



EU Aid Volunteers back to base

Lessons learnt and ways forward

14 - 16 September 2013, Brussels

Conference Report

EXECUTIVE SUMMARY

Since 2011, 200 EU Aid Volunteers (the Volunteers) have been deployed by the European Commission under two rounds of pilot projects. With two generations of 'pilot volunteers' being 'back to base' the moment had come to gather these Volunteers together and provide a platform to learn from their experience from deployment in more than 40 countries worldwide to add another piece to the jigsaw of lessons learnt during the pilot phase. All in all 75 Volunteers attended the event. These Volunteers were selected as a 'sample' from the 200 EU Aid Volunteers to date and nominated by their sending organisations to take part.

This conference from 14-16 September 2013 was the first time that Volunteers from the eight different pilot project consortia had come together with each other as well as with European Commission staff to discuss and to develop recommendations. For the third day of this event the Volunteers were joined by representatives from EU Member States and their specialist agencies in humanitarian aid and civil protection, Members of the European Parliament, representatives from organisations participating in the pilot phase and other interested experts. The purpose of the day was to discuss further and reflect on the recommendations the Volunteers had developed over the weekend.

The main points and recommendations that were made under the eight workshop headings have been summarised below. The conference date was chosen in such a way that these recommendations are timely to feed into the upcoming development of the implementing rules of the future initiative.

Summary analysis of discussions:

The discussions during the conference mirrored the diversity of the EU Aid Volunteers and the pilot projects they were involved in. For many of them being part of the preparatory phase - aimed at testing different possible features of the future initiative - lead to some confusion about the programme's priorities and final shape. It was suggested to clarify the ownership of the project, the

capacity for the project within the host organisation and the need for projects to be of the appropriate duration. These dimensions point to the importance of conducting a meaningful needs assessment which involves the host community from the beginning and the importance of an effective mechanism matching the right Volunteer to the right project. An overwhelming feeling transpired that, if set on the right tracks, this initiative can have a distinct added value in humanitarian aid – and that a network for mutual support of EU Aid Volunteers should be created soon, also to ensure an Esprit de Corps from an early stage.

Main recommendations

1. Volunteering and the professionalization of humanitarian aid: Paradox or bridging a gap?

Being a volunteer and being professional should not be assumed to be a paradox. However, ‘volunteer’ in this context needs to be defined. Beneficiaries of humanitarian aid have the right to be protected from incompetence and therefore staff and volunteers alike must be expected to behave professionally and aim to add value through a relevant skillset and an appropriate length of deployment.

2. Effective volunteer management in humanitarian aid: What does it take?

Effective volunteer management entails sufficient human resource and commitment to engage with a volunteer. Reporting lines and roles and responsibilities of all parties must be clear to all, and the objectives of the project must be clear. The deployment’s objectives and progress towards objectives as well as security and general Volunteer welfare should be reviewed according to need.

3. Building local capacities: The missing link?

EU Aid Volunteers should focus on capacity “strengthening” acknowledging that there are already existing local capacities. This only works if the local partner has a need and willingness to take part, and if the Volunteer has something to offer and works in a culturally acceptable way. So needs assessment, ownership and an effective matching mechanism are essential.

4. Proper preparation – tailored training. The quest for best practice in the sector.

It appears that the amount and type of training needs to be more harmonised across the programme. Training needs to cover the humanitarian system, security training, soft skills such as leadership and project cycle management; deployment specific training as well as training on the country context and perhaps training in the local language. It can also be seen as a moment to forge a common identity between the EU Aid Volunteers from different projects.

5. The EU Aid Volunteers and international coordination: How to create synergies and add value?

In order to create synergies within the international coordination effort and to add value, the roles and responsibilities of all partners and actors must be clear. The Volunteers need to be and feel more connected with the EU in order to be more visible in the international coordination effort. The EU Aid Volunteers need to find their niche and rightful place to avoid duplication. Forging

partnerships between humanitarian organisations and across fields (such as ‘humanitarian’ and ‘civil protection’ could be an added value in its own right.

6. *Networking, community of practice and mutual support: Getting the 'Esprit de Corps' right*

In order to get the 'Esprit de Corps' right ECHO must make this dimension a bigger priority. EU Aid Volunteers need to know what they work for – and so does the outside world. The initiative should be more visible and there needs to be more awareness of the programme so that EU Aid Volunteers are recognised by all stakeholders. ECHO needs to be more directive on this with sending and hosting organisations. Moreover, contact opportunities amongst Volunteers and with the EU and/or ECHO need to be created as these create and strengthen the feeling of belonging to something common.

7. *Sustainable impact: How to create a lasting legacy?*

Impact needs to be defined: impact on who or what? Generally, impact depends on factors such as good needs assessment, good project design, and good matching mechanisms. Other factors that need to be considered are basing projects in the community, creating long-term partnerships and creating continuity between deployed Volunteers. Impact occurs on many different levels. For the EU Aid Volunteers initiative it is important to ensure that the impact on the host organisation or community must be the cornerstone and that this is clearly communicated by the EU as such to its stakeholders.

8. *The right project for the right volunteer – the arts of needs assessment and match making.*

The importance of needs assessment and match making are indeed central to several other debates and deserve attention. The main recommendation here is for needs assessment to be owned by the host organisation and for an open and honest dialogue between all parties when it comes to match making.



General view of the public
(official photo of EU website)

Table of Contents

EXECUTIVE SUMMARY	1
1. BACKGROUND AND PURPOSE OF THIS REPORT	5
2. OUTCOME OF DISCUSSIONS AND RECOMMENDATIONS	8
2.1. <i>Volunteering and the professionalisation of humanitarian aid: Paradox or bridging a gap?</i>	8
2.2. <i>Effective volunteer management in humanitarian aid: What does it take?</i>	12
2.3. <i>Building local capacities: The missing link?</i>	16
2.4. <i>Proper preparation – tailored training. The quest for best practice in the sector.</i>	18
2.5. <i>The EU Aid Volunteers and international coordination: How to create synergies and add value?..</i>	21
2.6. <i>Networking, community of practice and mutual support: Getting the 'Esprit de Corps' right</i>	23
2.7. <i>Sustainable impact: How to create a lasting legacy?</i>	27
2.8. <i>The right project for the right volunteer – the arts of needs assessment and match making.</i>	31
2.9. <i>Closing panel: EU Aid Volunteers – the way forward</i>	33
ANNEX 1 – Issues that need further thought and debate	36
ANNEX 2 – Themes of the EU Aid Volunteers' exhibition.....	39
ANNEX 3 – Programmes of the three days (14, 15 and 16 Sept. 2013).....	43
ANNEX 4 – Keynote speeches of Monday 16 th September	46
ANNEX 5 – List of Conference participants	52

1. BACKGROUND AND PURPOSE OF THIS REPORT

Since 2011, 200 EU Aid Volunteers (the Volunteers) have been deployed by the European Commission under two rounds of pilot projects. With two generations of 'pilot volunteers' being 'back to base' the moment had come to gather these Volunteers together and provide a platform to learn from their experience from deployment in more than 40 countries worldwide to add another piece to the jigsaw of lessons learnt during the pilot phase. All in all 75 Volunteers attended the event. These Volunteers were selected as a 'sample' from the 200 EU Aid Volunteers to date and nominated by their sending organisations to take part.

This conference from 14-16 September 2013 was the first time that Volunteers from the eight different pilot project consortia had come together with each other as well as with European Commission staff to discuss and to develop recommendations. For the third day of this event the Volunteers were joined by representatives from EU Member States and their specialist agencies in humanitarian aid and civil protection, Members of the European Parliament, representatives from organisations participating in the pilot phase and other interested experts. The purpose of the day was to discuss further and reflect on the recommendations the Volunteers had developed over the weekend.

The 'Volunteers-only' part of this event was organized over the weekend of 14 and 15 September and was facilitated by two independent facilitators. On Saturday Volunteers had a chance to meet and exchange their stories and experiences. They were asked to identify commonalities and form groups around these, conceptualising an exhibition to be produced on Sunday and displayed at the Albert Borschette Conference Centre on Monday. Sunday morning, at the end of a presentation on lessons learnt, objectives and the structure of the programme, the Volunteers focused their discussions on recommendations based on eight themes that were identified prior to the conference in consultations with the Volunteers. There was also an 'open space' session on Sunday afternoon to allow Volunteers to add additional dimensions to the discussion.

The last part of Sunday afternoon was used to physically set up the exhibition the Volunteers had prepared. Nine groups produced nine displays centred around commonalities of experience. The displays were exhibited at the Borschette, where on Monday the Volunteers were joined by over 200 delegates from the EU institutions, EU Member States and other non-governmental organisations.

After showing the exhibition early on Monday morning to interested parties, the day at the Borschette started with keynote speeches by Dr. Kristalina Georgieva, European Commissioner for International Cooperation, Humanitarian Aid and Crisis Response, Michèle Striffler, Member of the European Parliament and Rapporteur (EU Aid Volunteers), and Rolandas Kriščiūnas, Vice-Minister of Foreign Affairs, Lithuania, (current EU Presidency) (for keynote speeches see ANNEX 4). A substantial part of the day was then spent in eight workshops under the same headings as the workshops on the Sunday. Each participant had a chance to attend two workshops. There was a closing plenary with short reports from the workshops.

Purpose

The purpose of the report is to capture the main elements of the discussions and provide a list of recommendations identified during the course of the different parts of this event. The outputs from the two events have been presented in such a way that it is easy to identify their origin, i.e. whether they were part of the Volunteer-only conference or a product of the wider event on Monday. It will form part of the background information for the evaluators of the EU Aid Volunteers Pilot(s).

The report has been compiled by a consultant from 'dp evaluation' and is based on the material collected over the first two days (flip charts, post-it notes, etc) and the rapporteurs' notes from Monday. The rapporteur's notes have been edited to follow the same format and a similar style to the rest of the report. Slight repetition is unavoidable with this type of amalgamated reporting. Verbal quotes from Volunteers and participants are set in direct speech marks: "..."

The key points and recommendations at the end of the descriptions of each of the eight workshops make up the bulk of the executive summary.

Some facts and figures and general observations of the EU Aid Volunteers present at the conference (please note these are a sample only of the wider group of 200 Volunteers to date):

- The Volunteers represented all 8 funded pilot projects, i.e. the projects coordinated by the French and Save the Children during the 2011 phase and by VSO, ICCO, France Volontaires, ADICE, the German Red Cross and Save the Children during 2012.
- They were predominantly from Europe, in total 16 different nationalities (countries with highest representation were Germany with 15, the Netherlands with 9, and the United Kingdom with 8 volunteers), and deployed to 29 countries worldwide. Six representatives were from hosting organisations in developing countries (namely Leandro Jose Cáceres Villalba from Paraguay, Nanhas Guerdjita and Pascal Mbaïro from Chad, Isuf Haxhaj from Kosovo, Commandos Marino Loma from South Sudan, and Désiré Ndiokubwayo from Burundi).
- There was a wide age range within the Volunteers, with the majority of people in their twenties and thirties. The youngest volunteer was 21, the eldest 70. The average age was 28. Female volunteers outweighed male by 46 to 29.
- There was generally a high level of debate, with individuals' opinions and recommendations directly informed by their experience and formulated with a view to further better the programme.
- The Volunteers represented the general diversity of funded projects in terms of the:
 - global spread of deployment (Southern and Central America, Africa, South-East Asia and the Balkans);
 - length of pre-deployment training (from one week on-line to five months in the sending organisation's head office including simulation training in a third location);
 - length of deployment (from two weeks to one year);

- deployment task (from writing advocacy strategy and engaging in capacity strengthening to on-line mapping projects and life guard training; and from project managing low tech community youth projects to providing admin support in the office);
- deployment location (capital vs rural);
- level of support (from feeling fully integrated and supported to feeling superfluous and unsupported);
- 'incidents' (no security issues vs situations developing which led to early termination or evacuation);
- making a difference (from feeling rather useless to having made a lasting impact);
- contact with local partner (sharing a house with local volunteers and feeling looked after and protected vs living independently and feeling isolated – one Volunteer told me of daily phone calls with their European home for moral support).
- overall assessment of the experience as a pilot Volunteer (from overwhelmingly positive to negative experiences with anything in between).

This has been the first event of this kind for the EU Aid Volunteers to share their joint experiences with each other and also with a wider audience. Many Volunteers shared the view that it was actually the first moment that they actually truly felt part of the 'EU Aid Volunteers' initiative and that they themselves were surprised about the diversity and breadth of profiles, projects and participants in this initiative to date.

This report represents the outcome of the three days of discussions during the event. It is part of a learning path for the European Commission during the preparatory phase, the experiences of the Volunteers, both positive and negative, will feed into the discussions of the final set-up of EU Aid Volunteers programme, notably in the on-going preparatory work on standards and implementing rules for the different dimensions of the EU Aid Volunteers.



Volunteer workshop
(photo: Markus Held)

2. OUTCOME OF DISCUSSIONS AND RECOMMENDATIONS

Eight topics were used throughout the three days to structure the discussions and channel the input of the EU Aid Volunteers and experts. These topics were identified based on a prior consultation exercise with the invited Volunteers who could indicate the importance of topics related to their experience:

1. *Volunteering and the professionalisation of humanitarian aid: Paradox or bridging a gap?*
2. *Effective volunteer management in humanitarian aid: What does it take?*
3. *Building local capacities: The missing link?*
4. *Proper preparation – tailored training. The quest for best practice in the sector.*
5. *The EU Aid Volunteers and international coordination: How to create synergies and add value?*
6. *Networking, community of practice and mutual support: Getting the 'Esprit de Corps' right*
7. *Sustainable impact: How to create a lasting legacy?*
8. *The right project for the right volunteer – the arts of needs assessment and match making.*

It is worth noting that all topics struck a chord with the Volunteers and they were happy and able to discuss them, and almost all recommendations fell under one or more of the given headings. It was a recurrent feature of the discussion that these topics are intertwined and none of them can or should be seen in isolation from the others: Discussing one often means touching on or covering another.

