarian organisation

Figure 3.3 Example of staff breakdown by professional profile in UN agency (2013)



Sources: Interviews with major humanitarian organisation

As stated above, Figures 3.2 and 3.3 show only examples of a workforce composition within two humanitarian organisations and they demonstrate that there can be variation in their composition. Indeed, it is expected that the sectorial composition of the workforces of different organisations will differ according to the specialism of the organisation.

Indeed, it might be more accurate to assume that the breakdown of funding provides an indicative picture of the breakdown by professional profiles currently employed. Figures 3.4 and 3.5 provide an overview of the distribution of this funding.

Based on this assumption, in 2013 the largest share (25%) of the humanitarian workers would have been employed in the food sector, 20% of the workers were employed in multi-sector activities mainly assistance to refugees and IDPs. Health sector accounted for 10% of the workforce.

Figure 3.4 Share of global humanitarian funding by sector (2013)

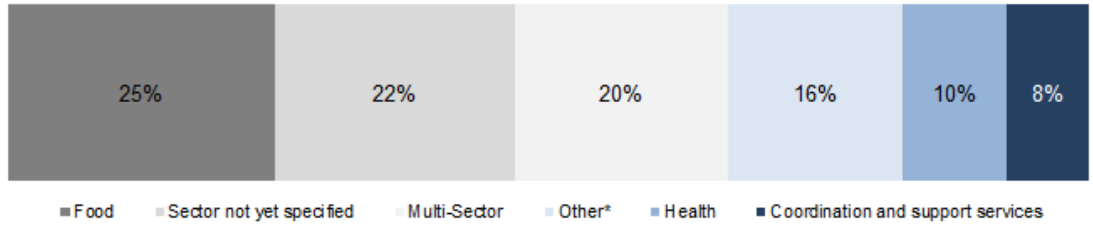
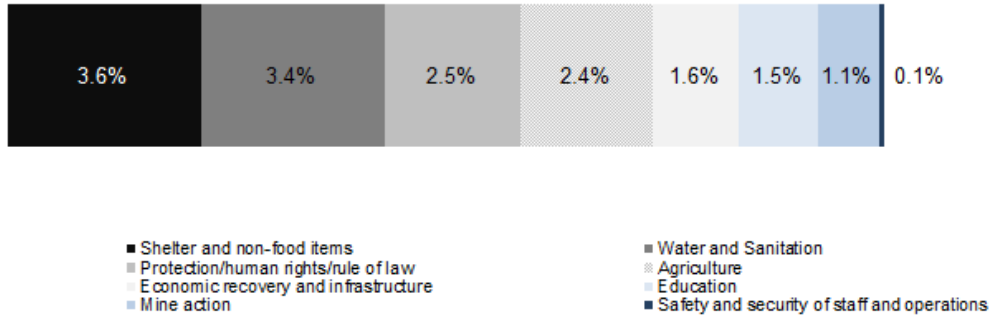


Figure 3.5 Share of global humanitarian funding by sector Other* (2013)



Source: FTS

Note: Sector not yet specified refers to projects reported in FTS database where sector has not been specified at the time of reporting.

3.3 Proportion of field staff recruited internationally and locally

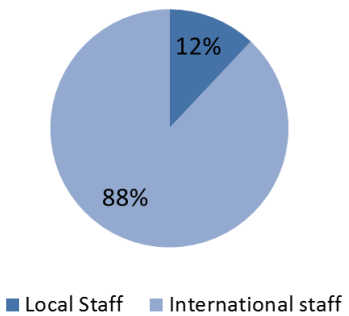
Methodological approach and data used

The following section is based on data provided by 12 major humanitarian organisations.

Since the breakdown is based on a small sample size, these figures should be read with caution.

The majority of staff working in the field is local staff. It is estimated that local staff account for 88%, whereas expatriates presented only 12% of total field staff.

Figure 3.6 Estimated breakdown of field staff by local vs. international staff (2012)[17]



Qualitative data collected for this current assignment suggest that international staff generally occupy the management positions in the country missions of international humanitarian organisations and other roles (implementation, administration, finance, accounting and working with the direct beneficiaries) are carried out by local staff. This may be because international humanitarian workers may have had access to more relevant training and education and opportunities to work in the headquarters of the organisations, which are usually based in European countries.

[17] Based on annual reports and interviews with major humanitarian organisations

However, evidence collected through the case studies conducted for this present assignment also suggests that this composition changes country to country. For example, in some countries experiencing humanitarian disasters (e.g. Palestine) local capacity to cope with the disaster is strong, with local staff recruited in all roles (managerial, technical, operational and administrative). However, in countries like Chad, the local capacity to respond to disasters is low and hence a larger share of the recruitment needs is covered by expatriates.

It should be noted that factors other than the scale and scope of skills / capacity affect the choice between local and international staff, as follows:[18]

- **Skills sets which are 'unique' to either international or local workers:** e.g. international workers are more likely to be skilled in European languages (and therefore better placed to communicate with international donors / media), have a greater understanding of donor objectives and better proposal writing skills, whereas local volunteers are more likely to have a better understanding of local needs and cultures and to speak the languages of the end beneficiaries (which will enhance their capacity to help local persons in need).
- **Political neutrality:** depending on the country, international workers may be viewed as more politically neutral and therefore better placed to deliver aid across communities, whereas in others, international actors – especially 'westerners' are politically unwelcome and therefore it is more effective to use local humanitarian workers to deliver aid.
- **Rapidity of deployment:** local workers are usually quicker to deploy.
- **Availability of manpower:** if local people are too few or too badly affected by the crisis themselves to respond, then international workers can add numerical value.

3.4 Factors influencing demand for specific skills-sets and professional profiles and future projections on the need for specific skills / profiles

Data gathered by ICF GHK through the workshop conducted with humanitarian experts and interviews with major humanitarian organisations, it appears that demand for specific competences and professional profiles in the humanitarian aid sector is largely driven by two factors: the nature of humanitarian disaster and the location of humanitarian disaster. These drivers are further elaborates below.

3.4.1 The nature of humanitarian disaster as a factor influencing the demand for specific skills and professional profiles

Whereas some skills are required in all humanitarian operations (e.g. medics and paramedics) some skills / professional profiles are disaster specific. The nature of the humanitarian disaster affects the skills required in the following ways:

- **Different types of disasters** require different types of **technical skills within specific sectors:** e.g. technical engineers and CBRN specialists in case of nuclear disasters, WASH specialists in cases of flooding, seismologists in case of earthquakes
- Where a crisis is **slow onset**, there is more time to train workers up, and hence less impetus to identify the workers with the most suitable skills immediately
- On the other hand, where a disaster is **rapid onset**, there may also be an impetus to prioritise the deployment of workers (of any relevant skill set) rather than taking time to select the workers who have the most appropriate skills.
- In crises which are both **large in scale** and have a **rapid onset** (i.e. they were unexpected), there is greater need for *all* humanitarian workers deployed (including volunteers) to have the capacity to provide basic psycho-social support, for the following reasons:
  - Where the disaster is large in scale, a higher volume of workers is needed and there is a higher probability that all workers (including volunteers) will come into contact with victims of the disaster

[18] Analysis based on data collected through the case studies

  - Where the disaster has had a rapid onset, there is a greater likelihood that the victims will be in shock and will require psycho-social support to help them absorb the situation

- **Emergencies arising from political conflicts** require humanitarian workers to have experience of dealing with the situation and to be sensitive to political situation. It can also be helpful for the workers to have media and communications training or expertise, so that they do not "say the wrong thing".
- Further, **high profile disasters**, when the disaster receives a lot of media attention, require workers / volunteers to know how to speak and respond to the media.

3.4.2 The location of the humanitarian crisis as a factor influencing the demand for specific skills and professional profiles

The skills and professional profiles required within each disaster are also dependent on factors determined by the location of the disaster, namely:

- The quality of the national infrastructure
- The capacity of local humanitarian organisations to respond to humanitarian crises.

Where an affected country or community has a poor infrastructure to cope with the disaster, this may drive the need for more specialists (e.g. engineers) in order to access the site affected by the disaster. If the affected country also has specific capacity gaps, then these gaps will have to be filled with skilled workers from the international humanitarian community. The capacity of local humanitarian organisations to respond to humanitarian crises is further discussed below.

4 The capacity and capacity needs of organisations operating on the ground

This section outlines profiles and/ or skill sets of aid workers which are most in demand in the organisations operating on the ground. It also describes mechanisms currently being used by these organisations to increase their capacity and discusses the impact that this might have on the composition of the humanitarian workforce.

As stated in section 2.1, there are three major types of organisations that receive humanitarian aid directly from donors in order to implement humanitarian aid: UN organisations, Red Cross and Crescent Movements and International NGOs. These organisations then either implement the aid directly or through partnerships with local and national NGOs and CBOs. Hence organisations operating on the ground comprise both international and local organisations.

4.1 Competences and professional profiles most in demand

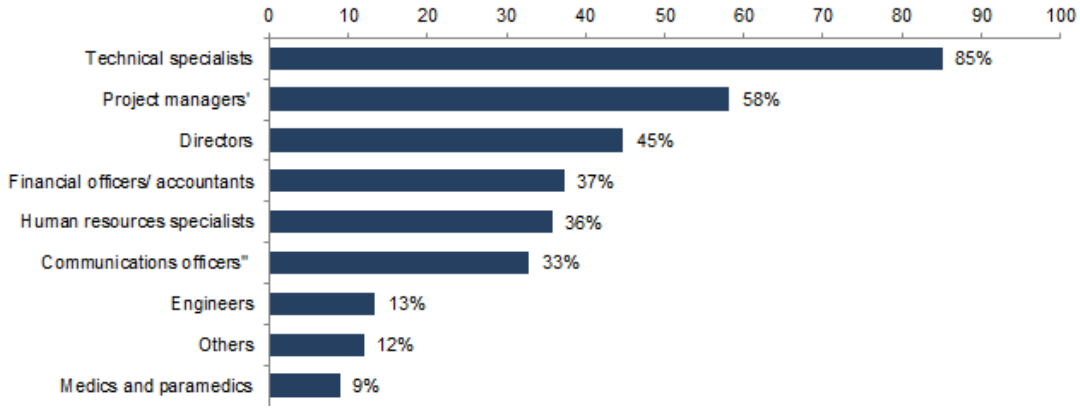
Methodological approach and data used

The following section is based on online survey of organisations implementing humanitarian aid on the ground (for the list of organisations approached with the survey see Annex 5). In total 67 responses were received. Assuming the sample is random, representative and normally distributed a +/- 10pp confidence intervals ensure confidence level of around 95%.

As described in section 1.2, a survey of organisations operating on the ground was conducted and data was collected on the competences and professional profiles currently most in need.[19]

The most 'in demand' profiles according to the results of the survey are technical specialists, project managers and programme directors (see Figure 4.3). A total of 86% of the local implementing organisations who responded to the survey (i.e. 57 out of 67) noted the need for technical specialists. Technical specialist in water and sanitation, livelihoods and resilience/climate change adaptation were most commonly reported (See Figure 4.4).