2.1. Volunteering and the professionalisation of humanitarian aid: Paradox or bridging a gap?

Background to this topic:

Humanitarian aid is undergoing a profound transformation and the need for more professionalisation is widely accepted in the sector. This leads to a rising demand on humanitarian actors to provide an effective, efficient and coherent response and to support third country local communities - in order to make them less vulnerable and to strengthen their resilience to disasters. Several initiatives at international and European level have been launched in this respect. The regulation on the EU Aid Volunteers states the Commission's conviction that the EU Aid Volunteers can strengthen humanitarian aid operations and contribute to the professionalisation of humanitarian aid when they are adequately selected, trained and prepared for deployment so as to ensure that they have the necessary skills and competences to help people in need in the most effective way. But (how) do volunteering and professionalisation fit together? What does it take so that the EU Aid Volunteers support and contribute to this effort?

Summary of the Volunteers-only debate (15.9.2013)

- The discussion first of all threw up some questions: What or who is ECHO trying to professionalise? Professionalising volunteers or bringing professional expertise to developing countries? On one end of the spectrum the question was interpreted to mean 'professionalising the Volunteer' (into a humanitarian aid worker), on the other end of the spectrum Volunteers were seen as a means to professionalise others. As a Volunteer from one of a Central and

Eastern European country: "I thought the EU Aid Volunteers programme was about giving me a pathway to become a humanitarian aid worker as there is no other pathway in my country." On the other hand Volunteers who were sent as search and rescue and first aid professionals said that if the programme sends someone all the way from the EU it must be about professionalising the humanitarian and civil protection sector in-country. In order for that to happen assignments need to be longer term (6-12 months) rather than shorter term (six weeks). "You can't send someone for 6 weeks and expect them to make a lasting impact." This prompted a discussion about contributing to professionalising the sector, using local capacity where possible and the concept of capacity strengthening rather than capacity building.

- The discussion about length of deployment had several facets: who can afford to take six to 12 months to be an EU Aid Volunteer? Someone from Spain argued that only a young unemployed person could and therefore they would by definition not be professionals, as those with a job would not be likely to take leave to join this programme. Also, do longer term deployments rule out people with family / dependents? Should their family's stay be paid for by the programme so as not to discriminate against people with dependents? Generally, do longer term deployments attract more privileged people who can afford to leave a job for a substantial length of time?
- Different types of volunteers were noted: 'amateurs' (non experts), expert first time volunteers and professionals who have often given time and expertise for free.
- The concept of a 'volunteer' depends on the general cultural context (of sending and host countries) as well as on an organisation's culture.
- One conclusion of the debate was that "volunteer must not be seen as the opposite of professional."

Recommendations from the Volunteers-only debate (15.9.2013)

- It was recognised that in any case Volunteers need to 'add value' and the necessary requirements for this are:
 - Proper needs assessment
 - Proper mechanism to match Volunteer to project
 - Proper training
 - Recognition of the different meaning of the term 'volunteer' in different countries
- The job description of Volunteers for matching purposes should be related to:
 - Degree of experience / professionalism
 - The tasks / length of deployment
- In general there should be a focus on longer-term deployments.
- In order to help add value there should be a focus on exchanges with local volunteers, or at the very least local volunteers should be involved.

- There needs to be a focus on a 'bottom-up' approach to the planning of placements, starting with the needs in host communities.
- It should be much clearer WHO/WHAT the EU Aid Volunteer programme aims to professionalise.

Summary of the debate with the wider audience (16.9.2013)

- Some experienced that in the field it does not matter whether you are a volunteer or staff as long as you behave professionally and demonstrate your competencies: "As soon as locals realised we had technical expertise the label 'volunteer' did not matter." Others reported that "in Vietnam local staff expected that volunteers do what no one else wants to do."
- Some differences do exist between voluntary and paid humanitarian aid workers, for example: volunteers cannot always make a personal commitment to the same level as paid staff, nor fully represent or make commitments on behalf of their sending organisation that a paid employee could; on the other hand volunteers can often bring added value such as greater acceptance within communities, or enabling different kinds of projects which wouldn't normally or initially be supported by funded posts.
- Some representatives also felt strongly that only paid professionals should be deployed in cases of immediate response to major incidents and disasters, whereas other organisations do already use volunteers in these environments but ensure they are appropriately trained.
- Nevertheless, it was widely agreed there is not a 'paradox' between volunteering and professionalism. Professionalism in this context means skilled and competent, rather than paid. Professionalism is essential for all workers across the humanitarian sector, regardless of whether paid or voluntary, and "every humanitarian beneficiary has the right to be protected from incompetence." Professionalism comes from competence, not from employment conditions.
- Whose professionalisation are we talking about? This audience emphasised that improving professionalism in the humanitarian sector should be through professionalising organisations rather than individuals. It is the organisations that must set and enforce standards, ensure projects are developed and applied to meet these standards and ensure workers have the necessary skills, behaviour and knowledge. There has been much work on this to date such as the development of the Core Humanitarian Competency Framework.
- Perception of volunteers – views varied on this. Some felt perception was significant, especially outside of the aid community, where the term 'volunteer' can be culturally charged (one Volunteer gave the example that in Eastern Europe he is seen as a 'freak') or differing interpretations can change public and stakeholder expectations and opinions. Others felt perception was less important, as it was the quality of the humanitarian work that was the most important, not the external perception, and this will always become apparent to beneficiaries in the long term.
- Several participants were unsure of the selection criteria for EU Aid Volunteers. Which types of volunteers are being targeted: novice humanitarian professionals looking for first deployments

as a step towards finding paid employment, technical experts looking to voluntarily provide expertise alongside professional careers or in retirement? They were also unsure whether the aim was for single or multiple assignments.

- Many participants throughout the three days felt unclear about the programme's objectives. Particularly on Monday some questioned the EU Aid Volunteer recruitment objectives, as to whether they were mainly geared to benefit EU organisations and citizens or to benefit recipients of humanitarian aid. They stressed that recruitment objectives must be thoroughly needs based, with the needs of the beneficiaries (rather than EU) at the centre and that recruitment and training targets are set to match expertise to these needs. Sending humanitarian workers from EU (paid or voluntary) to non-EU countries is a means to an end rather than the objective itself, and the question of whether this is the best and most cost-effective way of meeting beneficiaries' needs should be asked in all projects. A view was put forward that some of the five objectives are mutually exclusive (for example objectives 1 and 2).
- A further point was made that volunteering is justified as a means to make the budget go further in times (and places) of need.

Recommendations from wider audience (16.9.2013)

- The EU Aid Volunteers programme objectives need to be made known more widely to reduce confusion.
- The EU Aid Volunteers programme must have a role in promoting and developing professionalism in the humanitarian aid sector, through appropriate selection of sending and hosting organisations, support and training of organisations and individuals in humanitarian competencies, and continually reviewing whether EU Aid Volunteers projects maintain professional standards and are the best means of achieving the programme's objectives.
- The EU Aid Volunteers programme needs to clarify the balance in type of volunteers it is targeting and whether these will be for single deployments or potential redeployment as part of a Volunteer roster. These targets need to be justified by appropriate assessment of the needs of the beneficiaries of humanitarian aid.
- Roles, responsibilities, powers and contractual conditions (notably remuneration and insurance) of Volunteers need to be defined but can be different to those of paid employees and also to those of local staff and volunteers who they might be working alongside. The EU Aid Volunteers programme should consider carefully the implications of this (especially in the case of proposed deployments of Volunteers in the immediate aftermath of disasters - opinions on whether or not this should be allowed vary).
- The perception of volunteers in comparison to paid workers can vary and affect outcomes of humanitarian projects. Whilst the importance of this is debatable and may vary from context to context, the programme should recognise and consider this factor in the implementation of projects.

- In order to add value Volunteers need proper training, and their skills and expertise must be matched to meaningful needs assessment. While needs assessment must come from ‘bottom up’ it is not enough to ask ‘what do you need.’ Some capacity strengthening of local partners might be needed to identify the real needs, and also to understand what might be on offer.
- Some recommended that there should be a focus on longer-term deployments but it was not at all conclusive whether there is a correlation between length of deployment and professionalism or even impact.

Key points and recommendations: Being a volunteer and being professional should not be assumed to be a paradox. However, ‘volunteer’ in this context needs to be defined. Beneficiaries of humanitarian aid have the right to be protected from incompetence and therefore staff and volunteers alike must be expected to behave professionally and aim to add value through a relevant skillset and an appropriate length of deployment.

2.2. Effective volunteer management in humanitarian aid: What does it take?

Background to this topic:

Managing volunteers is a skilled job that may differ in many aspects from managing paid staff. And managing volunteers in humanitarian settings is still special herein, given that there are no 0% risk placements and given the specificities of humanitarian action. The Commission will develop based on the expertise of humanitarian and volunteering organisations standards for volunteer management – by sending and by hosting organisations. These standards shall cover all aspects and steps in the volunteer management cycle. They are expected to cover notably the responsibilities of the sending and hosting organisations, minimum requirements on the coverage of subsistence, accommodation and other relevant expenses, insurance coverage, security procedures and other relevant elements. Duty of care will be at the heart of these standards. Finally, the Commission plans to establish a certification mechanism ensuring that sending organisations comply with these standards. What makes management of humanitarian volunteers different from others? What exactly needs to be taken into account to make it work?

Summary of the Volunteers-only debate (15.9.2013)

- The main observation here is that Volunteers’ experience varied widely as to whether they felt well managed and supported and there was anything from feeling “perfectly well taken care of” to “we were wondering whether our project coordinator had forgotten about us”.
- It seemed that generally those who felt well managed had a better experience over all. Effective volunteer management is key to how people felt about their deployment, and effective security procedures are key to volunteer management.
- Two debatable points arose, one around certification and one on pre-deployment training. There was a view that sending organisations should not mix different levels of volunteer on the same intake, i.e. aid professionals with inexperienced volunteers, as this makes it hard to

provide relevant pre-deployment training. At the same time one could argue *for* mixing them if there is a cost saving and also as this would produce a peer learning effect.

- Security is a key element of well managed projects. The question arises as to whose responsibility this is? Hosting organisations? ECHO's? Embassies'? There were quite a few evacuations across the pilot programme and in at least one case there was great uncertainty about the issue of responsibility resulting in a questionably and uneasy situation for a group of Volunteers (Central African Republic): "We were not incorporated in an organisation so the evacuation was not well prepared." The idea of a programme-wide standard manual was put forward which would be quite general so for example with regard to security issues it is up to hosting and sending organisations to agree and manage the process of risk assessment and devising an evacuation plan for each situation.
- While the certification of host organisations would largely be welcomed, there is also a concern that it could exclude small NGOs who need volunteers most. Would clear guidelines suffice instead?
- Continuity in management is key: Some Volunteers reported of key persons such as project managers being replaced during their deployment and this leading to large gaps of support.

Recommendations from the Volunteers-only debate (15.9.2013)

- There should be good communication between all parties, managing expectations and matching the right skills and experience to the right placement.
- Responsibilities of sending organisations should include:
 - Providing very clear guidelines to host organisation on what hosting a Volunteer will entail, and the commitments required from host organisation: including time, a mentor / coach, accommodation, security, work for the Volunteer
 - Expectations of host must be managed
 - Security and insurance obligations must be agreed on with host prior to deployment
 - Volunteer must match the placement and needs assessment
 - Relevant pre-deployment training
 - Manage Volunteer expectations (prepare them to be adaptable and flexible)
 - Sending several Volunteers together? Depends on context, small NGOs might find this overwhelming, also as a group they may not integrate as well in the local context
 - Sending organisations should not mix different levels of volunteers on the same intake as this makes pre-training difficult or need to design training to meet a range of needs
 - Hosting organisation must receive the money for each Volunteer on time

- Foresee the unforeseen: Contingency plans in the event that key actors such as project managers leave.
- Responsibilities of hosting organisations should include:
 - Provide mentor /coach with sufficient time, commitment and energy to manage a Volunteer; if this is not possible, provide a very experienced Volunteer who can help capacity build. Ensure EU Aid Volunteer is briefed on this before departure and prepared to be largely autonomous.
 - Security of Volunteer
 - There must be sufficient work for the Volunteer and a clear role for them.
 - Practicalities: providing accommodation for the Volunteer
- Responsibility of the Volunteer:
 - Self-motivation and problem solving on location
 - Adaptability and flexibility (to respond positively to changing TOR for example)
 - Happy to network and support other Volunteers
 - Communicate problems and be solution-oriented

Recommendations from wider audience (16.9.2013)¹

- Sending and hosting organisations should work very closely from the beginning.
- Important to have clear definitions and rules, and well defined roles for the sending and hosting organisation respectively.
- While hosting organisations should identify the needs in the field and manage all the activities in the field, sending organisations should mainly manage the preparation of Volunteers.
- The following are part of 'sound volunteer management':
 - Important also for the Volunteer to know exactly what his/her role is.
 - All actors must be aware of everyone's duties, obligations and responsibilities.
 - Hosting organisations should have two people as 'coordinators' for the Volunteer in order to ensure continuity in case one of them leaves the project.
 - Security is the most important element of the management of Volunteers and a well-run project.

¹ Please note that for this topic there was no written account of the 'discussion' but recommendations were provided.

- Important to have skilled security staff and a back-up replacement in the hosting organisation.
- All security planning or protocol should be well prepared and establish clear reporting lines.
- Is security the responsibility of the hosting organisation, sending organisation, Embassies or ECHO? Some participants answered: Security management is mainly up to the sending organisation with cooperation from the hosting organisation (familiar with the local context)
- Some hosting organisations may not have enough resources to deal with security and may therefore be excluded through the certification process? This issue should be considered - keep it flexible enough for smaller organisations to be able to achieve certification.
- It is important to inform the ECHO local office – but to what extent should they be involved?
- DG ECHO should thoroughly assess the sending and hosting organisations.
- In this respect it was discussed that ECHO could set a minimum standard for security in form of one common manual/protocol, a list of good practices which would be set by ECHO but which would be just very general.
- A Volunteer coordinator from the sending organisation should be present in the host country.

Key points and recommendations: Effective volunteer management entails sufficient human resource and commitment to engage with a Volunteer. Reporting lines and roles and responsibilities of all parties must be clear to all, and the objectives of the project must be clear. The deployment's objectives and progress towards objectives as well as security and general Volunteer welfare should be reviewed according to need.



Commandos Marino Loma with EU Aid Volunteers T-shirt
(photo: Peter Hughes)

2.3. Building local capacities: The missing link?

Background to this topic:

Capacity building activities in the sense of the European Consensus on Humanitarian Aid cover any activity that strengthens the skills, competencies and abilities of people and communities to prevent and mitigate the impact of disasters and to enhance humanitarian response. It should notably foster sustainable strengthening of local disaster response, and encourage implementing partners in fostering partnership with local organisations in affected communities. Investing in humanitarian capacity building and preparedness is now widely seen as essential pre-requisite for both timely and effective emergency response.

Thus, it comes as no surprise that the Regulation includes "building the capacity and resilience of vulnerable or disaster-affected communities in third countries" into the overall objective of the EU Aid Volunteers. The activities foreseen to this end are two-fold: They should firstly increase the hosting organisations' capacity to deal with humanitarian crises and secondly to professionally manage the EU Aid Volunteers. This should notably lead to an effective use of their skills and competences and to ensure that the Volunteers' contributions have a sustainable impact on local communities, the final beneficiaries of the Union's humanitarian aid. What kind of activities does make sense in this respect? Which place is there for training, job shadowing, knowledge transfer and exchange of good practice? What role for which actor?

Summary of the Volunteers-only debate (15.9.2013)

- We should acknowledge that local capacities already exist, so we should talk of capacity strengthening instead of capacity building.
- The upshot of most Volunteers' experience was that a precondition for strengthening local capacity or having any sort of lasting impact was that the project must be needed and this need must be recognised by the hosting organisation. This points again to having a meaningful needs assessment and good matching mechanism.
- Ownership is crucial. For example "in Costa Rica the local focal point was involved in designing the project before the start of the deployment. He was also with the Volunteers during the whole implementation." However, "in the DRC local partners were not sufficiently involved in project design and needs assessment, resulting in a mismatch and thereby a huge loss of money, capacity and effectiveness."
- The pros and cons of a two way volunteer exchange were discussed, overall there seems to be a feeling that a two way exchange would contribute to more sustainable capacity strengthening outcomes.
- The "One Volunteer – One partner!" concept (having an identified individual in the host organisation to support each Volunteer) was also identified as a success factor for having an impact in capacity strengthening. In order for projects to make an impact and be sustainable you need partners at two levels: First an organisation to host you and second a passionate individual who is a local and who can team up with you (volunteer buddy) and maybe champion the project (which comes back to ownership). Experience illustrating this (Liberia):

“Working at a local partner organisation, but no proper needs assessment was done. A partner (person) in the local organisation would have been a great improvement.”

- Experience from the Philippines: “We were only able to organise training at the end of the deployment because it took a long time to identify a focal person who was passionate about the project. It is crucial that someone is identified who can be a partner for the EU Aid Volunteer locally to carry on with the work after the deployment.”
- Experience from Caribbean: “The team was hosted by a Mexican organisation which wasn’t completely aware of the objectives of the project. It was really difficult to find motivated and long-term partners who could team up with us to bring on the work.”

Recommendations from the Volunteers-only debate (15.9.2013)

- Ownership is crucial. To facilitate ownership of the project the following recommendations were made: local partners need to lead on developing the project, including:
 - Analysis of context (political, security etc)
 - Analysis of existing capacities and identification of gaps (needs assessment)
 - Identification of genuine and realistic opportunities
 - Identification of EU Aid Volunteer (through the Volunteer profile) and local partner volunteer
- Consider strengthening capacity of local volunteers rather than sending EU Volunteers abroad, e.g. by sending them on training; consider true exchange and better sustainability, i.e. two way exchanges.
- Length and follow up: to ensure sustainability there should be an opportunity for matching the length of the project to the expected impact and if necessary ensure follow up.
- Projects can be shorter if it is about strengthening existing capacity and if expert trainers are available.
- [However,] “if you start building capacity from scratch you need a longer period. When you only need to update existing skills and knowledge a shorter mission is a good solution. This was not the case in the Caribbean. The time for setting up a Volunteer Management System in emergencies for 13 countries was not enough” (EU Aid Volunteer in Trinidad).

Summary of the debate with the wider audience (16.9.2013)

- The moderator kicked off the discussion by asking whether the EU Aid Volunteering programme is the missing link and whether capacity building is enough represented in the EC Regulation? Some time was spent qualifying what capacity building is: a Volunteer noted that capacity building starts at recruitment phase; local organisations should be involved in project design from the beginning in order to increase local ownership. This was developed further to say that there are three ways of building local capacities: mentoring, investing, and having

local volunteers on the programme. Another Volunteer put forward the view that capacity building means the exchanging of knowledge; but the nature of working in the field is that while data and expertise exist they are often not shared with other actors. Moreover, local structures need to be built and/or enhanced; what happens when skills are shared but after the project these skills/knowledge do not remain? As in other discussions, it was noted that we should speak about strengthening capacity instead of building it; capacities are there but not enough; civil societies do respond to crises.

- What is needed sometimes is to increase ownership and bridge-building between local and European organisations and to find a balance between bureaucratic institutions and small organisations; there is a danger that small organisations are excluded from programmes.
- Someone suggested it would be beneficial for Volunteers to get to know the local people before deployment “so that when the projects starts it is like meeting friends and one can start right away.”
- One Volunteer illustrated and highlighted the importance of local volunteers in his project; in his opinion the EU Aid Volunteer project was too short and all involved realised that the need for skills transfer persisted; so it was great that there was a local volunteer who stayed and could act as a focal point for other local actors, organisations, etc.

Recommendations from wider audience (16.9.2013)

- Acknowledge existing local capacities.
- Involve local volunteers in the programme, so someone will be there to continue.
- Ensure access for small organisations to the programme.
- 2 to 8 months is quite a short time to make an impact.

Key points and recommendations: EU Aid Volunteers should focus on capacity “strengthening” acknowledging that there are already existing local capacities. This only works if the local partner has a need and willingness to take part, and if the Volunteer has something to offer and works in a culturally acceptable way. So needs assessment, ownership and an effective matching mechanism are essential.

2.4. Proper preparation – tailored training. The quest for best practice in the sector.

Background to this topic:

Training and preparation are obviously key moments in the deployment of a humanitarian worker – and of a Volunteer. But what is the right training for each EU Aid Volunteer? There is no one size fits all: The EU Aid Volunteers will come from different backgrounds, have different skills and will be deployed to various fields from disaster preparedness, resilience building to

post disaster recovery. Training and preparation are also key moments to get to know the Volunteer better and to assess the match of his or her skills and the assignment foreseen.

This is the challenge for the training programme that the Commission is going to develop. The individual scope and content of the training each candidate volunteer needs to accomplish shall be determined on the basis of his or her needs taking into account prior experience. And not only this: It should, crucially, also take into account the needs of the hosting organisation for the respective assignment. It has to cover the right mix between different training approaches including scenario based activities and blended learning; solutions for linguistic diversity for multi-lingual groups; and ways to assess instruments to assess preparedness of the trainees to be deployed to humanitarian operations.

Finally, there is also preparation outside the formal training programme: Volunteers may undertake apprenticeship placements in certified sending organisations, where possible in a country other than their country of origin – and training during deployment ensuring that Volunteers can actualise their skills and competences on the fly. The Consortium of British Humanitarian Agencies (CBHA) have proposed with the Core Competencies Framework an interesting attempt to list competencies needed in humanitarian settings. What else is out there? Which good practice of the sector is helpful and adaptable for the EU Aid Volunteers?

Summary of the Volunteers-only debate (15.9.2013.)

- Pre-deployment training received by EU Aid Volunteers ranged from one week on-line training to a five-month traineeship in the sending organisation's headquarters (in the UK). These are the two extremes, and while the former model was deemed too short, the latter was perceived by some as far too long and some of it as "a waste of time" as the Volunteers were mostly used for administrative tasks. Overall, practical training with field based scenarios (e.g. those received in Wales and France) were considered most useful.
- It was debated whether the level of experience of humanitarian situations should be the same amongst all Volunteers attending the same training. Some say differences in background make it more difficult to tailor the training effectively, for example some Volunteers had an MA in Humanitarian Aid but no practical skills.

Recommendations from the Volunteers-only debate (15.9.2013)

- Training should harmonise existing knowledge by adapting training to Volunteers' backgrounds.
- Training should be delivered in two parts: general and specific (regarding technology, country context etc).
- Practical training is important, e.g. security, project cycle management, tools etc.
- A combination of different training methods is best: on-line, class-room and scenario-based training.

- Scenario-based training is a useful way to test, in a safe environment, people's ability to cope with and respond to difficult situations.
- Should language training in the local language be provided / compulsory?
- External country experts could be drawn upon for less biased country briefing: "A local might not tell it as it is if the (security) situation is bad" (Volunteer).
- Security training is crucial in order for Volunteers to be able to make informed judgements about security context in country.
- There could be for example 10 on-line training modules to choose from, 5 mandatory, 5 according to personal need/interest.
- Gathering Volunteers in person for pre-deployment training is important.
- Facilitate networking between Volunteers and experts.
- Learning is a process: consider training not as a one-off event but create structures for continuous technical support, e.g. identified expert for disaster risk reduction; also identify a Volunteer partner, i.e. one local volunteer per EU Volunteer to guide them and to ensure that the project is a proper two way exchange with training for people on both sides.

Summary of the debate with the wider audience (16.9.2013)

- Humanitarian situations are inevitably complex and training is essential in order to ensure that Volunteers can work safely and professionally in challenging situations. Training for EU Aid Volunteers must be tailored to the diverse backgrounds of Volunteers but must also guarantee a common standard. Training needs to be based on clearly defined objectives: why are you training people and what do you want to achieve? A focus on objectives will help make training relevant.

Recommendations from wider audience (16.9.2013)

- Core training must be provided that encompasses an overview of the humanitarian system, security training and soft skills/competencies development such as leadership. In addition, 2 other types of training should be provided. Firstly, there should be technical training relevant to the specific deployment project (for example logistics, GIS or nutrition). Secondly, there should be training on the country context, which should be delivered by or in partnership with the local hosting organisation.
- In terms of training methodology, varied delivery styles are best. Online/distance training can play a role but is not sufficient on its own. Online sessions need to be closely linked to practical exercises and face-to-face sessions. They should be short (max 20 minutes of lecture-style delivery) and followed by an exercise that lets learning be put into practice. Ensuring full participation in online training can be a challenge.

- Training delivered in person and perhaps through scenarios is essential for providing an opportunity to demonstrate that skills and knowledge have been absorbed and can be put into practice (particularly important for security and soft skills training). It also has an important additional benefit in that it can form bonds between diverse Volunteers from different countries, building a strong team as well as a support and information sharing network. Face-to-face group training can also help build a sense of being part of a common EU project.

Key points and recommendations: It appears that the amount and type of training needs to be more harmonised across the programme. Training needs to cover the humanitarian system, security training, soft skills such as leadership and project cycle management; deployment specific training as well as training on the country context and perhaps training in the local language. It can also be seen as a moment to forge a common identity between the EU Aid Volunteers from different projects.

2.5. The EU Aid Volunteers and international coordination: How to create synergies and add value?

Background to this topic:

ECHO operates in a multi-actor system. It has 44 field offices spread around the world, and in order to implement humanitarian aid and civil protection, ECHO cooperates through special agreements with over 200 partners. Many other volunteering instruments exist, at national level but also at European and international level with the United Nations Volunteer programme. The EU Aid Volunteers have been designed to add a particular value in this area, by focusing on European volunteers (and hereby creating a European identity of the programme rather than a 'national' one) and on strengthening humanitarian aid operations of the EU and its partners. How to ensure that the EU Aid Volunteers, despite their distinctiveness, do not act in a void but create synergies with relevant other initiatives? Which are the dimensions that ECHO should look at? Which actors are crucial in this coordination effort?

Recommendations from the Volunteers-only debate (15.9.2013)²

- The EU Aid Volunteers need to be more connected with the EU and ECHO activities in the field. The brand needs to be established: Once more visible as an “EU Aid Volunteer” it would be easier to get involved in international coordination meetings.
- Visibility can be created through working in EU projects, representing EU Aid Volunteers in humanitarian coordination meetings / clusters at the field level, and in Europe through universities in the humanitarian field.
- There should be meetings of Volunteers before, during and after deployment at national, regional and international level.

² Please note that there was no written account of the ‘discussion’ but recommendations were provided.

- Communication between Volunteers needs to happen through universities in Europe, social media, creating a roster for EU Aid Volunteers and internally in ECHO (between HQ and field offices)
- There should be more coordination and exchange between volunteers from different institutions (e.g. Australian volunteer programme, Joice (Japan), and UN Volunteers).

Summary of the debate with the wider audience (16.9.2013)

- The moderator posed the question EU Aid Volunteers as new actor: commonalities or competition?
- EU Aid Volunteers are a new actor; but partners already have experience working in the field. They should consider the Volunteers not a burden to the system but a new help. However, due to the fact that it is still in the pilot phase, there are no implementation rules and therefore a lack of clarity about the definition and roles of EU Aid Volunteers. This statement was qualified as within ECHO all programmes and projects are generally based on local needs assessments; therefore if the need has been stated then, by definition, EU Aid Volunteers are not competing with any other actor. The programme tries to take a complementary role. The programme also intends to develop humanitarian skills of (young) people in Europe, although also experienced and organised civil protection volunteers can be deployed.
- Another contribution focused on the background to the UN Volunteers. UN Volunteers are in existence in order to support UN operations and are only deployed within the UN system based on national development programmes. It is very important to define the role of volunteers; UNV could provide support and input for EU Aid Volunteers. Clarity in terms of conditions of service is important. UNVs pair with national volunteers. UNV integrate a needs-based approach with the skills the volunteers provide.
- The view was put forward that there is space for synergies to share experience (law and/or security related) and maybe even costs. The programme could go even further to promote a European idea of volunteering, creating a European spirit.
- Volunteers warned that care should be taken to avoid too much overlap and noted that it would be beneficial to know who else is in the field – e.g. other UNVs or volunteers from other organisations, especially getting to know the local people (staff, organisations, volunteers, etc.) beforehand in order to be able to start the deployment right away, instead of wasting time orientating oneself in the new environment.
- An NGO delegate pointed out that one has to be careful about duplication because we are all pulling on the same resources.