Figure 4.1 Professional profiles most in need in organisations operating on the ground (% survey respondents identifying the need)

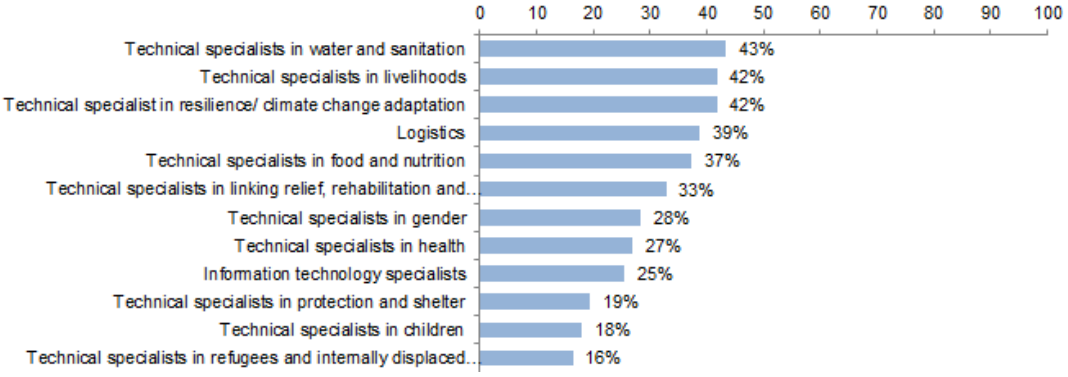


Source: ICF GHK calculations based on the survey of organisations operating on the ground

[19] Responses to the multiple choice question" What professional profiles of aid workers are currently needed in your organisation?" A choice of 20 professional profiles (as well as an "other" option) were available for the respondents to choose, These were: country / regional directors; thematic programme directors / managers; project managers (crisis specific, project specific); community officers; financial officers / accountants; communications officers (including visibility, public relations, advocacy); logistics specialists; human resources specialists; information technology specialists; technical specialists in water and sanitation; technical specialists in protection and shelter; technical specialists in food and nutrition - technical specialists in health; technical specialists in refugees and internally displaced persons (IDPs); technical specialists in gender; technical specialists in children; technical specialists in livelihoods; technical specialists in linking relief, rehabilitation and development (LRRD); technical specialist in resilience / climate change adaptation; medics and paramedics; engineers

Notes: '' (including visibility, public relations, and advocacy), (crisis specific, project specific)

Figure 4.2 Breakdown of technical specialists most in need in organisations operating on the ground (% survey respondents identifying the need)



Source: ICF GHK calculations based on the survey of organisations operating on the ground

Other professional profiles currently needed by the organisations responding to the online survey include: specialists in proposal and report-writing, as well as documentation, monitoring and evaluation marketing specialists, education in emergencies specialist, MEAL[20] officers and psychosocial officers/ specialists or short term consultants.

4.2 Competences and professional profiles most in demand amongst local implementing organisations specifically

Methodological approach and data used

Tables 4.1 and 4.2 in the following section are based on in-depth interviews conducted in the field in six countries recipients of humanitarian aid.

Figure 4.3 is based on an online survey of organisations implementing humanitarian aid on the ground. In total 67 responses were received. Assuming the sample is random, representative and normally distributed a +/- 10pp confidence intervals ensure confidence level of around 95%.

Information on the recruitment needs of local implementing organisations was also collected through the case studies. Tables 4.1 and 4.2 outline some of the organisational and technical skills gaps identified by local implementing organisations in each of the case study countries.

The gaps were not necessarily identified by *all* the organisations, although most organisations in each of the implementing organisations stated that there are more gaps in organisational than in technical skills. The main ones mentioned are outlined in Table 4.1. Other organisational skills gaps mentioned include networking capacity (Kenya), capacity to develop organisational strategies (Kenya), Leadership skills (Sri Lanka), administration (Sri Lanka) understanding of EU objectives (Colombia), donor relations (Sri Lanka), Legal and administrative support (Colombia), Communication & public relations (Colombia), Human Resourcing (Kenya).

[20] Monitoring, evaluation, accountability and learning

Table 4.1 Organisational skills gaps within local implementing organisations

Case study country	Project management, particularly financial management and reporting	Lobbying & advocacy	Transparency & accountability, monitoring & evaluation, audit	Proposal writing / project design
Colombia	√	√	√	√
Ethiopia	√	√	√	√
Kenya	√			√
Palestine		√	√	
Sri Lanka	√	√	√	√

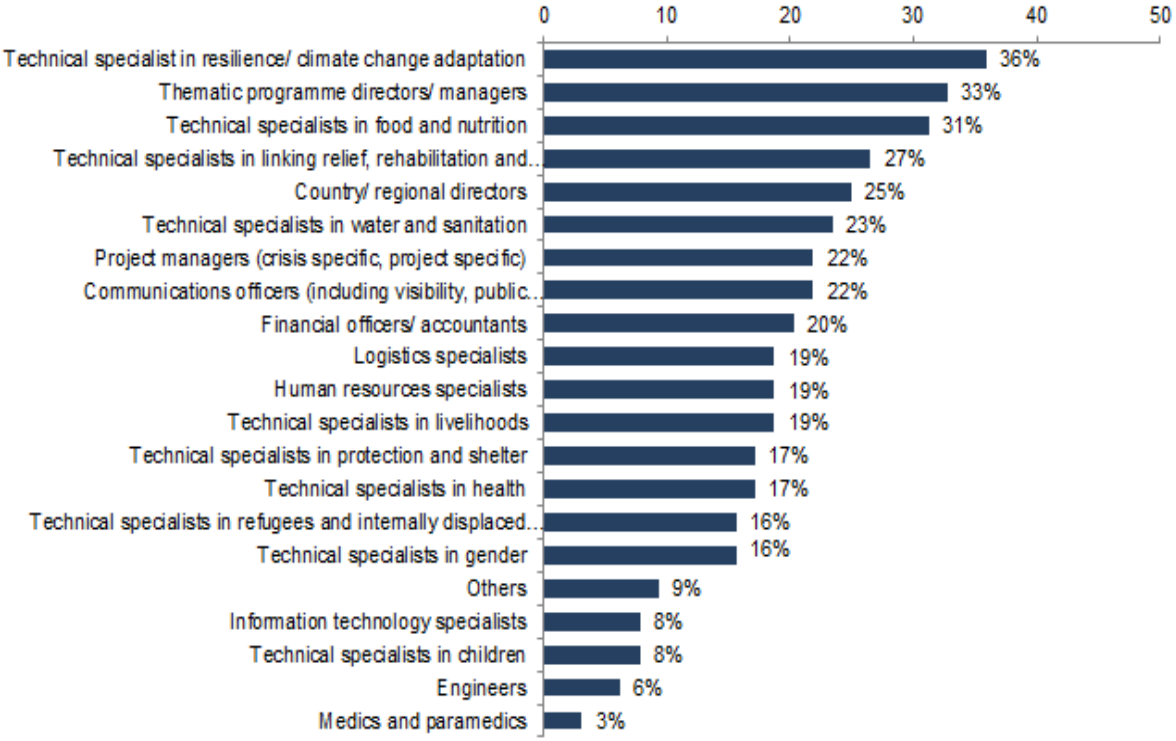
Comparatively fewer technical skills gaps were highlighted by organisations consulted as part of the case studies. Those that were mentioned are outlined in Table 4.2 below.

Table 4.2 Technical skills gaps within local implementing organisations

Case study country	Psycho-social support for local communities	Logistics	Knowledge of human rights law	Risk management	Rapid response	DRR	European languages (in order to engage with donors)
Colombia	√	√	√	√	√		
Ethiopia						√	
Palestine			√				
Sri Lanka	√						√

Figure 4.5 outlines the results of local implementing organisations' responses to the question: "*which professional profiles are most difficult to recruit?"* This differs from the analysis of 'most needed' profiles, as a profile that is in demand (e.g. medics) highly in demand, but also easy to recruit. Figure 4.5 shows that some of the profiles most difficult to recruit are technical specialists in climate change adaptation, programme directors, thematic specialists in food and nutrition and specialists in LRRD and Wash. Nonetheless, it was noted by one organisation (in Palestine) that whereas it is relatively easy to recruit technical specialists in the 'traditional' humanitarian sectors (e.g. health, WaSH, IDPs). It is more difficult to recruit specialists in emerging new professional profiles (e.g. cash and markets), and hence there remain gaps in technical skills, as well as organisational ones.

Figure 4.3 Professional profiles of aid workers which are reportedly most difficult to recruit in organisations operating on the ground (% survey respondents identifying the gap)



Source: ICF GHK calculations based on the survey of local implementing organisations, n=67

4.3 Local implementing organisations' investment in capacity building

Methodological approach and data used

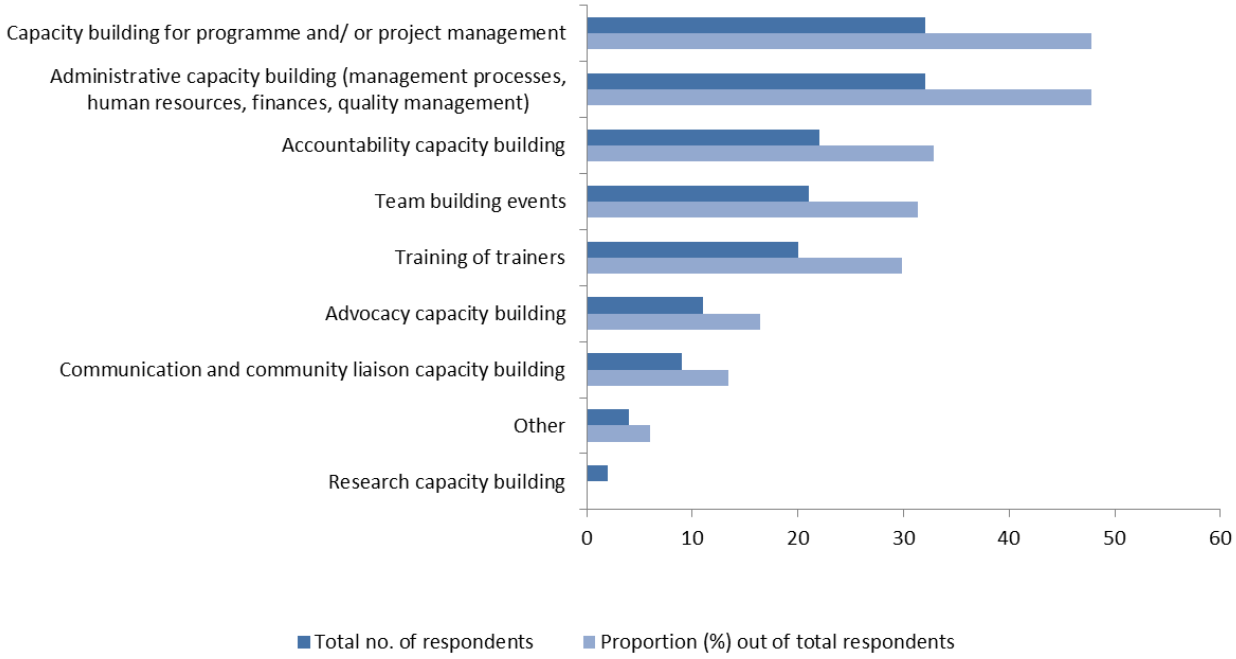
The following section is based on an online survey of organisations implementing humanitarian aid on the ground.

In total 67 responses were received. Assuming the sample is random, representative and normally distributed a +/- 10pp confidence intervals ensure confidence level of around 95%.