Recommendations from wider audience (16.9.2013)

- The EU Aid Volunteer programme is a new actor in the field and thus duplication is a danger and good coordination is key. The programme should offer new help and be complementary to existing systems and create synergies, but we must be careful to avoid duplication.

- This can be achieved by clarifying the roles and responsibilities of all partners and actors involved. Clear rules have to be set and national standards have to be created.
- Sharing is crucial: organizations have to give up their insularity and share data, experiences, security issues, training, maybe even costs, etc. amongst each other. In addition they could cooperate on joint events, joint advocacy and policy discussions.
- The network between the volunteers has to be extended: a platform for exchange between EU Aid Volunteers has to be created.
- The initiative should not work in isolation, but should rather complement needs, capacities and technical skills. It should be a link between the partners and the Volunteers. In addition, a link between this initiative and other programmes should be developed.
- Volunteers with appropriate skills have to be identified so that they are not an extra burden for the local partner.
- The EC should put a system in place that allows under-privileged people to participate in the programme (e.g. even travelling to the interview during recruitment can be a burden on some)
- There needs to be more open coordination and exchange between volunteers from different institutions.
- The pilot phase has brought already positive results: Different organisations have worked together, sometimes also across the 'humanitarian – civil protection' divide and have searched and found synergies and added value. This learning from each other and collaboration could be an important outcome from the EU Aid Volunteer programme.

Key points and recommendations: In order to create synergies within the international coordination effort and to add value, the roles and responsibilities of all partners and actors must be clear. The Volunteers need to be and feel more connected with the EU in order to be more visible in the international coordination effort. The EU Aid Volunteers need to find their niche and rightful place to avoid duplication. Forging partnerships between humanitarian organisations and across fields (such as 'humanitarian' and 'civil protection' could be an added value or even an end in itself).

2.6. Networking, community of practice and mutual support: Getting the 'Esprit de Corps' right

Background to this topic:

The Commission has set out to add particular value with the EU Aid Volunteers initiative in order not to duplicate existing national schemes. The 'Europeanness' of this programme plays an important role here. It shall be set up in a way that volunteers participating feel and are part of a true European initiative: After all the Lisbon Treaty talks of joint contributions of Europeans in the framework of this programme. Also sending and hosting organisations shall be able to benefit from mutual learning and

pooling of good practice by collaborating in this initiative, a feature successfully tested during the pilot phase.

And there is more to an 'Esprit de Corps' of this initiative: EU Aid Volunteers initiative should more generally help to improve the mobilisation of the volunteering capacity of European citizens and to project a positive image of the Union in the world and foster interest for pan-European projects in support of humanitarian aid activities. European citizens consider humanitarian aid to be the sector where volunteering has the biggest impact and 88% support the establishment of the EU Aid Volunteers according to a recent Eurobarometer study. However, there is a need to further promote communication with the Union's citizens to raise levels of awareness about the Union's humanitarian aid and its visibility.

The Regulation proposes to establish a Network that shall serve as a true community of practice facilitating interaction among EU Aid Volunteers who are participating or have participated in the initiative for mutual support as well as between these Volunteers and beneficiaries of the EU Aid Volunteer programme. And it shall provide opportunities for virtual interaction, notably for on-line volunteering to complement and reinforce the activities of the EU Aid Volunteers. Not an easy task – notably given that the EU Aid Volunteers will be deployed by different sending organisations all over the world. The pilot phase showed that it is a challenge to create a common feeling of belonging in this context. Is that it? Which are the angles in the initiative where we can anchor this European 'Esprit de Corps'? What other ideas are out there to promote a distinct identity of the EU Aid Volunteers?

Summary of the Volunteers-only debate (15.9.2013)

- This discussion focused on two areas that have been problematic for some. First of all working under different contractual conditions than the local volunteers can present big challenges in the relationship with them. Issues often mentioned were medical insurance, accommodation and remuneration. The example given was from Burundi, where EU Aid Volunteers were in the same team with local volunteers but they were all on different contracts. “The local volunteers received less money and had no health insurance. This created big problems when working together and even living in the same house.
- The other problem with getting the esprit de corps right is that most EU Aid Volunteers seem to not know about other volunteers and have no means of finding out who they are and where they are. Some also reported that they did not even feel very connected to the EU or ECHO.
- Some Volunteers reported that they did not feel that their sending organisation undertook any particular effort to boost and promote the ‘EU’ identity part of the programme. One reported that she only knew some days before deployment that she was part of a European programme at all.

Recommendations from the Volunteers-only debate (15.9.2013)

- Harmonise volunteering conditions across the programme but also with local volunteers – medical insurance, living conditions, allowances, contract.
- Connect the EU Aid Volunteers with ECHO in the field; “we went to the ECHO field office and they were wondering: ‘What are EU Aid Volunteers?’”

- Someone at local ECHO office could lead on “Volunteer community management” and organise a monthly “community call” with all the Volunteers who are interested and pick for example three Volunteers or projects to introduce, plus perhaps a 20 minute “sharing good practice” session. Pick a “Volunteer of the month?”
- Organise physical in-country get togethers with all EU Aid Volunteers in that country.
- Mentoring from former Volunteers for Volunteers deployed in the same country.
- The pre-deployment training should have a much clearer, distinct EU dimension, maybe even run directly by an EU representative rather than second-hand by sending organisations.
- Post-deployment gatherings; a party in Brussels, a drink in Paris; Volunteers could arrange these themselves but would need a contact database / website / app / facebook page / blog for this.
- Organise a feedback session held by ECHO or at least with someone from ECHO present so information/feedback is not being filtered.
- Deploy mixed EU nationals together.

Summary of the debate with the wider audience (16.9.2013)

- First of all participants strongly agreed that networking and development of the EU Aid Volunteers community does matter since it can lead to a long-lasting legacy. It was said, “this is how it continues after deployment”. ‘Esprit de Corps’ means sharing the European values and principles, expression of solidarity. That’s why it is so important to be taken care of and to create this lasting feeling of belonging. The European character of the Initiative should be stressed from the very beginning of the project (application process, training) and be present in all the phases. It is crucial to create this feeling of belonging to a community that shares the same values and principles.
- After discussing different situations and experiences, all acknowledged the need for more awareness raising so that EU Aid Volunteers are recognized by all the stakeholders, including the ECHO field structures, organisations involved in the process, general public.
- There was a debate over the need for concrete tools that are appropriate for the diversity of Volunteers and contexts of each project and which would be necessary for proper and effective networking (bearing in mind all age groups and profiles and the particulars of each deployment in terms of communication structures, etc.). Many said that they felt part of EU Aid Volunteers for the first time during this conference, when looking at the ‘wave of blue t-shirts’ and actually being able to talk face-to-face with the others, exchange experiences and notice the commonalities and common ‘esprit’. There was a shared view that there is a need to meet physically and that sharing experience is crucial to create a sense of belonging. Taking into account the scope of the initiative, social media tools were suggested, starting with the creation of a website where both ‘present’ and ‘former’ EU Aid Volunteers could exchange their experiences, share their reflections and connect with each other and which could also engage other citizens and make them want to belong to the same EU Aid family.

- There was also a discussion on visibility items such as uniforms that could be used during deployment and for relevant follow-up events. Some of the EU Aid Volunteers shared doubts they had had during their deployment about whether and which EU visibility items they could use.
- Various challenges were raised in relation to creating a sense of belonging to EU Aid Volunteers: strong involvement with sending organization, experiences of disconnection with ECHO field offices/structures, lack of information on other EU Aid Volunteers in the same country from different projects, the need for a joint communication strategy, including the hosting organisations.
- Finally, the importance and necessity of awareness raising actions and events in the period after deployment was mentioned, in order to make use of the energy created during missions and to channel it into concrete actions.

Recommendations from wider audience (16.9.2013)

- The European character of the Initiative should be stressed from the very beginning of the project (application process, training) and be present in all the phases.
- Need for more awareness raising so that EU Aid Volunteers are recognized by all the stakeholders, including the ECHO field structures
- Need to meet physically, sharing of experience is crucial
- Social media tools should be used to cover the scope of the programme and spread of Volunteers
- Provide visibility items – but which?
- Harness the energy created during deployment for awareness raising actions and events in the period after
- Devise a joint communication strategy, including the hosting organisations and other EU Aid Volunteers in the same country.

Key points and recommendations: In order to get the 'Esprit de Corps' right ECHO must make this dimension a bigger priority. EU Aid Volunteers need to know what they work for – and so does the outside world. The initiative should be more visible and there needs to be more awareness of the programme so that EU Aid Volunteers are recognised by all stakeholders. ECHO needs to be more directive on this with sending and hosting organisations. Moreover, contact opportunities amongst Volunteers and with the EU and/or ECHO need to be created as these create and strengthen the feeling of belonging to something common.



EU Aid Volunteers following the conference (photo: Markus Held)

2.7. Sustainable impact: How to create a lasting legacy?

Background to this topic:

One of the most important ultimate aims of the EU Aid Volunteers is to support local humanitarian aid organisations in third countries. Its activities should have a sustainable impact on local communities thereby assisting the people in need affected by humanitarian crises, who are the final beneficiaries of the Union's humanitarian aid.

But what can this actually mean? An accepted definition of 'impact' does not seem to be ready at hand even though questioning and exploring the impact of humanitarian aid has moved up the humanitarian agenda in recent years, not least due to the increased overall volume of humanitarian aid and greater scrutiny of how this money is spent. The EU Aid Volunteers will have to be part of this effort to show results and 'value for money'.

There are, of course, good reasons why it is difficult to measure the impact of humanitarian interventions, including difficult issues of causality and attribution and a lack of basic data. And the new emphasis on results is not without costs of its own: Focusing on what is measurable risks reducing humanitarian aid to a technical question of delivery, rather than a principled endeavour in which the process as well as the outcome is important.

One key characteristic of volunteer programmes abroad exacerbates these challenges: Per definition, volunteers stay only for a limited amount of time. So not only do project leaders need to devise systems of how to best define and measure lasting impact. But they also have to design the projects as such in a way that each and every volunteer can make a difference, regardless of the task he or she has set out to do and regardless of the deployment period. How to ensure that the EU Aid Volunteers do make a difference? What sustainable impact can Volunteers have?

Summary of the Volunteers-only debate (15.9.2013)

- Creating ownership of the project within the recipient community and/or organisation(s) rather than allowing donor-driven approaches is key. This means bottom-up and early participatory planning, matching expectations, wishes and needs and creating a common understanding. Most of all, identifying a project for which there is local passion, as for example there was passion for the first aid training in Kosovo which made the project highly sustainable even after the Volunteers left.
- When there is not enough local capacity or passion for the project this seriously hampers the sustainability of any impact. For example in Palestine and Haiti the contact person had too high a work load.
- If the project is attached to existing work as in Kosovo, Nepal and Bangladesh, positive and lasting change can be seen.

Recommendations from the Volunteers-only debate (15.9.2013)

- In order for the project to be owned by the local partners, there needs to be proper planning and preparation of the project, and participatory, long-term planning with the partners including setting success indicators for measuring impact.
- Cooperation with local partners, who need to have the capacity for the project, is crucial, always twin with local volunteers and attach the project to existing work.
- A coordinator / contact person has to be responsible for proper hand-over at the end.
- The assignment and project duration should match the needs assessment and local, expectations and passion.
- The project needs to add value and advocacy on root causes should be considered.

Summary of the debate with the wider audience (16.9.2013)

- Sustainable impact is and should be the cornerstone of the EU Aid Volunteers programme.
- Length of the deployment was raised as one of the key factors of sustainability. However, length should always match with task in hand. Both short and long term deployments can achieve sustainable impact if they match with the task and expected outcomes at different levels of impact (volunteer/sending or hosting organisation/local community). Duration has to be considered in context. This includes understanding the expected outcomes so that they are realistic and take into account e.g. the capacities of the Volunteer, organisations (both sending and hosting) and the “end consumers” of services. Examples were given from both short and long-term deployments and projects.
- Factors such as demand, resources, passion and ownership on the part of the hosting organisation were said to be more important factors than length of deployment for sustainable impact. An interesting example was given where even a long-term Volunteer deployment could

not bring about the desired impact as the other essential factors for sustainability were missing. On the other hand examples were given of impact achieved during short deployments (two weeks life guard training in Costa Rica). The art of matching (the timing, tasks, local needs etc.) was further discussed and its importance was stressed again.