The data presented in sections 4.2 suggests that organisations operating on the ground, and local organisations specifically, identify a number of skills gaps. Amongst local implementing organisations these tend to comprise gaps in organisational skills (e.g. project management, monitoring and evaluation, proposal writing). This also may partly explain the difference in composition of the workforce between international and local staff (see section 3.3). However, data collected for this study shows also that local implementing organisations are investing in building their capacity. Figure 4.4 shows the types of capacity building activities implemented by organisations operating on the ground over the past four years. In addition, local implementing organisations interviewed as part of the case studies reported that they make use of the following mechanisms to improve the capacity of their staff and volunteers:

- Obtain training from a representative of an international humanitarian organisation
- Obtain training from international volunteers
- Invest in training local staff who will continue to train others (i.e. 'train the trainer')
- Hire international experts
- Invest in the organisational structure to improve local staff retention

Figure 4.4 Types of capacity building implemented by organisations operating on the ground 2010-2013



Source: ICF GHK calculations based on the survey of local implementing organisations

Local implementing organisations consulted as part of this study recognised a need to invest in local capacity building, particularly since the majority of their workforce is comprised of local staff and volunteers. However, the data above suggest that these organisations are investing in building capacity and it can be assumed that, as long as this investment is effective, the capacity of these organsiations to implement humanitarian aid will improve.

5 Demand for volunteers in the humanitarian sector

This section outlines the findings of this study in relation to the role and added value of volunteers in the humanitarian aid sector. It begins with a discussion on the current number of volunteers in the sector, the current absorption and absorption capacity of the organisations to host volunteers and finally the added value of the volunteers.

5.1 Number of volunteers in the humanitarian sector

Methodological approach and data used

The following section is based on data on total full time staff employed in the years 2010, 2011 and 2012 in 21 major humanitarian organisations. These organisations represent 69% of total humanitarian funding per figures reported in the Financial Tracking Service (FTS) between 2008 and 2013[21] .

Total estimates of international full time staff were calculated using the share of global humanitarian funding reported by FTS as a weighting factor for the total number of workforce.

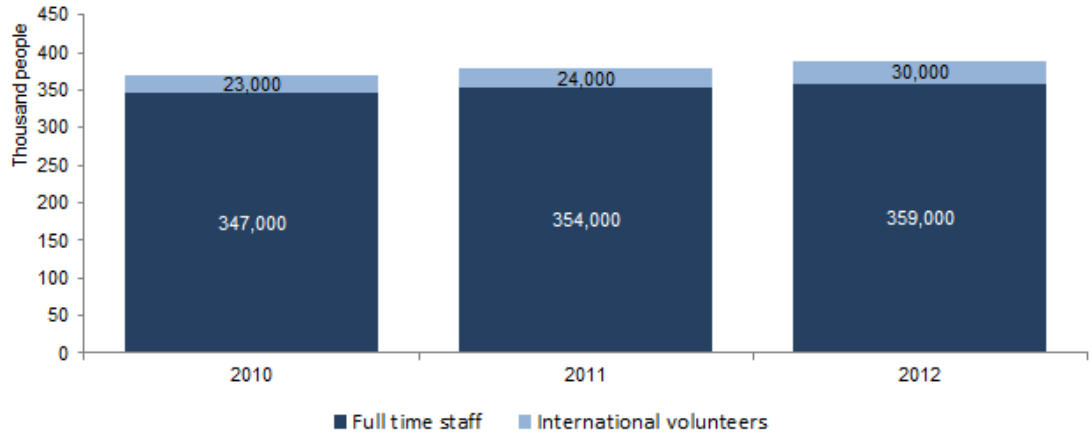
The number of international volunteers was not weighted and represents the reported value of volunteers by organisations in the sample.

The estimated total numbers of international volunteers may be underrepresented for the humanitarian sector since they do not include international volunteers sent through 'typical' volunteering programmes - e.g. VSO, IHL volunteers programme, Habitat for Humanity and Global Service Corps.

The proportion of international volunteers involved in humanitarian organisations is slowly growing. It is estimated that between 2010 and 2012, international volunteers deployed with the major humanitarian organisations accounted for additional 23,000 – 30,000 people working in those organisations. However, as explained below, those numbers are likely underestimations of the actual number of international volunteers for several reasons.

Figure 5.1 estimates the number of international volunteers in 2012 to 29,000 or 8% of estimated total humanitarian workforce.

Figure 5.1 Estimated number of international volunteers and full time staff (2010 – 2012)



Source: Annual reports and interviews with major humanitarian organisations

These figures suggest that major humanitarian organisations rarely work with international volunteers; however, qualitative data gathered through the workshops and interviews with humanitarian organisations suggests that this changes from organisation to organisation.

[21] Financial Tracking Service figures for 2008 – 2013, available at: http://fts.unocha.org/ . The top thirty identified are also those are identified by ALNAP (2012) as dominating the international humanitarian aid system.

For example, the UN maintains a major volunteer programme (UN Volunteers) through which it deploys up to 8,000 volunteers per year. Further, some international organisations interviewed, work with the international volunteers on ad-hoc basis and do not systematically capture their numbers in the system, hence the Figures in 5.1 are most likely an under-representation.

The figures also may not accurately capture volunteers who are integrated in the recruitment cycle of the organisations. For instance one interviewee stated that after 6 months of volunteering programme, around two thirds of international volunteers are recruited as full time employees.

Finally, the estimated numbers also do not include international volunteers sent through volunteering programmes - e.g. VSO, IHL volunteers programme, Habitat for Humanity and Global Service Corps. The latter of these alone deploys 7,209 volunteers[22] on an annual basis.

In 2008 a study on volunteer tourism[23] estimated 1.6 million volunteers worldwide with a substantial growth in the sector since 1990.

Where paid staff is preferred over volunteers, organisations interviewed as part of this study reported that this is sometimes due to:

- Concerns about exposing volunteers to risky security situations
- Concerns about the image of professionalism of the organisation

It is perhaps much more common for humanitarian organisations to work with local rather than international volunteers. For instance in 2011, the Red Cross and Red Crescent Societies reported 13.1 million local volunteers worldwide[24].

5.2 Analysis and estimate of 'absorption capacity' for volunteers in humanitarian sector

Methodological approach and data used

The following section is based on online survey of organisations implementing humanitarian aid on the ground.

In total 64 organisations responded to the questions regarding the current numbers of international and national volunteers. 32 organisations provided information on current number of full-time staff employed and current number of international volunteers. Based on this data the current absorption level of international volunteers was calculated as follows:
Absorption level = Nr. volunteers/Nr. of full time employees

For the calculation of the total estimated total number of volunteers, the estimated number of full time staff employed in the sector in 2013 was used. The following formula was applied:
Estimated average number of volunteers = Average absorption level * Estimated full time staff

Based on the data collected through the online survey of organisations implementing humanitarian aid on the ground, there are observed differences in absorption of volunteers between national or local NGOs and national or local branches of international organisations.

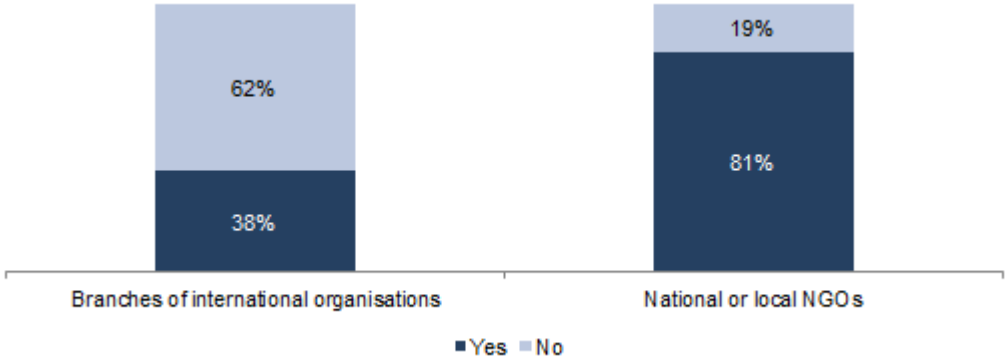
As presented in Figure 5.2 below, national or local NGOs seem more likely to host volunteers than local branches of international organisations.

[22] Accessed at the web-site http://www.peacecorps.gov/about/fastfacts/

[23] Volunteer Tourism: A global analysis (2008) by Tourism Research and Marketing

[24] Accessed at http://www.ifrc.org/Global/Publications/volunteers/IFRC-Value%20of%20Volunteers%20Report-EN-LR.pdf

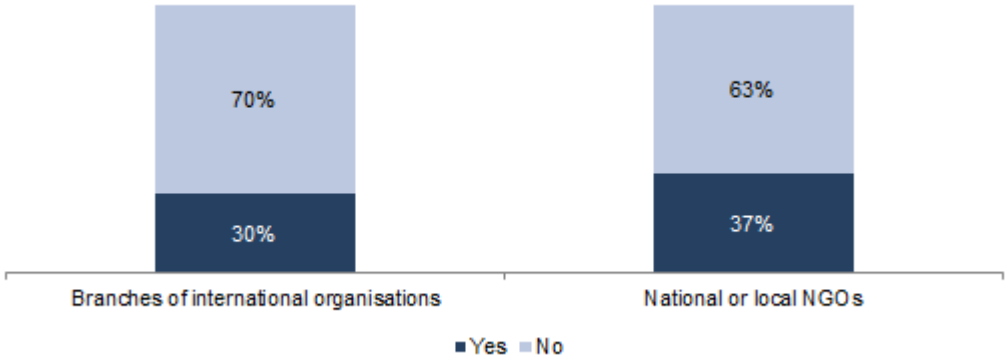
Figure 5.2 Share of organisations stating they currently host volunteers by type of organisation



Source: ICF GHK calculations based on the survey of implementing organisations
Note: n=37, 27 observed differences are statistically significant at p<0.05 based on Fisher's Exact Test

The above numbers include local as well as international volunteers. When comparing the two subgroups of organisations regarding their capacity to host international volunteers, the difference is much smaller: 30% (11 organisations) of the branches of international organisations that responded to the survey, host international volunteers and 37% (10 organisations) of national or local NGOs reportedly currently host an international volunteer[25].

Figure 5.3 Share of organisations stating they currently host international volunteers by type of organisation



Source: ICF GHK calculations based on the survey of implementing organisations
Note: n=37, 27 observed differences are not statistically significant at p>0.05 based on Fisher's Exact Test

Based on information provided by 32 organisations, the average absorption of international volunteers is 0.13 (+/- 0.20). In other words, for every 100 employees, organisations on average work with 13 international volunteers.

Based on this approximation of the level of absorption, Table 5.1 below provides an overview of the expected EU Aid volunteer 'impact' in the coming years. The calculations suggest that EU Aid Volunteers will potentially contribute to an increase in the total international volunteer 'market' ranging from 3.4% to 13.3%, assuming that the estimates of the total number of employees in the sector and current level of absorption hold true.

[25] The observed differences are not statistically significant so one cannot conclude that branches of international organisations are more likely to host international volunteers than local partners.