- Additionally, continuity and long-term partnerships between the sending and hosting organisations were said to be essential for good matching and sustainable impacts.
- Overlapping of placements to pass on the project and the learning to the next Volunteer can also be very successful, as is planned for the nursing training programme in South Sudan where the EU Aid Volunteer spent a year, having extended her stay on condition that she can overlap with the next Volunteer to pass on the learning (this story was told during the closing panel on day 3).
- Needs assessment was brought up several times. Assessment should be based on trust, strong partnerships and be meaningful and genuine. EU Aid Volunteers programme should try to avoid being a donor-driven initiative as this could hamper sustainability. The approach should be bottom-up.
- Community based approaches were seen as crucial for sustainable impact. Communities should also be involved in measuring the impact. Examples came e.g. from Bangladesh where projects were owned and implemented by local youth clubs. Integration of activities to the grass-roots level, business models, and local contributions/investments were considered important, which could enhance continuity and ownership instead of dependency. It was suggested that the ultimate goal of any activity should be to completely remove the long term need for humanitarian and development aid ('making ourselves redundant').
- Connecting with/recruiting both international and local Volunteers was seen as a good approach for mutual learning, ownership and transfer of knowledge. As a minimum, local staff should always work as a companion to Volunteers which could also promote continuity of activities/processes after Volunteers are gone. One-on-one approach was proposed (one EU Aid Volunteer + one local volunteer/staff), and the more linkages there are between local volunteers/staff/communities the more sustainable the impact. Good hand-overs and activities embedded in existing programmes would increase the sustainability of desired outcomes.
- Pre-deployment preparation was proposed as an important element for success. Many Volunteers saw it as desirable to connect with the hosting organisation as soon as possible in the preparation process. Pre-deployment meetings were also proposed. Although it was seen as helpful for the Volunteer to have an understanding of the tasks beforehand, flexibility was also seen as important. In many cases the nature of the task in hand had only become clear after some time when trust had been built, and the Volunteer had a better understanding of the context. There is a need to balance preparation with flexibility.
- Capacity building and training of all parties (sending/hosting organisation, Volunteers) was seen as crucial for success and sustainability. Training should include elements such as cultural sensitivity, trust/relationship building, contextualising, monitoring and evaluation of impacts and best practices. However, the different backgrounds of the Volunteers and different nature of deployments would require tailored training.

- It is important to note that impact occurs at different levels (e.g. EU countries, receiving countries, organisations, Volunteer/individual, community/"end user") and at different times. This presents a challenge for measuring and understanding impacts. Better understanding and capacities are needed at all levels for measuring impact. To measure impact, the goals and objectives need to be clear.
- Post-deployment involvement was discussed as an important means to increase sustainability. Volunteers could continue contributing to host organisations' work or support through fundraising/communication/networking. Advocacy in home countries was also seen as important in tackling the root causes (e.g. of poverty and inequality) and changing policies to better support realisation of desired outcomes (e.g. unfair national/European policies or actions of private companies which affect the communities the Volunteers work with). These should be brought up in training of Volunteers and be a built-in component of the EU Aid Volunteers programme.
- There was a discussion whether the EU Aid Volunteers programme is in fact the best or most appropriate and cost-effective method for achieving lasting change at local level. An example was given from Paraguay where volunteers had undertaken a good project on lifeguard training. However, the Argentinean life guard school with local expertise was located only three miles away. This organisation could have carried out a similar project perhaps with more efficiency and sustainable impact. Therefore, examining the added value from the EU Aid Volunteers programme is critical.
- The question was posed whether undue priority is being given to benefitting Volunteers.

Recommendations from wider audience (16.9.2013)

- Going forward, the objectives of the EU Aid Volunteers programme need to be clarified as it will only then be possible to assess impact and lasting legacy - what impact do we mean and at what level? Impact for the host organisation or community must be the cornerstone of the programme.
- Meaningful needs assessment, taking a bottom-up approach instead of being donor-driven, is a crucial prerequisite for establishing the success factors for achieving local, sustainable impact, namely demand, resources, passion and ownership on the part of the hosting organisation - rather than length of Volunteer deployment, although length of deployment must match the task in hand.
- Needs assessment takes time. "It is not enough to ask 'what do you need?' You might have to capacity build before that question can be answered meaningfully. This part of the process is key!"
- Longer-term partnerships between sending and hosting organisations are crucial
- An overlap of placements or at least an overarching programme can help overcome the loss of a Volunteer when their deployment ends.
- Twin EU Aid Volunteers with local volunteers or staff to ensure mutual learning, ownership and transfer of knowledge and some level of sustainability and continuity.

- A community-based approach is crucial for sustainable impact and local communities should also be involved in measuring the impact.
- While pre-deployment preparation is important there is a need to balance preparation with flexibility – “needs might emerge as trust is built.”
- Capacity building and training of all parties (sending/hosting organisation, Volunteers) is crucial for success and sustainability. Training should include elements such as cultural sensitivity, trust/relationship building, contextualising, monitoring and evaluation (M&E) of impacts, definition of sustainability and best practices. However, different backgrounds of the Volunteers and different deployments require tailored training.
- “Right from the beginning we need to talk about exiting and making ourselves redundant.”
- Staying in touch with your host organisation after deployment and offering consultancy, blogging, report writing, proposal writing etc can help with sustainability.

Key points and recommendations: Impact needs to be defined: impact on who or what? Generally, impact depends on factors such as good needs assessment, good project design, and good matching mechanisms. Other factors that need to be considered are basing projects in the community, creating long-term partnerships and creating continuity between deployed Volunteers. Impact occurs on many different levels. For the EU Aid Volunteers initiative it is important to ensure that the impact on the host organisation or community must be the cornerstone and that this is clearly communicated by the EU to its stakeholders.

2.8. The right project for the right volunteer – the arts of needs assessment and match making.

Background to this topic:

Finding the right Volunteer for the right placements has something of a "hen and egg problem": Which has been there first? Volunteers want to know for which position they are going to apply – hosting organisations want to know which Volunteer they can get before agreeing to finalise job descriptions or Terms of Reference for a Volunteer placement. In any case: it is certainly a skill to match the right profile of a volunteer with his or her skills, competencies and expectations to the requirements and expectations of a hosting organisation. One thing is clear in the set-up of the EU Aid Volunteers: It is based on needs assessment. Only where clearly established needs are demonstrated, a Volunteer will be recruited. And this is even more important given the set-up of the EU Aid Volunteers: It will open to young and relatively inexperienced professionals as well as to candidates with significant skills or even retired volunteers with a life time of knowledge and competence.

Two levels of assessing needs seems to be necessary here: An overall yearly needs assessment exercise, where the Commission will establish the needs of humanitarian organisations implementing humanitarian operations as to the type and scope of knowledge skills and competencies needed in the current climate given the priorities for humanitarian aid at a given time. This should lead to yearly priorities for numbers and profiles of Volunteers as well as fields and countries of deployment. And the

needs assessment broken down to project level where sending and hosting organisations design together assignments that meet the overall yearly priorities. How can these two go hand in hand? What does it take to establish overall yearly priorities? And what does this mean for the match making at micro project level? Real match making between a placement and the right Volunteer takes a lot of effort and time that nobody has: It is an illusion, is it not?

Summary of the Volunteers-only debate (15.9.2013)

- The discussion centred around the quality of needs assessment and the need for the Volunteer to be able to add value. It was noted that information needs to flow through partner organisations but that this did not always happen.
- Volunteers' skills were not always utilised.

Recommendations from the Volunteers-only debate (15.9.2013)

- Professional assessment of host organisations by ECHO to ensure that Volunteers are needed and their skills properly used.
- Involve field offices / hosting organisations as directly as possible in the selection of "their" Volunteer.
- Detailed needs assessment in cooperation with the local organisation.
- There should be some contribution from the local partner to ensure their real interest in the Volunteer deployment.
- Establish a communication platform for former and future Volunteers so prospective Volunteers get a chance to contact Volunteers who have been deployed by the same organisation before they say yes or no to an offer.
- Clear communication of the terms and conditions from ECHO to partner organisations, and from sending to hosting organisations.

Summary of the debate with the wider audience (16.9.2013)

- Meaningful needs assessment and sending the right Volunteer have been at the heart of many if not most discussions over the three days. It is key to the whole mission.
- It is essential to find the right volunteer, even if there is no time.
- Partner dialogue (sending organisation - host organisation) is really important.
- Deployments should be seen as ongoing process – there is a need for flexibility throughout the project and the local / EU Aid Volunteers, the sending organisation and the hosting organisation need to be involved throughout.

- “Does the EU want to build the capacity of the Volunteers or capacity of the hosting organisation?”

Recommendations from wider audience (16.9.2013)

- Listen to expertise of existing volunteering organisations to avoid same mistakes.
- Work with rosters of Volunteers – it was suggested that this would provide a clear overview and enhance transparency.
- Hosting organisations should be actively involved in the needs assessment to ensure their interest in a deployment.
- The programme should learn from organisations that have got the experience of sending volunteers.
- The Volunteer, hosting and sending organisations should sit down to draw out lessons and keep the dialogue open and honest.
- Keep the dialogue open and honest between all actors involved.
- It should be made possible for a Volunteer to change placement if they are not happy with the assignment.

Key points and recommendations: The importance of needs assessment and match making are indeed central to several other debates and deserve attention. The main recommendation here is for needs assessment to be owned by the host organisation and for an open and honest dialogue between all parties when it comes to match making.



EU Aid Volunteers preparing the exhibition (photo: Markus Held)

2.9. Closing panel: EU Aid Volunteers – the way forward

The purpose of the final session was to present the plans and activities of the European institutions concerning this initiative and to put the recommendations into the context of the steps ahead.

Jim Batres Rodríguez from the Red Cross in Costa Rica participated to this session via videoconference. His organisations has been a host to a group of EU Aid Volunteers in civil protection capacity building project. He underlined the crucial importance of involving hosting organisations at a very early stage in the process of identifying needs and formulating missions for EU Aid Volunteers. This is the best way to manage expectations on all sides and to ensure that the Volunteers do have an impact. The Costa Rica Red Cross benefited by its participation to a pilot project and would certainly recommend other local hosting organisations to get involved – with a focus of involving local volunteers into the projects too: EU Aid Volunteers working alongside local volunteer for capacity exchange is a recipe to success, notably by contributing to the further development of active engagement of the local community.

Rosita Soryte from the current Lithuanian Presidency of the Council and Florika Fink-Hooijer, Director at DG ECHO for Strategy, Policy and International Cooperation shared with the audience insights on the way forward. The Regulation proposed by the Commission in September 2012 (COM(2012) 514 final) proposes the following features of the programme:

- Standards regarding candidate and EU Aid Volunteers (Art. 9)
- Certification for sending and hosting organisations (Art. 10)
- Identification and selection of candidate volunteers (Art. 11)
- Training and pre-deployment preparation (Art. 12)
- Register / database of EU Aid Volunteers (Art. 13)
- Deployment of EU Aid Volunteers in third countries (Art. 14)
- EU Aid Volunteers' Network (Art. 16)
- Communication, awareness raising and visibility (Art. 17)

Concerning the budget and beneficiaries of this new initiative, the amount of EUR 147.9 million foreseen in the multiannual financial framework of the EU for the period of 2014-2020 is expected to benefit the following groups:

- ✓ 4,800 trained Volunteers
- ✓ 2,000 apprenticeship placements (average 6 months)
- ✓ 4,000 Deployments of Volunteers (after phasing in 670/year).
- ✓ 4,400 beneficiaries of third country capacity building

- ✓ 10,000 on-line volunteering assignments
- ✓ Over 170 estimated number of participating sending and hosting organisations
- ✓ = Over 25,000 direct beneficiaries

These proposals in the Regulation are currently debated by the 'co-legislators', i.e. the Parliament and the Council of Ministers. Thus, it is too early to predict the exact final wording of the different dimensions of the initiative at this stage. Ms Soryte confirmed the Council's commitment to this initiative and to finding a final text that would allow the EU Aid Volunteers to have a lasting impact on humanitarian aid.

In the meantime, the Commission has started to gather all necessary input for the future implementation of the programme, notably when it comes to the detailed standards for sound volunteer management in humanitarian aid, the certification of sending and hosting organisations that are to participate in this programme, the future training programme or features of the future network of the EU Aid Volunteers. Over the coming months, the Commission will take stock of all the good practice and recommendations from the different actors in the field about these elements – in order to stand ready for implementation once the Regulation is finally adopted. The conference was timed in such a way that these recommendations are timely to feed into the upcoming development of the implementing rules of the future initiative, and all the strand of recommendations covered over the three days will find their way into the implementing rules.

The following closing statements by panellists and participants of the conference illustrate the spirit of the discussions at the end of the event:

“I really hope that this programme will continue. Hosting and sending EU Aid Volunteers has great value, we learn a lot. We hope we can run this again. The key is to involve host organisations in all the processes.” (Host organisation staff)

“Personally, I am glad I participated, it was enriching, nice to meet German colleagues and we also made an impact. We learnt something but also gave something.” (EU Aid Volunteer)

“My recommendation is: be flexible.” (EU Aid Volunteer)

“I am glad to hear from the EC how much thinking has been done. I wish the EC would have let us know these thoughts earlier so we could have known them and transported them.” (EU Aid Volunteer)

“We have provided you these days with many remarks – also many of the critical based on experiences that went not so well – and I think these are important. But sometimes we need to resist temptation of just being critical. My overall assessment is very positive and I would encourage the Commission: Please continue with more of the same.” (EU Aid Volunteer)

ANNEX 1 – Issues that need further thought and debate

As part of the end of Day 2 evaluation the Volunteers were asked to write down on a post it note: issues that need further thought or debate. Here is the list, one bullet per post-it note:

- EU Aid / ECHO seems uninterested to take responsibility over the programme; outsourcing to organisations; who is accountable to whom?
- More focus on business development: find Volunteers with expertise in entrepreneurship
- How can we really contribute to the forming of EU Aid Volunteers corps and with regard to which aspects
- [What are the] underlying aims and values behind multiple objectives of the future programme. They also need to be communicated openly.
- I think EU (ECHO) should give serious thought to what kind of volunteers it wants to send to the field (young, unskilled vs skilled)
- Needs assessment, role of the EU, local volunteers
- Per diem (volunteer, professional)
- Personal feedback to volunteers on their mission
- Objectives of EU Aid Volunteers. Professionalise us. Skills.
- Professional/experienced volunteers vs young volunteers without much experience – possibility to gain some
- Objectives of EU Aid programme; build professionals? Build local capacity?
- Needs assessment, local volunteer status, further possibilities for Volunteers after the mission
- Programme can end up having volunteers with different profiles, but local host organisations should have the leading role in decision
- The issue of connecting EU volunteers with local volunteers
- Selection process, security, needs assessment
- Objectives of EU Aid Volunteers programme and post-deployment phase for volunteers on a professional level
- I hope we will be able to look into more detail what kind of support will be provided for Volunteers particularly after deployment, the transition period to when they find other work
- Objectives/structure of EU Volunteers