Table 5.1 Estimated absorption capacity of volunteers of implementing organisations in 2013 and growth rate 'impact' of EU Aid Volunteers initiative

	Lower bound (large organisations estimates)	Average	Upper bound (95% C.I.[26])
Absorption capacity	8 volunteer per 100 employees	13 volunteers per 100 employees	33 volunteers per 100 employees
Estimated total number of volunteers	30,000	46,000	119,000
Estimated total number of volunteers as share of total workforce	8%	13%	33%
Estimated growth rate in total number of volunteers as a result of the EU Aid volunteer initiative (additional 4000 volunteers)	13.3%	8.6%	3.4%

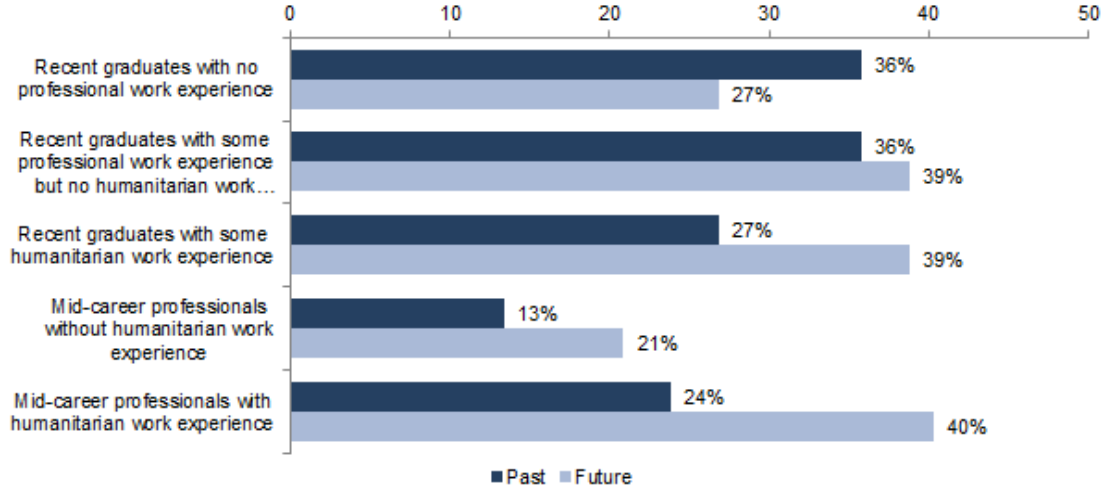
Source: ICF GHK calculations

The survey of implementing organisations suggests that the current absorption of hosting international volunteers has not reached maximum capacity. 69% (46 organisations) of the survey respondents were of the opinion that their current capacity to host volunteers had not been reached and that they could host more volunteers. Only 12% (8 organisations) were of the opinion that their capacity was fully reached. 13 organisations did not provide an answer to this question.

Furthermore, when inquired about past levels of volunteers hosted by the implementing organisations, recent graduates with no professional work experience and recent graduates with some professional work experience but no humanitarian work experience were reportedly the most commonly hosted type of volunteers (see Figure 5.4).

A significant difference between levels of volunteers hosted in the past and levels of volunteers aiming to be hosted in the future is observed regarding mid-career professionals with humanitarian work experience. Whereas 24% (16 organisations) reportedly hosted mid-career professionals with humanitarian work experience in the past, 27 (40 organisations) would like to host mid-career professionals with humanitarian work experience in the future.

Figure 5.4 Past and future levels of volunteers hosted in the local implementing organisations (% of survey respondents)



[26] Confidence interval

Source: ICF GHK calculations based on the survey of implementing organisations

5.3 The added value of volunteers

Information on the added value of different types of volunteers was collected through the case studies and reporting from the EUAV pilot actions. The reported added value of local, international junior professional and senior professional volunteers for both hosting organisations and the EU and EU citizens is outlined in Table 5.1 below. The information on added value deriving from the EUAV reporting is specific to the EUAV initiative.

Table 5.2 The added value of different types of volunteers for hosting organisations and for the EU

	Types of volunteer		
		International volunteers	
	Local volunteers	Junior professionals	Senior professionals
Hosting organisations	■ Better understanding of the local culture and local needs. ■ Political neutrality (in cases where it may be too politically sensitive to make use of a western workforce). ■ Sustainability: opportunity to build the skills of local volunteers and hence capacity of local people and local structures. In turn, trained volunteers will be able to train up future local staff / volunteers.	■ Additional man-power to local relief. ■ Political neutrality (in cases where it may be too politically sensitive to make use of a local workforce). ■ Cross sectorial learning (private – public): Since EU Aid volunteers will in most cases not come from the humanitarian background; there is a possibility of cross-sectorial learning. The added value of volunteers will be high in particularly in the non-traditional humanitarian fields (i.e. cash and markets, sustainable business models and climate change adaptation).	■ Additional man-power to local relief. ■ Political neutrality (in cases where it may be too politically sensitive to make use of a local workforce). ■ Better understanding of humanitarian values of solidarity. ■ Strengthening the capacity of local organisations to respond to a humanitarian situation by supporting them with appropriate technical volunteers; ■ Knowledge transfer to local organisations in terms of technical and organisational skills; e.g. some of the EU Aid Volunteers' skills transferred to local staff in the pilot projects were: survey methods, fund-raising and partnerships development and communications skills (use of social networks and advocacy training to local NGOs).
EU humanitarian organisations	■ New and/or stronger partnerships between EU and local humanitarian organisations are developed	■ New and/or stronger partnerships between EU and local humanitarian organisations are developed	■ New and/or stronger partnerships between EU and local humanitarian organisations are developed
EU and EU citizens		■ Volunteering and active citizenship is strengthened ■ The European spirit of humanitarianism and partnership is promoted ■ Increased awareness of humanitarian needs amongst EU society	
DG ECHO	■ DG ECHO's work in the countries is complemented with additional humanitarian support	■ DG ECHO's work in the countries is complemented with additional humanitarian support	■ DG ECHO's work in the countries is complemented with additional humanitarian support
Volunteers	■ Cross-cultural learning for the volunteers	■ Cross-cultural learning for the volunteers ■ Volunteers gain the ability to put knowledge into practice in a challenging environment and understanding of the reality of human rights	■ Cross-cultural learning for the volunteers

6 Conclusions and lessons learnt for the implementation of the future EU Aid volunteers initiative

This section presents the main conclusions and key findings from the study, as well as the implications of these for the EUAV initiative.

6.1 Main conclusions and key findings

- **Demand for humanitarian workers:** Funding for humanitarian aid has declined in recent years. At the same time, global trends suggest that humanitarian disasters will continue to happen so there will be a continuous need for humanitarian workers. This may have an impact on the composition of workers compared to volunteers, as with less funding, but a continuing need to deploy workers; organisations may rely ever increasingly on volunteers.
- **Demand for specific skills sets / professional profiles:** The demand for specific technical skills is difficult to predict, as it is largely disaster-specific. Technical specialists and project officers make up a large part of the humanitarian workforce, but there is a tendency for director and managerial positions to be occupied by international staff. As local organisations' capacity grows the composition of the workforce may change to include a greater number of local actors in managerial positions.
- **The roles of local implementing organisations and local staff:** Global humanitarian actors recognise the value of a locally-based workforce. Local staff account for 88% of field staff in international humanitarian organisations. Amongst the advantages of using local staff are a quicker deployment (as they are already based in the country) and a better understanding of local culture. Capacity within local organisations remains lower than capacity amongst international counterparts, largely because of access to international funding and availability of training. However, local organisations are addressing their capacity needs through a variety of ways, including hosting of international volunteers to exchange good practices and support capacity-building efforts, as well as to fill gaps in expertise.
- **Use of and demand for volunteers:** Volunteers (especially local volunteers) make up a large and valued part of the local workforce. Local organisations rely heavily on local volunteers – to professionalise and retain staff, should seek to invest more in paid staff. In view of this, it would seem that there is an important role for volunteers within the humanitarian sector.

6.2 Relevance of the findings for the EUAV initiative

- There will be a continuing need for humanitarian workers in the coming years, and potentially a greater reliance on volunteers within the sector if funding for remunerated staff declines. This suggests that there is a place volunteers within the humanitarian aid sector in general.
- If the EUAV initiative offers the possibility for both EU (international) and third-country (local) volunteers to participate in the initiative, this could represent a clear added value, since there is recognised value in both international and local volunteers (see section 5.2).
- There is evident added value in deploying local volunteers; however, by deploying volunteers through an EU programme and at the same time as European volunteers, the EUAV programme will provide a great opportunity for inter-cultural exchange, sharing of good practice (between both sets of volunteers) and create an opportunity to enhance local capacity-building possibilities. Data collected for this study highlights a need for local capacity building support which could be partially met through the EUAV initiative.
- The added value of senior professional volunteers is clear, since local implementing organisations report that they value the technical expertise that such volunteers can provide and teach to their own staff; particularly where the expertise they offer is in non-

traditional humanitarian fields (e.g. cash and markets, sustainable business models and climate change adaptation).

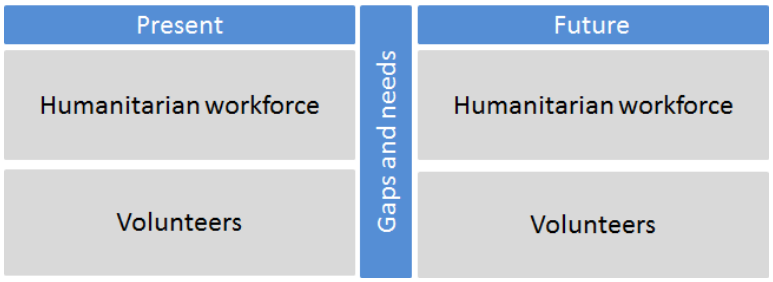
- The added value of deploying international volunteers who are junior professionals is less pronounced; however, as described in section 4, the capacity gaps identified by local implementing (i.e. potential 'hosting' organisations) are predominantly in organisational – i.e. more general areas of expertise e.g. project management, administration, and proposal-writing. Junior professional volunteers who have less expertise in the humanitarian sector may still offer some of these skills to the hosting organisations.
- For citizens and humanitarian organisations in the EU, the EUAV initiative could provide an opportunity to further strengthen international solidarity, but also act as an additional source of manpower in situations of humanitarian response.

Annex 1 Methodology of the needs assessment and suggestions for future needs assessments

6.3 Methodology of the needs assessment

The methodology is based on the formative approach developed by ICF GHK for the purpose of this study. The approach is based on two main components, namely **understanding the present** scale and main features of the humanitarian workforce, including volunteers, and **estimating the future needs** in the humanitarian sector, as presented in Figure A1.1 below.

Figure A1.1 Main components of the needs assessment



A1.1.2 Understanding the present humanitarian workforce

As part of the present, the study looked at the global number of humanitarian workers and how these broke down into 1) working in headquarters or being deployed; 2) international and national staff and 3) their professional role.

In the absence of well-established methodologies, the study has used a mixed-method approach to quantify the humanitarian workforce. In addition, as there a few common definitions, the study has introduced 'new' categorisations on some occasions. Finally, due to a lack of data, in most cases the quantification of the workforce had to rely on estimates, as shown in the figure below.

Figure A1.2 Estimates for understanding the current humanitarian workforce

Present			
	Indicators	Data	Assumptions
Humanitarian workforce	1 .Estimated number of humanitarian workers globally	Global humanitarian organisations	Representative of the global market
	2. Proportion of staff deployed in the filled and in the headquarters	Global humanitarian organisations	Representative of the global market
	3. Estimated proportion of international and national filed staff	Global humanitarian organisations	Representative of the global market
	4. Professional roles in the humanitarian sector	Global humanitarian organisations	Representative of the global market

A1.1.2.2 Estimates of the number of humanitarian workers globally were calculated following the formula

$$\frac{Nr.of\ workers_a + Nr.of\ workers_b + \cdots + Nr.of\ workers_n}{\%\ Total\ global\ funding_a + \%\ Total\ global\ funding_b + \cdots + \%\ Total\ global\ funding_n}$$

Nr. of workers: Data on the number of workers was used for 21 out of the 30 largest humanitarian organisations. These largest humanitarian organisations were identified on the basis of the figures from Financial Tracking Service (FTS) on Global Humanitarian Contributions for the period of 2008 and 2013.

For 7 organisations data was collected through interviews with HR departments, for 14 organisations data was collected through annual reports or/and websites.

% Total global funding: This is calculated as the share of total humanitarian funding received by the organisation between 2008 and 2013 based on the data from the Financial Tracking Service (FTS) figures on Global Humanitarian Contributions.

Assumption on relationship between funding and number of full time employees: The method assumes a direct relationship between funding and the number of people employed. In other words, if the numbers of people employed are gathered for the organisations receiving 80% of the funding between 2008 and 2013, then it is assumed that these organisations account for 80% of the humanitarian workers employed in the sector.

Triangulation: The small sample size (data for 21 organisations was collected) may raise concerns as to the reliability of the estimates. To check the validity of estimates, data was compared with the estimates on total humanitarian workforce from ALNAP[27].

A1.1.2.3 Estimated proportion of staff deployed in the filled and in the headquarters

$$\frac{Nr.of\ filed\ workers_a\ +\ Nr.of\ filed\ workers_b\ +\cdots+\ Nr.of\ filed\ workers_n}{Nr.of\ workers_a\ +\ Nr.of\ workers_b\ +\cdots+\ Nr.of\ workers_n}$$

Nr. of field workers: Data on the number of filed workers was gathered for 7 of the largest humanitarian organisations (for 4 organisations by interviews and 3 through Annual Reports). For instance, the interviewees were asked to report the number of full time staff employed on the field or in the headquarters. If figures were not available, the interviewees were asked to give estimation on the share of full time staff employed in the field. In some cases, the breakdowns of staff were reported in Annual Reports.

Triangulation: A small sample size (data for 7 organisations was collected) could affect the validity of the estimates. To improve the validity, the split of field workers vs. headquarters for UN agencies was calculated based on UN System Staff Totals[28]. The estimate for international NGOs remained based on the collected primary data. The average was calculated using the weighted average based on ALNAP[29] estimates of the share of humanitarian workers employed in UN agencies and International NGOs.

A1.1.2.4 Estimated proportion of international and national filed staff

$$\frac{Nr.of\ international\ workers_a\ +\ Nr.of\ International\ Workers_b\ +\cdots+\ Nr.of\ International\ Workers_n}{Nr.of\ Field\ Workers_a\ +\ Nr.of\ Field\ Workers_b\ +\cdots+\ Nr.of\ Field\ Workers_n}$$

Nr. of International filed workers: Data on the type of field workers (international vs. national) was gathered for 12 largest humanitarian organisations (for 6 organisations through interviews and 6 using their Annual Reports). HR staff were asked to indicate the number of international and national staff in the field. If figures were not available, the interviewees were asked to give an estimation of the share of full-time staff employed in the field. In some cases, the breakdown of staff was reported in Annual Reports.

Understanding the reasons and trends behind numbers: Field visits to 5 countries (Columbia, Ethiopia, Kenya, and Palestine, Sri Lanka) provided deeper insight into the differences and reasons for employing national and international staff on the ground.

[27] ALNAP (2012) The State of the Humanitarian System. Available at http://www.alnap.org/resource/6565

[28] Acessed at http://www.unsceb.org/content/hr-statistics-staff-totals

[29] ALNAP (2012) The State of the Humanitarian System. Available at http://www.alnap.org/resource/6565

A1.1.2.5 Professional profiles in the humanitarian sector – by level

Developing categories: Prior to development of the tools for data gathering, categories for professional profiles by level in the humanitarian sector had to be defined. The team found no universal categories for profiles in the sector. Based on the websites advertising jobs in the humanitarian sector and the first expert workshop the following four categories were established:

- Directors – i.e. persons with oversight of a thematic programme, a regional or a national office of the organisation.
- Project managers – i.e. persons managing particular 'projects' or crisis responses, and teams of people on the ground.
- Technical specialists - i.e. persons not necessarily managing teams but providing specific skills and technical expertise which require appropriate education and/or years of experience – e.g. specialist doctors, engineers, sanitation specialists, community relations specialists, legal specialists, etc.
- Officers – i.e. persons with general skills relevant to the humanitarian aid sector and perhaps some specialist knowledge, but with fewer years' professional experience than technical specialists.

Estimates on the structure of professional profiles by level: Data on the structure of professional profiles by level was gathered for 4 largest humanitarian organisations.

Data limitations: due to the small sample size, there is some risk of bias, although there is no clear reason to expect that the breakdown would vary significantly between organisations. On this basis, the study team considers the estimates as valid. A greater sample would allow to further improve reliability and validity of the estimates.

A1.1.2.6 Professional profiles in the humanitarian sector – by sector

Developing categories: Prior to development of the data collection tools, the different categories for professional profiles by sector in the humanitarian field had to be defined. The team reviewed websites advertising jobs in the humanitarian sector to gather information on professional profiles within the humanitarian sector. After the workshop with the experts, the team finalised the main professional profile categories. These are as follows:

- Specialists in water and sanitation;
- specialists in shelter;
- specialists in food and nutrition;
- specialists in health (public health);
- law specialists (human rights, child protection, refugee status determination);
- specialists in gender;
- specialists in children, youth;
- specialists in resilience/climate change adaptation;
- specialists in community development ;
- medics and paramedics; (subgroup) Psychologists / Counsellors;
- engineers (civil engineering, mechanical, electrical);
- specialists in transport (air and road);
- Specialists in Information, technology, telecommunications.

Estimates on professional profiles: HR interviewees of only 2 large humanitarian organisations could provide the necessary data on the professional profiles. These cannot be considered representative of the humanitarian sector as a whole, because both the organisations specialised in specific sectors, meaning that they were more likely to advertise positions / recruit staff from sectors, thus leading to the data being biased.

Triangulation: To mitigate the lack of data gathered on professional profiles currently employed in the sector, the breakdown data of funding by sector collected from FTS was used to give an overview of the breakdown by sector.

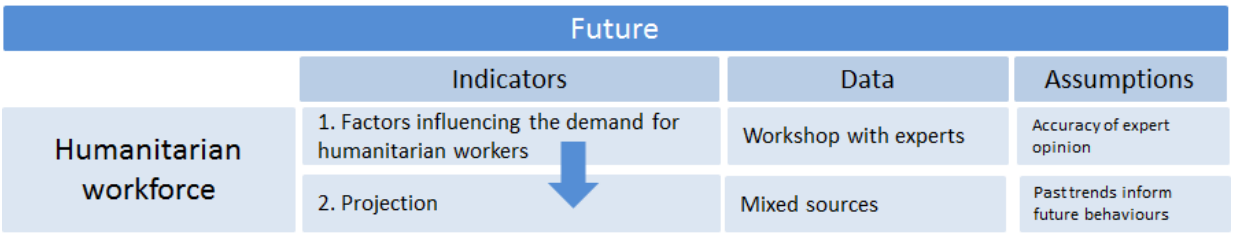
A1.1.3 Estimating future needs for humanitarian workers

As part of the future, the study developed projections as to the demand for humanitarian workers, including by professional profile.

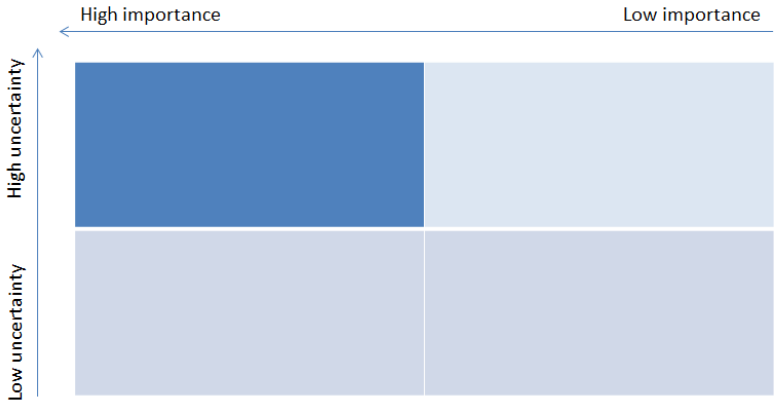
A1.1.3.1 Factors influencing the demand for humanitarian workers

The data and assumptions around the future demand for humanitarian workers are presented in the figure below.

Figure A1.3 Estimates for future needs for humanitarian workforce



Defining factors: The first expert workshop brainstormed on the factors influencing the humanitarian workforce and specific skillsets required, using the following matrix:



A1.1.3.2 Factors influencing future needs for humanitarian workforce – funding

Figure 2.2 outlines the relationship between estimated number of total field staff in humanitarian sector and funding. A log-log regression was used to estimate the relationship between the reported FTS funding and estimated number of total field staff in humanitarian sector.

First, a logarithm of funding per year as well as logarithm of estimated number of total filed staff in humanitarian sector was calculated. Then an OLS regression was used to calculate the estimate with statistical software STATA. Logarithm of estimated number of total field staff was used as a response variable (y_i) and the logarithm of funding per year as a regressor (x'_i).

$$y_i = x'_i\beta + \varepsilon_i$$

A1.1.3.3 Projections for future demand

Based on the factors identified as high uncertainty – high importance, three assumptions were used for future projections:

Assumption 1: Past trends in the growth rate of humanitarian workforce will continue in the future. In order to base this assumption on more than the three past years estimated as part of this study discussed in Section 2.1 of this document. These estimations were merged with the estimated growth rate of the humanitarian workforce from the ALNAP study. Hence, the past trends were calculated on a 7 rather than 3 year timeframe which increased the validity of the calculations.

Assumption 2: The effect of a drop in funding on total workforce was estimated to be 0.04, meaning that a 10% drop in funding would result in 0.4% drop of workforce. The estimate was based on the

relationship between a drop in funding in 2006 and a drop in total humanitarian workforce in 2008 from ALNAP.

Assumption 3: The estimated number of new positions opened in the event of a crisis was calculated based on the increase in total field staff (INGOs and UN) between 2009 and 2010 as reported by ALNAP.

The data and assumptions around the future gaps and needs with regard to humanitarian workers is presented in the figure below.

Figure A1.4 Estimates for future needs for humanitarian workforce

Gaps and needs			
	Indicators	Data	Assumptions
Humanitarian workforce	1. Professional profiles most in demand	Survey 2014	Representative of the implementing organisations
		Filed visits 2014	Representative of the humanitarian settings
	2. Professional profiles difficult to recruit	Survey 2014	Representative of the implementing organisations

A1.1.3.4 Professional profiles most in demand

Answers to the survey with implementing organisations based on the question: "What professional profiles of aid workers are currently needed in your organisation?"

A1.1.3.5 Professional profiles difficult to recruit

Answers to the survey with implementing organisations based on the question: "Which of these professional profiles of aid workers are most difficult to recruit?"