- Discussion of business development, learning more about business
- Which volunteers are you going to choose – criteria; what is the objective of it; how can you be accountable to your volunteers?
- Go more into the nitty-gritty of the programme but people should also be informed about the others' projects
- Fair, united allowance / per diem
- In what kind of process there would be a need for volunteers / in which situations sending the volunteers would be the best option?
- Length of deployment, more direct contact between ECHO and EU Aid Volunteers, especially at the field level to feel more of an EU Volunteer; what next for pilot WU Aid Volunteers? Will they be part of the roster?
- Objectives of EU Aid programme
- The volunteers' role, conditions for projects (insurances, per diem, tasks, reporting etc)
- Persons deployment with family; how to use the free time, i.e. what are the working hours?
- Certification of host organisations (pros and cons), career development / roster
- Who "owns" the volunteer? What are the working conditions (per diem, status, etc) for them?
- EU Aid Volunteers standards, certification
- What are the next steps?
- How can the recommendations be implemented?
- The follow-up after the deployment
- Clarifying the concept and purpose of EU Aid Volunteers (yes, even more!)
- Professionalism vs voluntary; sustainability/lasting legacy
- As a registered EU Aid Volunteer, where do we go from here, will there be future deployment opportunities?
- What is next for the EU Aid Volunteers when the project is over?
- How can we influence the final shape of the EU regulation on EU Aid Volunteers?
- Networking: any database to stay in touch? link?; Philosophy: behind the future corps (values?)
- More forum like debate

- Objectives of the programme and responsibilities of the EU
- Follow up and concerted advocacy (governments, public, politics, business) after deployment on the causes of humanitarian crises
- Professional aid vs traineeship
- More focus on local volunteers and who we are really serving (where lied the ownership?)
- Capacity building via exchange of experienced national responders vs trainee programmes for future humanitarian assistance profession vs inexperienced volunteers doing a kind of “social service” in non-EU countries
- Long-term sustainability; matching volunteer placement; aims and design of future programme
- Mostly being evaluated from EU perspective only; question of “Is this a good model for humanitarian aid / development?” needs deeper consideration

ANNEX 2 – Themes of the EU Aid Volunteers' exhibition

The Volunteers were asked during the weekend to set up an exhibition along commonly experienced topics. The aim was to gather them across different projects rather than project by project. Nine common topics were identified and the Volunteers developed and set up, in a very short time, an exhibition showcasing their very personal link to the chosen topic. The nine exhibition boards showed pictures, stories and other items. They are presented below.

This exhibition was set up in the conference venue of the third day of the event (Conference Centre Albert Borschette) where participants could visit and discuss the experience of the Volunteers with them. This included a 'VIP' visit by the European Commissioner Georgieva, the humanitarian rapporteur from the European Parliament, Michèle Striffler, representatives from the current Lithuanian Presidency of the Council of the EU and from the working party on humanitarian aid in the Council.

- Humanitarian Aid in Practice – 18 European Volunteers and 8 local Volunteers in Burundi, Chad, Kenya, Central African Republic (the ones from CAR evacuated to Cameroon). The display shows examples from bio sand water filters to on-line humanitarian mapping. Training for this project took place in France for three weeks, deployments were for 6 months, plus one week post-deployment meeting in Cameroon and 2 months post-deployment activities with the sending organisation, France Volontaires.



The making of the display board. (photos: Harm-Jan Fricke)

- Different people - one goal – first aid and search and rescue project – the training for this took place in Germany in November 2012 where members of different project groups were introduced to each other; groups also met their host representatives and engaged in the project 'fine tuning'. Other areas covered were safety, security, health, harmonisation of aid and country inductions. The group made a display under the motto 'different people – one goal.'



Different people – one goal
(photo: Stephan Zimmermann)

- Bangladesh – this group showed the diversity of project that took place / are taking place in the country under the EU Aid Volunteer programme, e.g. in the area of climate change and disaster risk reduction and harvesting of bio gas. Big emphasis on working closely with community youth projects and creating ownership.



Commissioner Georgieva meets EU Aid Volunteer and receives a shawl (official photo from EU website)

- Sustainability – The exhibition asked ‘what would you fund, emergencies or development?’ Where does disaster preparedness and prevention fall, under humanitarian or development? Viewers were invited to indicate their choices by putting pretend money into some plastic wallets that had been made as part of the display. There is some confusion around these concepts and how they interact. The conclusion of the discussions were that there needs to be funding for both and the two should be connected, as well as advocacy and campaigning. They are all part of the same thing.



Preparatory discussion (photo: Harm-Jan Fricke)

- Sustainable capacity building – this exhibition wanted to explain what it is and how Volunteers saw it in their respective projects. The display posed the questions: what? By whom? To whom? How and why?



Sustainable Capacity Building (photos: Harm-Jan Fricke)

- Humanitarian aid in practice – showing some aspects of what Volunteers have experienced, e.g. small scary aeroplanes, learning about different forms of relief (nutrition, cash for work, education, mobile health clinics), as well as being faced with moral dilemmas which was a big experience for most. The panel read: ‘Thank you ECHO for making us part of this.’



Humanitarian Aid in Practice
(photo: Markus Held)

- Overcoming challenges – the display highlighted the fact that Volunteers need to be prepared to face: moral dilemmas, being stuck in the mud, and being broke.



Commissioner Georgieva hears the challenges and successes that the EU Aid Volunteers experienced (official photo from EU website)

- Who are we serving? This group grappled with the question who the real beneficiaries of the programme are. One in-depth conversation with a Volunteer revealed that in her case it was a process to realise her role and the dynamics around it. She had been posted to East Jerusalem and her task was to write an advocacy strategy for a particular organisation, however she knew that there would be no resources to take this forward after her departure. During a short trip to the Gazastrip she attended a gender class. “A mixed crowd of young and socially involved people, fed up with the practices of the Hamas Government and thirsting for change within their society. Especially two young students draw my attention – Ali and Mai. Before I have the chance to talk to Ali, he stood up and thanked me for joining them and for my solidarity with the people of the Gazastrip. I feel flattered and foolish at the same time. Is it solidarity or just the adventurous thrill of having the once in a lifetime opportunity which brought me to this place? Whatever it is, I have to change it into solidarity I think to myself.”³ Furthermore, she talks of her responsibility to take this story back into her own context in Germany, and influence her peers’ and family’s views educating them about what really goes on in Israel and the Gazastrip.



Who are we serving?
(photo: Stephan Zimmermann)

- Volunteer management



Volunteer management
(photo: Stephan Zimmermann)

³ Excerpt from her paper called: Prison-cell with Ocean view - Gazan youth on its way to change, by Annika Becker, 2013, p.2

ANNEX 3 – Programmes of the three days (14, 15 and 16 Sept. 2013)

14 September: Arrival and setting the scene	<i>Hotel Renaissance, Brussels</i>
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Before 14.00	<i>Arrival and check-in of volunteers</i>
14.30 – 16.00	<ul style="list-style-type: none"> * Welcome of volunteers * Ice-breaking * Presentations and networking
16.30 – 19.30	* Presentation of volunteer projects in 42 countries - Set-up of exhibition: “80 volunteers – 80 stories”

15 September: Debrief of volunteers and common lessons learnt	<i>Hotel Renaissance, Brussels</i>
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09.30 – 12.30	<p>EU Aid Volunteers' open space: Identification of topics related to the concrete experience of the volunteers such as:</p> <ul style="list-style-type: none"> * <i>Volunteering and the professionalisation of humanitarian aid: Paradox or bridging a gap?</i> * <i>Effective volunteer management in humanitarian aid: What does it take?</i> * <i>Building local capacities: The missing link?</i> * <i>Proper preparation – tailored training. The quest for best practice in the sector.</i> * <i>The EU Aid Volunteers and international coordination: How to create synergies and add value?</i> * <i>Networking, community of practice and mutual support: Getting the 'Esprit de Corps' right</i> * <i>Sustainable impact: How to create a lasting legacy?</i> * <i>The right project for the right volunteer – the arts of needs assessment and match making.</i> * etc.
14.00 – 16.00	Continuation of open space
16.30 – 18.30	Formulation of common lessons learnt and recommendations; distribution of tasks and speaking slots for Day 3

09.00 *Registration* *Ground floor*

09.30 – 10.15 **Keynote address** 0-A

- Dr Kristalina Georgieva, European Commissioner for International Cooperation, Humanitarian Aid and Crisis Response
- Michèle Striffler, Member of the European Parliament, Rapporteur EU Aid Volunteers
- Rolandas Kriščiūnas, Vice-Minister of Foreign Affairs Lithuania, Current EU Presidency

Questions and Answers

10.15 – 10.45 *Coffee break* *4th floor*

10.45 – 12.00 **Workshop session I** *4th floor*

1. Volunteering and the professionalization of humanitarian aid: Paradox or bridging the gap?

Moderator: Mags Bird, Programme Coordinator, VOICE Network
 Maria Lopez Echevarria, University of Deusto (Spain)
 Jonathan Potter, Director, People in Aid
 Hanna-Leena Tikkanen, Domestic Disaster Management Unit, Finnish Red Cross
 Enrico Donati, EU Aid Volunteer
 Iolanda Genovese, EU Aid Volunteer
 Elsa van Hijst, EU Aid Volunteer
 Guillaume Zangl, EU Aid Volunteer

Room 4-A

2. Effective volunteer management in humanitarian aid: What does it take?

Moderator: Joanna Philips, Deputy Head of Emergency Planning and Response, British Red Cross
 Anthony Val Flynn, DG ECHO Security Team
 Lenaik Le Poul, Humanitarian Project Coordinator, France Volontaires
 Jana Škubalová, Project Manager, Diakonia ECCB (Czech Republic)
 Christoph Buchert, EU Aid Volunteer
 Leah Cowan, EU Aid Volunteer
 Ilona Gajdikova, EU Aid Volunteer
 Katerina Struhova, EU Aid Volunteer

Room 4-B

3. Building local capacities: The missing link?

Moderator: Jeroen Jurriens, Program Officer Disaster Management Unit, ICCO Netherlands
 Heather Drury, Senior Manager Humanitarian Capacity Building, Save the Children UK
 Victor Velasco, Humanitarian Coordinator, Solidaridad Internacional (Spain)
 Federica Basadonne, EU Aid Volunteer
 Sarah Hofmann, EU Aid Volunteer
 Clara Straimer, EU Aid Volunteer

Room 4-C

4. Proper preparation and tailored training: The quest for best practice in the sector.

Moderator: Daniela Ulicna, Lead Managing Consultant, ICF-GHK
 Sophie Borel, NOHA General Manager and University of Louvain (Belgium)
 Delphine Lorca, Project Manager, Bioforce Institute (France)
 Timo Heger, EU Aid Volunteer
 Raimund Matosic, EU Aid Volunteer
 Adelina Rashkova, EU Aid Volunteer

Room 4-D

12.00 – 13.15 Workshop session II 4th floor

5. EU Aid Volunteers and international coordination: How to create synergies and add value?
 Moderator: Jonathan Potter, Director, People in Aid
 Jean-Christophe Crespel, Development Director, the European Guild (France)
 Karen Förnizler, Partnerships Development Specialist United Nations Volunteers (UNV)
 Olimpia Imperiali, National Expert on Civil Protection Operations, DG ECHO
 Anne Simon, Partner Support Team Leader, DG ECHO
 Desislava Ruseva, EU Aid Volunteer
 Abdul Aziz Turay, EU Aid Volunteer
 Taru Wallenius, EU Aid Volunteer Room 4-A

6. Networking, community of practice and mutual support: Getting the 'Esprit de Corps' right.
 Moderator: Gabriella Civico, Director, European Volunteer Centre CEV
 Esther Huerta Garcia, Information and Communication Officer, DG ECHO
 Lena Zimmer, NOHA Alumni Committee
 Anna Chrastinova, EU Aid Volunteer
 Maja Reynolds, EU Aid Volunteer
 Jorieke Vyncke, EU Aid Volunteer Room 4-B

7. Sustainable impact: How to create a lasting legacy?
 Moderator: Shaun Hazeldine, Senior Officer Volunteer Development, IFRC
 Daniela Bosioc, Policy and Project Officer, European Volunteer Centre (CEV)
 Katie Davey Dalsgaard, VSO International Brussels liaison office
 Johannes Langer, EU Aid Volunteer
 Ben Moon, EU Aid Volunteer
 William Reynolds, EU Aid Volunteer
 Niels van den Berge, EU Aid Volunteer Room 4-C

8. The right project for the volunteer: The art of needs assessment and match making.
 Moderator: Pia Schievnik, International Volunteer Services, In Via Köln (Germany)
 Dr Samuele Filippini, Member of the Association Pope John XXIII (Italy)
 Judith Grootcholten, Programme Officer ICCO Netherlands
 Gerrit ten Broeke, EU Aid Volunteer
 Ingrid Criddle, EU Aid Volunteer
 Linda Davidson, EU Aid Volunteer
 Miroslav Klimes, EU Aid Volunteer Room 4-D

13.15 – 14.30 Lunch and networking opportunities at the exhibition 0-A

14.30 – 15.00 Snapshots of the workshops 0-A

- Benjamin Moon, Lenka Kohlova, Katharina Burger, Philippa Hill, Sarah Hofmann, Nabila Loukili, Simon Bettighofer, & Johanna Arvo

15.00 – 16.30 Closing panel: "EU Aid Volunteers – The ways forward" 0-A

- Moderator: Leon Prop, Director, Red Cross EU office
- Dr Florika Fink-Hooijer, Director A: Strategy, Policy and International Cooperation, DG ECHO
- Rosita Šorytė, Counsellor, Development Cooperation Department, Ministry of Foreign Affairs of Lithuania, Current EU Presidency
- Jim Batres Rodríguez, Directorate for Rescue and Operations, Red Cross Costa Rica
- Simon Bettighofer, EU Aid Volunteer
- Desire Ndiokubway, EU Aid Volunteer
- Merya Reynolds, EU Aid Volunteer
- Niels van den Berge, EU Aid Volunteer

ANNEX 4 – Keynote speeches of Monday 16th September

Dr Kristalina Georgieva, European Commissioner for International Cooperation, Humanitarian Aid and Crisis Re-sponse

Vice-Minister Kriščiūnas, Member of Parliament Ms Striffler,

And last but certainly not least: Dear Volunteers!