A1.1.4 Estimating volunteers and absorption capacity

Present			
	Indicators	Data	Assumptions
Volunteers	1 .Estimated number of volunteers globally	Mixed sources	Representative of the global market
	2. Absorption of volunteers	Survey of implementing organisations	Representative of the global market
	3. Current type of volunteers	Survey of implementing organisations	Representative of the implementing organisations

A1.1.4.1 Estimated number of volunteers globally

Nr. of volunteers: The number of volunteers was calculated on the basis of data on volunteers collected from 7 large international NGOs. For the UN agencies, the UNV volunteers were counted (assuming 8,000 volunteers per year). An additional 7,209 Peace Corps volunteers were also included. The growth rate of volunteers was then calculated as a weighted average of the growth rate of the number of volunteers provided by 2 international organisations.

Triangulation: Since the data on the actual number of volunteers was scarce second primary source was used to calculate estimates. Based on the survey with implementing organisations which reported data on number of employees and number of international volunteers working on the ground, average absorption of volunteers (international volunteer/worker) was calculated. The average was then multiplied with the estimated number of workers in 2012.

A1.1.4.2 Absorption of volunteers

The absorption rate of volunteers was calculated on the basis of the survey of implementing organisations on the ground. The absorption rate equals number of international volunteers divided by the number of workers in the organisation. The average absorption rate was calculated as a simple average of individual absorption rates of the organisations surveyed. A 95% confidence interval was calculated and included as the upper bound. A 95% confidence interval in the lower bound would hit 0. This is very unlikely as data collected based on the survey with large organisations say there are more than 0 international volunteers on the ground.

Triangulation: To establish a lower bound for the absorption rate, triangulation was done with the estimated number of volunteers and estimated number of humanitarian workers globally.

A1.1.4.3 Current type of volunteers

Answers to the survey with implementing organisations based on the question: *"Can you identify the typical levels of experience of volunteers hosted by your organisation?"*

Understanding values behind numbers: Field visits to 5 countries (Columbia, Ethiopia, Kenya, and Palestine, Sri Lanka) provided deeper insight into the added value of volunteers for different type of hosting organisations. In addition, reporting from the EUAV pilot actions was analysed for the added value of the EUAV volunteers.

Future			
	Indicators	Data	Assumptions
Volunteers	1. Capacity to absorb volunteers	Survey of implementing organisations	Representative of the implementing organisations
	2. Future type of volunteers demanded	Survey of implementing organisations	Representative of the implementing organisations

A1.1.4.4 Capacity to absorb volunteers

Answers to the survey with implementing organisations based on the question: *"Do you think your organisation's capacity to integrate more volunteers in your location/ country is currently*:

- Fully reached, we can integrate no more volunteers;
- Not reached, we could host more volunteers

A1.1.4.5 Future type of volunteers demanded

Answers to the survey with implementing organisations based on the question: *"Which of these profiles of volunteers is your organisation likely to host in the future?"*

A1.1.5 Limitations and constraints

Some limitations exist with regard to the identification of humanitarian organisations and humanitarian workers, as the line between humanitarian work and development is sometimes hard to draw and several organisations as well as employees work and contribute to both at the same time.

The distinction was made where possible (i.e. when conducting interviews, the interviewees were asked to report solely the numbers on humanitarian division); however it is very likely that some of the reported figures on employed staff also include development workers.

Figures presenting the structure of humanitarian workforce have limitations since only a small number of selected top 30 global humanitarian organisations obtained detailed data. However, the organisations included in the sample remained the same and hence the findings can be compared. Furthermore, if one assumes organisations providing detailed data are representative; are not very different from the rest of the organisations, then the estimated figures shall be valid.

The numbers in this study are based on estimates.

A1.2 Suggestions for future needs assessments

A1.2.1 General considerations

The present study has provided a first baseline which is suitable to inform the launch of the EU AV programme. However, the method used, as detailed under A.1.1 above, was rather 'itinerant' in the sense that the study team, due to a lack of data, had to resort to alternative ways to arrive at the estimations, which included triangulating different sources and information obtained through different methods. Key issues encountered related to:

- Overall, data to inform the assessment on the needs concerning knowledge, skills and competences in the sector, gap analysis and absorption capacity of local organisations is very scarce and hence the study needed to rely on primary data collection.
- Although the majority of major humanitarian organisations participated in the study (21 out of 30), they unfortunately could only provide limited data, as most did not appear to have a detailed 'global' overview of their workforce or on the number of volunteers. Similarly, the annual reports and other information distributed by these organisations do not include the level of detail required for the assessment.
- The survey to implementing organisations on the ground 'only' achieved a 22.5% response rate (67 out of 300), although this was sufficient for the data generated as part of their responses to be considered as reasonably reliable.

While the method adopted was suitable for creating the first baseline, any future more specific assessments of the most relevant needs, undertaken on a regular basis, should be based on a different method. Whereas the current method sought to understand longer-term trends in the sector up to 2020, such projections are not required every year (these could for example be updated in 2020 and then linked to the Commission's overall programming cycles) and would not provide much added value in order to shape the EU AV programme. For the latter, the study team would propose a more targeted method which relies heavily on the inputs of stakeholders on the ground.

A1.2.2 Suggestions for regular targeted needs assessments

As discussed above, the overall purpose of the more targeted needs assessments, to be undertaken on a more regular basis (i.e. every year), would be to inform the annual work programmes that DG ECHO is to develop in line with Article 21(3) of the Regulation establishing the European Voluntary Humanitarian Aid Corps.

The assessment should aim to:

- Needs and requirements regarding humanitarian staff
- Capacity building needs
- Needs and absorption capacity of volunteers

The needs assessment would be undertaken through:

1. A survey with organisations working on the ground, including national / local branches of international organisations as well as their national / local partners;
2. Validation by international humanitarian organisations and other relevant stakeholders.

A1.2.3 Survey of organisations on the ground

The link to the online survey would be sent to an as large as possible number of organisations, using in part a 'snowball' approach (organisations would be asked to forward the link to as many others as possible). DG ECHO should emphasise the importance of the survey to potential respondents as a tool to support the allocation of annual funding.

Below are some indicators on how reliable the answers will be with different sample sizes (assuming they are random and representative).

Table A1.2 Confidence intervals per sample size

Confidence Level	Sample Size	Confidence interval
95%	300	+/- 5 pp

95%	200	+/- 7 pp
95%	100	+/- 10 pp

When collecting the responses, it will be important to verify whether there is sufficient a) geographical representation (collect answers from all countries with humanitarian crisis) and b) organisational representation (collect answers from local NGOs, branches of international NGOs and international faith, government organisations, etc.); For those countries/organisations that are underrepresented, additional reminders should be sent to complete the survey.

The survey should be translated into at least Spanish, Arabic, French and English to enable higher response rates.

The survey could build on the one developed for the needs assessments included in this study (see: http://www.ghkint.com/surveys/EUaidvolunteers), with some additional questions to obtain more useful data, e.g.:

- **Annual budget**: % of budget linked to humanitarian aid (this would enable identify the share of work related to humanitarian aid vs. development).
- **Current number of workers**: broken down into **local** and **international** workers.
- **Needs for workers**:

  Professional profiles of **international** workers are currently needed in the organisation

  Professional profiles of **local** workers are currently needed in the organisation?
- **Current number of volunteers:** broken down into **local** and **international** volunteers
- **Needs for volunteers**:

  Number of international volunteers the organisation could host in the next year;

  Level of international volunteers they would like to host.

A1.2.4 Validation

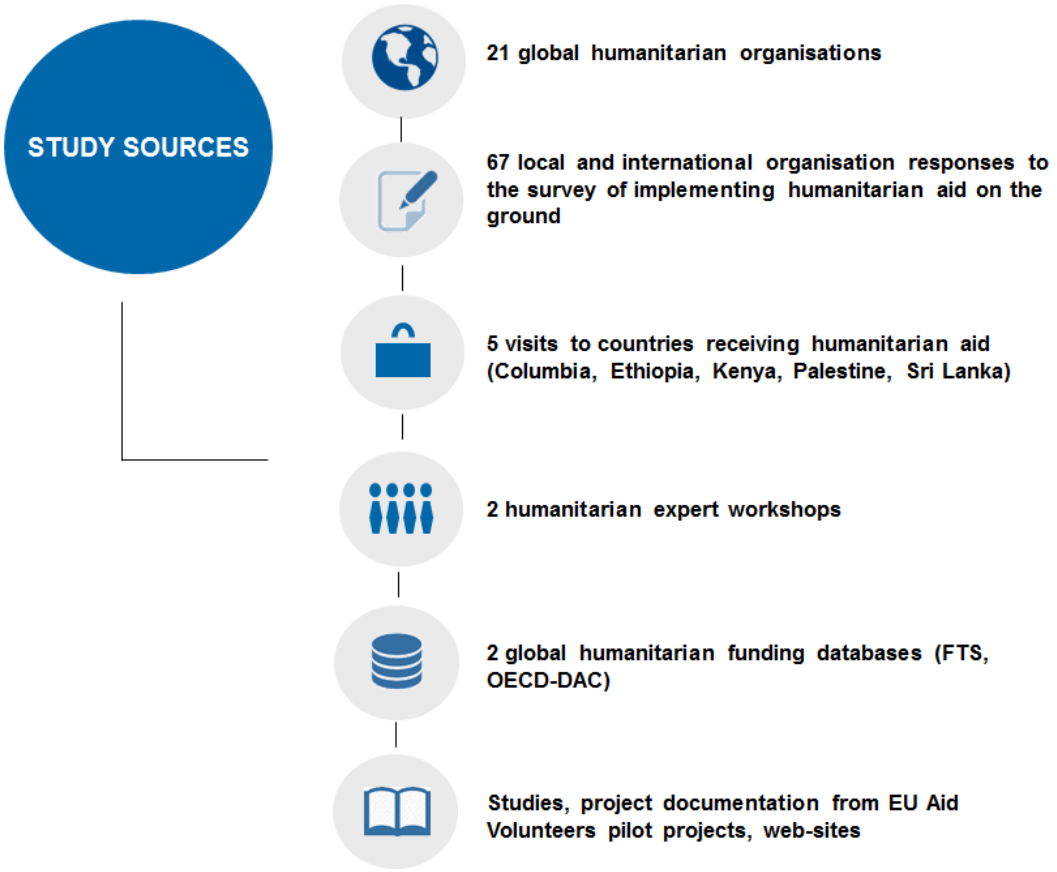
The results of the needs assessments survey could be validated yearly with needs assessment experts, HR representatives from large international organisations and other relevant stakeholders, for example as part of a one-day workshop.

It will be important, also as part of the validation exercise, to reconcile the results with the Global Needs Assessment undertaken by DG ECHO. In the longer term, there would be scope for running the two exercises in parallel and to present the outcomes in the same document or at the same time.

The results of the staff and capacity building needs survey could not only be used for the annual EU AV work programmes, but the specific country information generated could also be incorporated in the Humanitarian Implementation Plans per country, and in particular in the sections outlining the existing humanitarian response.

Possibly, if DG ECHO would consider that a more specific geographic focus of the EU AV would be beneficial, interviews with sending organisations active in these countries and visits could be added to provide greater depth to the needs identified.

Annex 2 Information sources



21 global humanitarian organisations

Data was collected for 21 out of the 30 top humanitarian aid organisations. 69 annual reports were reviewed, 30 web sites were reviewed, 9 interviews with the Human Resourcing (HR) staff conducted.

The 21 organisations together accounted for 69% of global humanitarian funding as reported in FTS. Since most of the calculations based on this data are estimates, they provide insights into potential trends rather than hard evidence.

The template used for data collection is included in Annex.

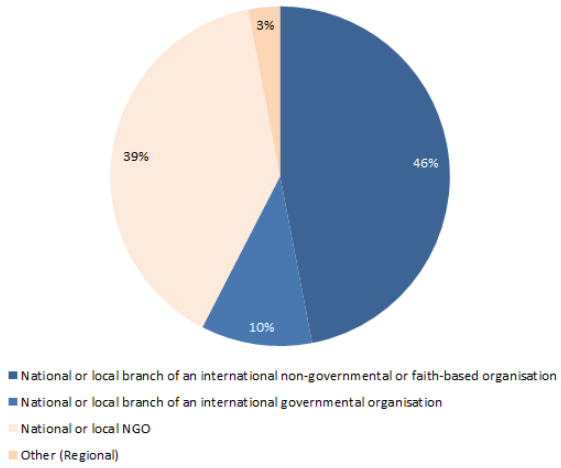
67 local and international organisation responses to the survey of implementing humanitarian aid on the ground

Local NGOs and field offices of European humanitarian organisations. Around 300 organisations from countries receiving the largest amounts of humanitarian aid from DG ECHO 2011-2013 per world region were approached to take part in the survey. In total 67 responses were received.

Data based on the sample of 67 organisations is considered to be fairly representative despite a small sample size. The breakdown of survey respondents by type, geographical location and areas of humanitarian aid in which the survey respondents are active are presented below.

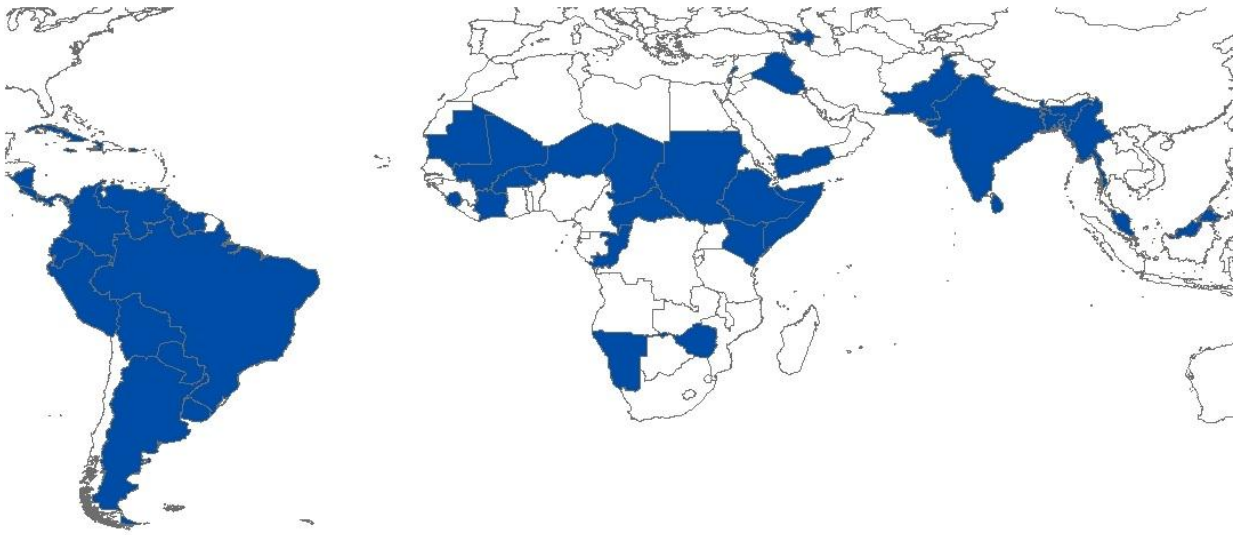
The survey can be accessed online: http://www.ghkint.com/surveys/EUaidvolunteers/

Survey of the implementing organisations survey respondents by type (n=67)



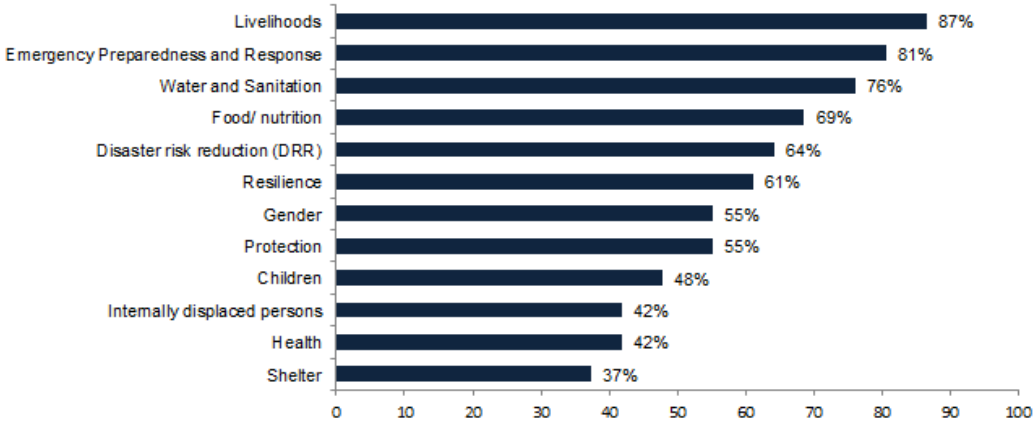
Source: ICF GHK calculations based on the survey of implementing organisations

Geographical focus of implementing organisations responding to the survey



Source: ICF GHK

Areas of humanitarian aid in which implementing organisations responding to the survey organisations are active



Source: ICF GHK calculations based on the survey of implementing organisations

5 visits to countries receiving humanitarian aid (Columbia, Ethiopia, Kenya, Palestine, Sri Lanka)

Filed visits were selected to represent diversity of areas and crisis tackled through humanitarian aid. Interviews with branches of international organisations, local partners and focus groups with international and local volunteers were conducted.

2 humanitarian expert workshops

On 12 and 13 December 2013, ICF GHK, in collaboration with INTRAC, and Bioforce in cooperation with People in Aid and France Volontaires jointly organised an expert seminar on the Training and Management of EU Aid Volunteers. Experts from the humanitarian sector, and in particular experts in the areas of training and management of humanitarian aid workers and representatives of UN agencies, have been invited to take part in the seminar. In the workshop entitled 'Factors influencing demand' participants were asked to brainstorm and then categorise (i) the factors influencing demand for humanitarian workers / volunteers; (ii) the factors influencing demand for specific skills sets / professional profiles; and (iii) the main professional profiles / skills sets required / desired in humanitarian workers.

On 24th of February 2014, ICF GHK presented the draft needs assessment study at the 2nd Expert Seminar organised by People in Aid and France Volunteers and Bioforce, in cooperation with ICF GHK, INTRAC. Experts form the humanitarian sector, and in particular experts in the areas of training and management of humanitarian aid workers and representatives of UN agencies took part at the seminar. The presentation of the study was followed by Q&A session where experts were invited to comment on the method as well as presented results of the study. The comments were subsequently taken into account when finalising the present study.

2 global humanitarian funding databases (FTS, OECD-DAC)

Studies, project documentation from EU Aid Volunteers pilot projects, web-sites

Secondary source included in this study are:

- ALNAP (2012) The State of Humanitarian System. Accessed at http://www.alnap.org/resource/6565
- EU Aid Volunteers pilot action documents - Final reports, meeting minutes and other documentations
- Financial Tracking Services (FTS) - Financial Tracking Service figures for 2008 – 2013. Accessed at: http://fts.unocha.org/ .
- Humanitarian Futures Programme (2007) Dimension of Crisis Impacts: Humanitarian Needs by 2015. Accessed at http://www.humanitarianfutures.org/wp-content/uploads/2013/06/Dimensions-of-Crisis-Impacts-Jan-20076.pdf
- OECD-ODA database - Data on total flows by donor (ODA+OOF+Private) [DAC1]. Accessed at: https://stats.oecd.org/Index.aspx?DataSetCode=TABLE1
- Review of websites advertising jobs in the humanitarian sector (DEVEX, Oxfam.co.uk, UN Careers, Bond, OCHA)
- Volunteer Tourism: A global analysis (2008) by Tourism Research and Marketing

Annex 3 Topic Guide: Major humanitarian aid organisations (HR)

ICF GHK has been commissioned by the Directorate General for Humanitarian Aid and Civil Protection (DG ECHO) to conduct a study "Preparatory action for EU Aid Volunteers".

The objective of the study is to develop a proposal for a modular training programme for the EU Aid volunteers initiative and for local capacity building activities under this scheme. This will be developed based on research concerning the skill sets in the humanitarian sector including assessment of the demand for volunteers in the sector.

The aim of this part of the study is to investigate and explore the needs of the humanitarian sector in terms of numbers of employees and volunteers, their professional profiles, level of experience and background. In addition the study aims to identify any skills gaps in the sector (amongst both volunteers and professionals) that could be supported through the EU Aid Volunteers programme.

This document has been prepared to guide the interviews with human resources representatives of major humanitarian organisations. Please note that some sections of the document are to be completed by the researcher based on desk research. These will be clearly highlighted throughout.

This document has been shared with the humanitarian organisations concerned and interviewees are invited to read through the document and wherever possible complete the information in advance of the discussion.

If this information is already available in a written format, we would be grateful if you can send us the information by e-mail.

Thank you for your time and cooperation.

General information

Name of the organisation:

Interviewee's role and job title:

Main aims and objectives of the organisation:

*To be completed by the researcher (through desk review) prior to the interview and in **bullet point** format. For example:*

- *Improvement of resilience planning,*
- *Linking relief and development,*
- *Providing emergency response to children in need,*
- *Preventing epidemics from breaking out / spreading, etc.*

Main sectors of humanitarian aid in which the organisation works:

*To be completed by the researcher prior to the interview and in **bullet point** format. For example:*

- *Water supply,*
- *Storage and distribution,*
- *Building awareness of International Humanitarian Law,*
- *Early warning systems.*

Recruitment cycle of the organisation

How often are the recruitment needs reviewed?

Prompt: *monthly; annually; in response to particular crises; only when specific grants are won / funding is secured?*

Does your organisation works with the volunteers? *Yes / No*

If yes …

In what way do you work with volunteers?

Prompt: *specific programme for volunteers (similar to United Nations Volunteers); traineeships; internships; short term assignments?*

What criteria determine whether a volunteer will be recruited over a paid worker?

Prompts: *Do humanitarian workers have different* ***skills sets*** *from volunteers? Do workers always have more experience than volunteers or does it depend person to person? Is the choice more dependent on practicalities – e.g. training, liabilities, time taken to deploy? Or is it linked to attitudes – e.g. are workers more likely to be committed to the cause?*

Number of staff employed

The purpose of this section of the questionnaire is to gather information on the number of staff (both paid employees and volunteers) recruited by your organisation 2008 – 2013.

We would be very grateful to receive **actual data** from your records as far as possible (i.e. where such information is monitored by your organisation and can be shared with our study team). Where such information is not available, please provide **estimates.**

How many people were working in your organisation each year between 2008 and 2013?

Year	Nr of full time staff (paid staff including consultants)	Nr of interns, trainees and volunteers*
2013	*e.g. 2000*	*e.g. 200*
2012		
2011		
2010		
2009		
2008		

Please only refer to interns / trainees / volunteers actually deployed here – not to those maintained on rosters, etc.

How many of these people were working in the headquarters and how many in the field?