It's been almost exactly one year ago that I had the pleasure of meeting two from your ranks here in Brussels: Maaïke and Colm. It was the 19 September 2012 when I presented to the public our proposal for setting up the EU Aid Volunteers. I outlined how we thought this new initiative would make a real difference: giving the humanitarian community a much needed reinforcement of a highly motivated and well-trained workforce at a time when, because of climate change and more complex conflicts, needs are growing; and giving Europeans a new platform to show their solidarity with those who need it the most.

The story of the Ugly Duckling...

When I came into office back in 2010 and first heard about this planned programme it looked like a no brainer: Of course this is what we should do – where does EU action become more concrete and meaningful if not in humanitarian aid? And what makes more sense than creating within humanitarian action additional opportunities, a "melting pot", where enthusiasm, skill and focus on compelling humanitarian needs can galvanize to save lives?

And after all: 88% of Europeans told us in a Eurobarometer survey that they would like to see such a programme becoming a reality.

Well – I soon learned that it was not that self-evident after all. What I experienced ever since reading the article in the Lisbon Treaty for the setting up of humanitarian aid corps reminds me one of my grand-daughter's favorite fairy tales. It is the tale of the Ugly Duckling. Do you know that one? It is about this poor little thing that was born into a family of ducks; was looked at strangely; 'dissed', as youngsters would probably call that nowadays.

When the idea of the EU Aid Volunteers came up first we faced very similar reactions:

Who is this little thing that came to the world here?

What does it have to contribute to the family of humanitarian aid?

Is it really needed and does it not duplicate existing programmes?

Let's be honest: Very few positive voices were also heard about this new initiative – and many of the skeptical questions were well-founded and came with good intentions. But my team and I made it our task to challenge and change the skepticism - and you, the volunteers in this room and those many others who are not present, made it possible.

- possible to create ownership in the sector, its family, for the process developing the initiative.
- possible to test different models about how this programme could work with pilot projects.
- possible to discuss and debate our ideas with what we call the 'co-legislators' from the European Parliament and the Council of Ministers,

And we now have not just the conviction, but also the evidence that this initiative has all it takes to contribute to strengthening the EU's capacity to provide needs-based humanitarian aid aimed at preserving life, preventing and alleviating human suffering and maintaining human dignity.

In the fairy tale, the Ugly Duckling after many weeks and months of self-doubts and difficult start into life becomes one of the most beautiful and majestic birds: a white swan.

Our programme, admittedly, still has a couple of grey feathers. But no worries, we are about to see it taking off.

You as the pioneers

I am grateful that you have agreed to come here and talk to us about your experience as a 'sample' of the 120 other volunteers who we could not invite. I was really impressed when I visited this morning your exhibition and when I learned about all the different projects you have been involved in:

- collecting and sharing humanitarian information using and spreading open source and open data technology in Burundi, Central African Republic, Cameroon and Chad
- developing cash-for-work initiatives and protection for farmers in Palestine
- empowering women's groups in Ethiopia
- pioneering the EU Aid Volunteers involvement in civil protection capacity building activities in Paraguay, Colombia, Costa Rica and Kosovo
- coordinating voluntary resettlement in flood prone villages in Togo
- 'mainstreaming' the concepts of Disaster Risk Reduction and Resilience with local organisations in Uganda and Bangladesh - developing a toolkit for "Management of Volunteers in Emergencies" and disseminating to different organisations working with volunteers in Trinidad and Tobago and elsewhere.

And many, many more exciting initiatives that would not have taken place without you, your enthusiasm and passion,

I know this was not always easy for you. But when in history has it been easy to be a pioneer? You need to pave the way where there is none. You need to fight obstacles that the ones following will not dream that they ever existed. You need to show resilience and grit where others would just have given up...

Yet, you have embodied the slogan of our initiative:

WE CARE – WE ACT !

And I would like to thank you on all our behalf for this.

Lessons learned so far

Of course we have not sat here to wait until you are back to continue our learning about the opportunities this new programme offers. We have organised several visits with the coordinators of the different projects – many of whom are also here today.

I have also had the pleasure to welcome a group from the first year's pilot project run by the French Red Cross last year here in Brussels.

And we have had a constant stream of conversation with the actors involved. The list of lessons learned is long – I just want to share some of the most striking ones for me.

- First lesson: the demand is there. Demand from the humanitarian organisations, more and more of which apply. And demand from Europeans who want to volunteer. We saw the numbers of interested candidates go up to 100 for 1 available position.

This is of course great news – it shows we are developing something that meets an existing demand. It also represents challenges, though: we need to devise a just and fair system of selection, so that volunteers from all European countries can apply and stand a fair chance. 21 European nationalities have already been involved in the pilot phase, which is a great success. But yes, it is true: some countries are under- or not represented. And we need to make effort so that volunteers from countries that do not have a long history of humanitarian aid can also participate.

- But there is also a second dimension that is very important in this respect: The selection process is about 'expectation management' - the expectations of volunteers, but also the expectations and the needs of the organisations sending and hosting volunteers. We are thrilled by the high number of candidates, but volunteers need to be selected on the basis of thorough assessment of what is exactly needed in terms of skills and profiles in the field. This may disappoint some – but is the only recipe that all those involved get the best out of it.

- A third lesson is of course safety and security. Humanitarian operations do happen very often in areas that are considered 'of risk'. And even if we limit our programme to "low-risk" areas, there is no such thing as a 0% risk deployment of an EU Aid Volunteer. This is an area where we have learned already a lot – fortunately not the 'hard way', meaning that none of our volunteers suffered any serious threats – and those who did not come back did so for very good reasons: They were hired directly on the ground (another success story of our programme!). This is certainly a key area where we want to hear from you and your experience. What is it that made your stay safe and secure? When and where you faced any risks, how did your sending and hosting organisation deal with it? What would you expect such a programme to propose so that each volunteer can make the best out of his or her deployment? And what are the different legal hurdles that you, coming from different EU member states and beyond, had to overcome to be able to participate? As you know, we will develop in the coming months stringent standards for both sending and hosting organisations to ensure that duty of care is at the heart of the EU Aid Volunteers. Your input is extremely valuable so we get this right.

- Finally, a point that is particularly close to my heart: the name of our programme. You may remember our online forum to find a great brand for it where we launched a competition with hundreds of proposals and inspiring discussions. We opted for 'EU Aid Volunteers'. But of course it takes more than a name for a programme to develop an identity. It takes life experience.

And this is what you contribute and will continue to do. I am often asked: What is the nature of this beast? Is it for young Europeans? Will you focus on short or longer term? Is it geared towards experts? How does it link to local organisations?

What do you actually think is the medium age of our present two cohorts of volunteers? Any guesses? It is actually 32. Our youngest local volunteer involved was 21 years old. Our most senior volunteer 70. And this is again precisely what we have set out to: To provide opportunities for young professionals – but also for experts and senior citizens who have so much to give to our sector.

As for the rest, let me refer to a volunteer's quote who has answered some of these questions in the context of an evaluation of one of the pilot projects:

“I believe in volunteering, but in a very professional role. I want to emphasize how important local partners are. I am very happy to realise goals with my local partner. Professional partnership is the key for success. I would advocate focusing on partnership selection and carry this out very carefully!”

What we do need to ensure is that there is a clear feeling of belonging. We want our volunteers, and Europe at large, to feel proud to be part of this. Being an EU Aid Volunteer will become a distinct label of excellence in the sector and we will work hard to achieve this. The work on the Network of EU Aid Volunteers will be crucial here. And this is why I am so glad to have gathered so many of you today to kick start the debate on this Network and what it takes to be successful - to become a community of volunteers – who care – and act!

What's next

Now what's in the pipeline? You will hear more about this during the afternoon panel which I do not want to pre-empt here. But allow me to through some figures in:

Once Parliament and Council have adopted the Regulation, we will swiftly move to implementation. 2014 will probably still be a year of transition and preparing all the different elements for the programme such as the training programme, the standards for sending and hosting organisations and the operational set-up, not the least of our central web platform where everything from publication of vacancies and applications will be managed.

We will rely on a budget of 147.9 million for 2014-2020, which would allow us to

- deploy some 4,000 volunteers over the whole period phasing in during the first years
- accredit some 180 sending and hosting organisations
- provide opportunities for capacity building for some 4,400 multipliers in local hosting organisations worldwide.
- and, certainly not least, offer some 10,000 online volunteering assignments that will benefit hosting organisations of EU Aid Volunteers.

Ambitious – but realistic goals. And I am sure when we meet next time and the times thereafter, we will be proud of our white swan, we will be proud of what we have built together.

Thank you!

Michèle Striffler, Member of the European Parliament, Rapporteur EU Aid Volunteers

Bonjour à toutes et à tous,

Je suis très heureuse d'être parmi vous aujourd'hui. Je remercie Madame la Commissaire pour son invitation.

Depuis le début de mon mandat, je suis très impliquée dans le domaine de l'aide humanitaire. Je me rends régulièrement sur le terrain, en tant que rapporteur permanent pour l'aide humanitaire, à la rencontre des populations et des acteurs humanitaires.

Comme vous le savez, je suis rapporteur au Parlement européen sur la proposition de règlement portant création du Corps volontaire européen d'aide humanitaire (EU Aid volunteers).

Au début de la préparation de mon rapport, j'ai eu la chance de rencontrer à Bruxelles des volontaires de l'UE d'un projet pilote coordonné par la Croix-Rouge, revenant de leur déploiement sur le terrain. Leurs témoignages m'ont été très utiles dans l'élaboration de mon rapport.

La solidarité constitue une valeur fondamentale de l'Union et le volontariat est une expression concrète et visible de cette solidarité.

L'objectif de cette initiative est de contribuer au renforcement de la capacité de l'Union à répondre aux crises humanitaires.

Je pense que cette initiative contribue également à l'idée de citoyenneté européenne.

J'attache une importance au rôle que peuvent jouer les volontaires dans la réduction des risques de catastrophes et le renforcement du lien entre urgence, réhabilitation et développement.

Les volontaires de l'aide de l'UE doivent apporter une plus-value réelle à l'action de l'UE, aux organisations hôtes et aux communautés locales, et le déploiement doit être basé sur les besoins identifiés sur le terrain.

Il est donc essentiel que les volontaires soient identifiés et sélectionnés sur la base de compétences et de savoir-spécifiques, en respectant une diversité de profils chez les jeunes et experts. Leurs rôles doivent être clairement définis.

J'attache également une importance à la valorisation de l'expérience et la reconnaissance de l'engagement du volontaire. Les volontaires, à l'issue de leur premier déploiement, doivent être reconnus comme volontaires certifiés de l'UE.

Bien sûr, l'efficacité de cette initiative et de l'aide humanitaire de l'UE est primordiale mais il faut également agir en termes de visibilité. Communiquer auprès des citoyens européens et des bénéficiaires est essentiel.

Vous, volontaires humanitaires ayant participé aux différents projets pilotes aviez acquis, j'en suis sûr, une expérience et des compétences inestimables en venant en aide aux populations qui en ont le plus besoin. Je me réjouis d'écouter vos témoignages.

Nous sommes en train de négocier avec le Conseil et la Commission dans le cadre de trilogue afin d'arriver à une position commune sur le contenu de la proposition législative. Je suis très satisfaite que nous soyons sur la même longueur d'onde.

Des mesures de mise en œuvre de cette proposition de règlement seront élaborées par la Commission, notamment concernant le dispositif de certification des organisations d'envoi et d'accueil, l'identification, la sélection, l'élaboration du programme de formation et la définition d'indicateurs des progrès accomplis dans la réalisation des objectifs opérationnels notamment.

Le Parlement européen sera pleinement impliqué dans ce processus. Je vous invite donc à échanger avec nous sur vos expériences et nous faire part de vos critiques constructives que ce soit les volontaires ou les partenaires humanitaires présents.

Je suis vraiment très heureuse que nous ayons pu organiser cette rencontre.

Soyez les bienvenues.

Je vous remercie.

Rolandas Kriščiūnas, Vice-Minister for Foreign Affairs of the Republic of Lithuania

Commissionner, Madame le Rapporteur, ladies and gentlemen

We are very close to making a firm step forward in promoting European aid volunteering. I am certain the EU Aid Volunteers Initiative will become much more than just a latest welcome addition to the European Union's humanitarian aid programme.

It will strengthen the EU's ability to respond effectively to crises, will help to make the Union's humanitarian activities better known in Europe and beyond.

The Union's Member States are committed to this initiative. Ministers and officials have put in a lot of effort to ensure that the Regulation, which will provide the legal basis for the European Voluntary Humanitarian Aid Corps, is a thorough piece of work.

I am very pleased to pay a particular tribute to the work of the Irish Presidency in finalizing the Council's proposal.

Our aim has been to put together a document that is practical, rational and realistic. We want to ensure that the funding which is allocated to this initiative is spent in the best way possible, adopting a needs-based approach. We want to build on existing assets and avoid unnecessary duplication.

The Commission has done a great job in launching the pilot programme and preparing the draft Regulation. The European Parliament has also adopted a very positive approach, and we look forward to a constructive dialogue over the next couple of months.

It is my sincere hope that the text of the Regulation will be finalized during the course of the Lithuanian Presidency. Today's Conference is particularly timely. There are a number of operational issues which still need to be resolved. We hope the experience from the pilot projects will provide a valuable guide.

It is vital that we help countries to build their own capacity to handle crises, strengthen their resilience and coping mechanisms, so that they can take over the role of the volunteers themselves. I am glad to see this is one of the items on today's agenda.