Year	Nr of staff working in the headquarters	Nr of staff working in the field
2013	*e.g. 200 or 20%*	*e.g. 2000 or 80%*
2012		
2011		
2010		
2009		
2008		

Please provide numbers or percentages summing up to 100%

How many of the staff working in the field were expatriates (i.e. international staff) and how many were local staff in the countries where the organisation operates?

Year	Nr of expatriates in the field	Nr of local staff in the field
2013	*e.g. 200 or 20%*	*e.g. 2000 or 80%*
2012		
2011		
2010		
2009		
2008		

Please provide numbers or percentages summing up to 100%

Professional profiles employed

The purpose of this section is to gather information on the **distribution of specific categories of staff** according to their seniority / role in the organisation and their professional profile (i.e. area of expertise). The section also seeks to gather information on recruitment needs not met (i.e. vacancies unfilled).

If you are not able to provide actual numbers, please provide **estimates of the proportion** of staff employed by providing percentages out of all staff employed.

What proportion or number of your staff each year (2008 – 2013) were:

- **Directors** – i.e. persons with oversight of a thematic programme, a regional or a national office of the organisation.
- **Project managers** – i.e. persons managing particular 'projects' or crisis responses, and teams of people on the ground.
- **Technical specialists** - i.e. persons not necessarily managing teams but providing specific skills and technical expertise which require appropriate education and/or years of experience – e.g. specialist doctors, engineers, sanitation specialists, community relations specialists, legal specialists, etc.
- **Officers** – i.e. persons with general skills relevant to the humanitarian aid sector and perhaps some specialist knowledge, but with fewer years' professional experience than technical specialists.

Year	Officer	Technical specialist	Project manager	Director
2013	*e.g. 200 or 25%*	*e.g. 200 or 25%*	*e.g. 200 or 25%*	*e.g. 200 or 25%*
2012				
2011				
2010				
2009				
2008				

Please provide numbers or percentages summing up to 100%

What professional profiles was your organisation employing in the past?

	Yes/No	2013	2012	2011	2010	2009	2008
Specialists in water and sanitation	*Yes*	*10 or 5%*					
Specialists in shelter							
Specialists in food and nutrition							
Specialists in health (public health)							
Law specialists (human right, child protection, refugee status determination)							
Specialists in gender							
Specialists in children, youth							
Specialists in resilience/climate change adaptation							
Specialists in community development							
Medics and paramedics							
(subgroup) Psychologists / Counsellors							
Engineers (civil engineering, mechanical, electrical)							
Specialists in transport (air and road)							
Specialists in Information Technology, Telecommunications							
Training specialists							
Media and communication specialists							
Administrative, financial and HR specialists							
Security specialists							
Other: *please add*							
Other: *please add*							

Please provide numbers or percentages summing up to 100%

Did you have any unfiled vacancies in 2013? For which profiles and how many? Why were those profiles hard to recruit?

	X where it applies	Nr. of unfiled vacancies	Why did you have a very high demand for this professional profile?	Why do you think there was not enough supply of this professional profile?
Specialists in water and sanitation	x	10		
Specialists in shelter				
Specialists in food and nutrition				
Specialists in health (public health)				
Law specialists (human right, child protection, refugee status determination)				
Specialists in gender				
Specialists in children, youth				
Specialists in resilience/climate change adaptation				
Specialists in community development				
Medics and paramedics				
(subgroup) Clinical Psychology - Counselling				
Engineers (civil engineering, mechanical, electrical)				
Specialists in transport (air and road)				
Specialists in Information Technology, Telecommunications				
Training specialists				
Communication				

	X where it applies	Nr. of unfiled vacancies	Why did you have a very high demand for this professional profile?	Why do you think there was not enough supply of this professional profile?
specialists (media and communication, journalists, photographers)				
Administrative, financial and HR specialists				
Security specialists				
Other:				
Other:				

Please provide numbers or percentages summing up to 100%

Geographic location and presence

Please provide the share of the staff operating in different regions in the past years

Asia: Bangladesh, Bhutan, Brunei, Cambodia, China, India, Indonesia, Japan, Kazakhstan, North Korea, South Korea, Kyrgyzstan, Laos, Malaysia, Maldives, Mongolia, Myanmar, Nepal, Philippines, Singapore, Sri Lanka, Taiwan, Tajikistan, Thailand, Turkmenistan, Uzbekistan, Vietnam.

Middle East, North Africa and Greater Arabia: Afghanistan, Algeria, Azerbaijan, Bahrain, Egypt, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Pakistan, Qatar, Saudi Arabia, Somalia, Syria, Tunisia, Turkey, United Arab Emirates, Yemen

Africa: Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Comoros, Republic of the Congo, Democratic Republic of the Congo, Cote d'Ivoire, Djibouti, Equatorial Guinea, Eritrea, Ethiopia, Gabon, The Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Sao Tome and Principe, Senegal, Seychelles, Sierra Leone, South Africa, South Sudan, Sudan, Swaziland
Tanzania, Togo, Uganda, Zambia, Zimbabwe

Central America and the Caribbean: Antigua and Barbuda, The Bahamas, Barbados, Belize
Costa Rica, Cuba, Dominica, Dominican Republic, El Salvador, Grenada, Guatemala, Haiti, Honduras, Jamaica, Nicaragua, Panama, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Trinidad and Tobago

South America: Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Guyana, Paraguay, Peru, Suriname, Uruguay, Venezuela

Year	Asia	Middle East, North Africa and Greater Arabia	Sub-Saharan Africa	Central America and the Caribbean	South America	Europe, North America, Australia and Oceania
2013						
2012						
2011						
2010						
2009						
2008						

In which country in these regions did you have particularly high number of staff deployed?

Please see in which regions they operate and for the regions that take up most of the resources try to get down to the countries or specific crisis.

Closing question

Would you like to share with us any other views concerning the needs in the humanitarian sector with regard to knowledge, skills and competences in the past or/and in the future?

Annex 4 FTS Sector-categories

Sector	Typical projects
AGRICULTURE	■ Seeds & tools distribution (more broadly, provision of agricultural inputs, incl. fertiliser) ■ Livestock re-stocking ■ Seed / seedling / tuber propagation or diversification ■ Agricultural extension & training ■ Veterinary services ■ Pest control ■ Environmental management ■ Aquaculture[30] ■ Coordination / information / early warning ■ Agricultural water systems (irrigation, wells)
COORDINATION AND SUPPORT SERVICES	■ Emergency response funds ■ Support for coordinating bodies ■ Preparedness / planning / capacity-building ■ Humanitarian information ■ Telecommunications ■ Passenger & cargo air service ■ Joint logistics centres ■ Other common humanitarian services that are not sector-specific
ECONOMIC RECOVERY & INFRASTRUCTURE	■ Food-for-Work / job creation / direct hire ■ Micro-finance & micro-enterprise development ■ Rehabilitation of infrastructure (road, rail, air, power, communications, water/sanitation,[31] public buildings & markets, etc.) ■ Livelihoods ■ Skills training ■ Natural resource management ■ Support for demobilisation of ex-combatants and their dependents[32]
EDUCATION	■ Food-for-work (for school construction or teaching) ■ School construction ■ Materials supply ■ Support to teachers ■ Teacher training ■ Temporary learning facilities ■ Peace / reconciliation education
SHELTER & NON-FOOD ITEMS	■ Temporary shelter, with associated transport & logistics ■ Distribution of non-food (household) items or resettlement / repatriation packages, with associated transport & logistics ■ Stockpiling / pre-positioning of NFI ■ Post-emergency / semi-permanent shelter
FOOD	■ Food distribution ■ Food-for-Work ■ Monitoring of food security / livelihoods / nutrition ■ School feeding ■ Support for logistics of bulk food (e.g. transport, port facilities) ■ Buffer stocks

[30] Some fishing projects are also designated as Agriculture in FTS, but these more properly belong to Economic Recovery & Infrastructure.

[31] By custom, these large-scale projects are usually considered as “infrastructure” by FTS. Smaller-scale, community-level projects are designated as “water & sanitation.”

[32] Sub-group commentators found DDR itself acceptable as humanitarian action, but not the (typical) ensuing phase usually called ‘socio-economic reintegration’ of ex-combatants.

Sector	Typical projects
HEALTH	■ Direct (temporary) provision of primary health care[33] ■ Support for (re)establishment of permanent PHC provision (incl. Rehabilitation, training, materials provision) ■ Direct or indirect provision of secondary health care ■ Supplementary and therapeutic feeding[34] ■ Health extension & education / preventative health care ■ Environmental health (e.g. vector control) ■ Training / capacity-building ■ Health & nutritional surveillance ■ Reproductive health / MCH ■ STI & HIV/AIDS prevention and treatment ■ Medical and psycho-social response to sexual/gender-based violence ■ Mental health / psycho-social interventions ■ Vertical disease control (e.g. malaria) / Emergency response to acute outbreaks or epidemics ■ Immunisation ■ Treatment and support for disabled persons ■ Safe blood transfusion ■ Psycho-social support / mental health
MINE ACTION	■ Mine awareness / mine risk education / prevention ■ Mine victim assistance ■ Mine surveying ■ Mine clearance ■ Training / capacity building / institutional support ■ Mine action coordination ■ Mine action response funds
MULTI-SECTOR[35]	■ Multi-sectoral assistance to refugees or IDPs ■ Emergency preparedness; early warning systems; pre-positioning ■ Repatriation / resettlement / reintegration ■ Livelihoods support ■ Other multi-sector or miscellaneous
PROTECTION / HUMAN RIGHTS / RULE OF LAW	■ Protection of civilians / IDPs / refugees / repatriates ■ Prevention and treatment of violence ■ Child protection ■ Advocacy, monitoring, training & capacity-building for human rights / IHL / IDP Guiding Principles / Convention on the Rights of the Child ■ Legal aid / clinics ■ Land and property rights (e.g. for IDPs) ■ Education and training in culture of peace and conflict resolution ■ Prevention of & combating impunity for sexual/gender-based violence ■ Media / reporting ■ Birth registration ■ Civic education ■ Support for law enforcement & judiciary ■ Family tracing and reunification ■ Reconciliation / Peace-building & peace promotion / conflict prevention[36] ■ Monitoring conditions of detention / upholding minimum standards and IHL in prisons
SECURITY	■ Security of humanitarian staff and operations (these tend to be unitary projects

33 ICRC's terminology, "Substitution of Services," may be illuminating here.

34Supplementary feeding is targeted at the food-insecure; therapeutic feeding, which requires medical prescription and supervision, is targeted at acutely malnourished individuals, usually children.

35 By custom, many UNHCR projects are designated as "multi-sector," because refugee/IDP care and repatriation tend to be multi-sectoral by nature. The majority of "multi-sector" projects on FTS are therefore refugee/IDP-related.

36 This refers to typically small-scale community-level activities, rather than armed activities such as peacekeeping and disarmament, which are never counted as humanitarian.

(for aid operations)	typically including: establishment of security offices, deployment of security officers, communications)
WATER AND SANITATION	■ Emergency / temporary water supply and sanitation (as in new IDP or refugee camps or in face of outbreak of water-borne disease) ■ Water treatment (e.g. with chemicals) ■ Medium- or long-term community water supply and sanitation (as in resettlement zones or long-term IDP or refugee camps) ■ Capacity-building / institutional support ■ Water quality testing / surveillance ■ Drought preparedness

Source: unocha.org, 'Article I. WHICH PROJECTS GO INTO WHICH SECTORS'