As with all development interventions, we also have to try to assess the impact of the volunteers' contributions. This can be a particular challenge in emergency situations, where there are so many other urgent priorities. I hope that today's discussions can identify some useful ways of measuring impact that don't place extra burdens on hard-pressed relief workers.

For some smaller member states, where national volunteering structures are not well developed, this initiative provides an opportunity to make a greater contribution to humanitarian aid work. But this will require positive efforts from members to plug into the system. Lithuania is ready to do this.

I am certain all of you will engage constructively in the discussions and will share your experience so that we end up with a European Voluntary Humanitarian Aid Corps which can respond to real needs in an effective way.

Thank you for your kind attentions.

ANNEX 5 – List of Conference participants

- 1. Abele Mirdza**
EU Aid Volunteer Latvia
- 2. Agius Alfred**
Ministry for Foreign Affairs Malta
- 3. Arvo Johanna**
EU Aid Volunteer Finland
- 4. Atkins John**
EACEA Belgium
- 5. Aurore Druel-Urset**
SVI Belgium
- 6. Autio Sari**
EU Aid Volunteer Finland
- 7. Badan Oana**
Council of the Europe
- 8. Balner Arnaud**
Foreign Affairs France
- 9. Baraldi Valentina**
La Guilde ONG France
- 10. Basadonne Federica**
EU Aid Volunteer Italy
- 11. Bastid Eudes**
ADICE France
- 12. Batres Rodriguez Jim**
Red Cross Costa Rica
- 13. Battin Guillaume**
Radio France France
- 14. Becirevic Ead**
Red Cross Croatia
- 15. Becker Annika**
EU Aid Volunteer Germany
- 16. Berchtold Etienne**
Austrian Permanent Representation
- 17. Bergh Suzan**
CSD The Netherlands
- 18. Bettighofer Simon**
EU Aid Volunteer Germany
- 19. Bickler Deborah**
Save the Children United Kingdom
- 20. Bird Margaret**
VOICE Belgium
- 21. Björn Agnes**
EU Aid Volunteer Sweden
- 22. Boiteux Pilna Gabriela**
Permanent Representation of Czech Republic
- 23. Borel Sophie**
Network on Humanitarian Action
- 24. Bosioc Daniela**
CEV-European Volunteer Centre
- 26. Bouachria Anissa**
EU Aid Volunteer France
- 27. Burchert Christoph**
EU Aid Volunteer Germany
- 28. Burger Katharina**
EU Aid Volunteer Germany
- 29. Buxton Prudence**
UK Government
- 30. Buzkova Pavlina**
EU Aid Volunteer Czech Republic
- 31. Caceres Villalba Leandro Jose**
EU Aid Volunteer Paraguay
- 32. Calis Harriet**
Save the Children United Kingdom
- 33. Cheretakis Christos**
RP Greece
- 34. Chrastinová Anna**
EU Aid Volunteer Czech Republic
- 35. Civico Gabriella**
CEV Belgium
- 36. Clark Ian**
European Commission
- 37. Clarke Roger**
Lithuanian MFA United Kingdom
- 38. Conradsson Ulrika**
European Commission
- 39. Cowan Leah**
EU Aid Volunteer United Kingdom
- 40. Crespel Jean-Christophe**
The European Guild France
- 41. Criddle Ingrid**
EU Aid Volunteer United Kingdom
- 42. Csiszar Veronika**
Permanent Representation of Hungary to the EU
- 43. Culhaci Arzu**
EU Aid Volunteer Germany
- 44. Dalsgaard Katie**
VSO Belgium
- 45. Dalton-Hopwood Lindsay**
British Red Cross United Kingdom
- 46. Dambeti Assania**
EU Aid Volunteer Republic Central Africa
- 47. Davidson Linda**
EU Aid Volunteer United Kingdom
- 48. De Hanscutter Pierre**
Service Volontaire International
- 49. Derio Jonathan**
Red Cross EU Office

- 50. Di Blasio Primo**
Focsiv Italy
- 51. Dimitroff Maja**
Red Cross Germany
- 52. Donati Enrico**
EU Aid Volunteer Italy
- 53. Drury Heather**
Save the Children United Kingdom
- 54. Elvekjaer Lisbet Maegaard**
Red Cross Denmark
- 55. Ennis Nicola**
MFA Ireland
- 56. Esteban Bárbara**
European Commission
- 57. Faber Ruth**
EU-CORD Belgium
- 58. Falzone Isabelle**
EU Aid Volunteer Germany
- 59. Feldhausen Julia**
EU Aid Volunteer Germany
- 60. Filaferro Alberta**
Save the Children Belgium
- 61. Filippini Samuele**
Associazione Comunità Papa Giovanni XXIII Italy
- 62. Fink-Hooijer Florika**
European Commission
- 63. Fornzler Karen**
UN Volunteers Germany
- 64. Fuster Figuerola Elba**
Acció - Competitiveness for Catalonia Spain
- 65. Gabrici Laura**
AVSI Belgium
- 66. Gajdikova Ilona**
EU Aid Volunteer Czech Republic
- 67. Gallo Flaminia**
Red cross EU Office
- 68. Genovese Iolanda**
EU Aid Volunteer Italy
- 69. Georgieva Kristalina**
European Commissioner
- 70. Gerondal Philippe**
Lions Clubs International
- 71. Ghierga Ramona**
Permanent Representation of Romania to the EU
- 72. Godeaux Helene**
FAO
- 73. Goodhand Michael**
Red Cross United Kingdom
- 74. Green Markus**
EU Aid Volunteer Sweden
- 75. Grootscholten Judith**
ICCO The Netherlands
- 76. Guerdjita Nanhas**
EU Aid Volunteer Chad
- 77. Guerin Morgane**
EU Aid Volunteer France
- 78. Guimarães Sérgio**
Camões, IP Portugal
- 79. Haapaniemi Veera**
OCHA
- 80. Hansmann Michael**
Diakonie Katastrophenhilfe Germany
- 81. Haxhaj Isuf**
EU Aid Volunteer Kosovo
- 82. Hazeldine Shaun**
Red Cross Switzerland
- 83. Heger Timo-Christian**
EU Aid Volunteer Germany
- 84. Held Markus**
European Commission
- 85. Hill Philippa**
EU Aid Volunteer United Kingdom
- 86. Hjalmarsson Stina**
MSB Sweden
- 87. Hoegemann Frank**
Council Secretariat
- 88. Hofmann Sarah**
EU Aid Volunteer Germany
- 89. Honkanen Jenni**
EU Aid Volunteer Finland
- 90. Huerta Garcia Esther**
European Commission
- 91. Hughes Peter**
European Commission
- 92. Ilieva Stana**
Red Cross Bulgaria
- 93. Imperiali Olimpia**
European Commission Italy
- 94. Jörres Frank**
German Red Cross Germany
- 95. Jurriens Jeroen**
ICCO & Kerk in Actie The Netherlands
- 96. Kakimon Hannington**
EU Aid Volunteer Kenya
- 97. Kari Susanna**
EU Aid Volunteer Finland
- 98. Khan Irfan Hayat**
Muslim Hands United Kingdom
- 99. Klimeš Miroslav**
EU Aid Volunteer Czech Republic
- 100. Klingberg Mariann**
European Commission
- 101. Koeleman Margrita Maria**
Ministry of Foreign Affairs The Netherlands

- 102. Koggel Heidi**
VSO The Netherlands
- 103. Kohlova Lenka**
EU Aid Volunteer Czech Republic
- 104. Krišciunas Rolandas**
Ministry of Foreign Affairs Lithuania
- 105. Kucharski Duran Marta**
European Commission
- 106. Kuen Laura-Davina**
United Nations Office for Project Services
- 107. Kunze Michael**
GERMAX Gerli GmbH Germany
- 108. Kusserow Christian**
EU Aid Volunteer Germany
- 109. Lahr Juriaan Ruben**
Red Cross The Netherlands
- 110. Lamesch Max**
Ministry of Foreign Affairs Luxembourg
- 111. Langer Johannes**
EU Aid Volunteer Austria
- 112. Larrea Ainhoa**
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- 113. Le Poul Lénaïk**
France Volontaires
- 114. Leone Alessandro**
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- 115. Lercel Bartosz**
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- 116. Lesi Maria Chiara**
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- 117. Loma Commandos Marino**
EU Aid Volunteer Sudan
- 118. Lombarts Violeta**
Red Cross EU Office Belgium
- 119. Lopez Maria**
Noha Spain
- 120. Lopez Echevarria Maria**
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- 121. Lorca Delphine**
Bioforce Instit France
- 122. Loro Silvia**
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- 123. Loukili Nabila**
EU Aid Volunteer France
- 124. Louvigny Marine**
EU Aid Volunteer France
- 125. Mabior Mading Micheal**
Save the Children Sudan
- 126. Markulin Ana**
EU Aid Volunteer Croatia
- 127. Matosic Raimund**
EU Aid Volunteer Germany
- 128. Mbairo Pascal**
EU Aid Volunteer Chad
- 129. McCormack Daniel**
Johanniter International
- 130. Mikulan Janja**
EU Aid Volunteer Slovenia
- 131. Millan Cristina**
EU Aid Volunteer Spain
- 132. Mincheva Yordanka**
European Commission
- 133. Moon Benjamin**
EU Aid Volunteer United Kingdom
- 134. MOREAU Christophe**
Red Cross France
- 135. Morgado Carolina**
VOICE Belgium
- 136. Moutschen Kristin**
European Parliament
- 137. Napier Johnathan**
VSO United Kingdom
- 138. Ndiokubwayo Desire**
EU Aid Volunteer Burundi
- 139. Nusrat Raja Arslan**
Muslim Hands United Kingdom
- 140. Obermaier Svea**
THW Germany
- 141. O'Connell Olivia**
Save the Children Belgium
- 142. Olivieri Federica**
Associazione Comunità Papa Giovanni XXIII Italy
- 143. Orosz Tamás**
Ministry of Foreign Affairs Hungary
- 144. Österinen Kaisu**
EU Aid Volunteer Finland
- 145. Papa Daniele**
Associazione Comunità Papa Giovanni XXIII Italy
- 146. Paris Kadri**
European Parliament
- 147. Perez María Jesús**
CODESPA Spain
- 148. Phillips Johanna**
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- 149. Piaskowska Olga**
Ministry of Foreign Affairs Poland
- 150. Piazza-Georgi Georgina Barbara**
Hungarian Charity Service of the Order of Malta Hungary
- 151. Piccinelli Stefania**
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- 152. Potter Jonathan**
People In Aid United Kingdom
- 153. Poyatos Juan**
European Volunteer Center Spain

- 154. Prop Leon**
Red Cross EU Office
- 155. Pugliese Flavia**
International Federation of Red Cross Hungary
- 156. Ramusga Lara**
Camões, IP Portugal
- 157. Rashkova Adelina**
EU Aid Volunteer Bulgaria
- 158. Reynolds William**
EU Aid Volunteer United Kingdom
- 159. Reynolds Merja**
EU Aid Volunteer Finland
- 160. Riemer Jan Wesarg**
Danida Denmark
- 161. Rijper Alexandra**
EU Aid Volunteer The Netherlands
- 162. Roselli Cecilia**
Save the Children Belgium
- 163. Ruseva Desislava**
EU Aid Volunteer Bulgaria
- 164. Schievink Pia**
IN VIA Köln e.V. Germany
- 165. Schuit Anne**
EU Aid Volunteer The Netherlands
- 166. Silvestri Valeria**
Civil Protection Italy
- 167. Simon Anne**
European Commission
- 168. Skoula Vasiliki**
International Organisation for Migration
- 169. Skubalova Jana**
Diaconia of the ECCB Czech Republic
- 170. Sole Llort Mireia**
Government of Catalonia - Delegation to the EU
- 171. Soryte Rosita**
Ministry of Foreign Affairs Lithuania
- 172. Straimer Clara**
EU Aid Volunteer Germany
- 173. Struhova Katerina**
EU Aid Volunteer Czech Republic
- 174. Teiskonlahti Outi**
European Parliament
- 175. Ten Broeke Gerrit**
EU Aid Volunteer The Netherlands
- 176. Theys Marie-Paule**
European Commission
- 177. Tikkanen Hanna-Leena**
Red Cross Finland
- 178. Torehall Pauline**
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- 179. Trevisson Coppe Giulia**
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- 180. Turay Abdul Aziz**
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- 181. Tusiewicz Katarzyna**
EU Aid Volunteer Poland
- 182. Uhlenbrock Nils**
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- 183. Ulicna Daniela**
ICF-GHK
- 184. Val Flynn Anthony**
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- 185. Vallina Gonzalez Belen**
EU Aid Volunteer Spain
- 186. Van den Berge Cornelis Niels**
EU Aid Volunteer The Netherlands
- 187. Van der Veen Maarten**
Netherlands Red Cross The Netherlands
- 188. Van der Wal Caroline**
EU Aid Volunteer The Netherlands
- 189. Van Gorp Jeremy**
European Parliament
- 190. Van Heijst Elsa**
EU Aid Volunteer The Netherlands
- 191. Vatta Robert**
EU Aid Volunteer Croatia
- 192. Velasco Victor M.**
Solidaridad Internacional Spain
- 193. Visser Laurie**
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- 194. Vizcaino Callejón Maria Teresa**
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- 195. Von Brauchitsch Caroline**
EU Aid Volunteer Germany
- 196. Vredeveld Gertrude**
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- 197. Vyncke Jorieke**
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- 198. Wallenius Taru Jenni Anneli**
EU Aid Volunteer Finland
- 199. Wallmeier Edith**
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- 200. Ward Robin John**
EU Aid Volunteer United Kingdom
- 201. Willemen Caroline**
International Organisation for Migration
- 202. Wilson Thomas**
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- 203. Zakov Martin**
EU Aid Volunteer Bulgaria
- 204. Zangl Guillaume**
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- 205. Ziehm Holger**
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206. Zimmer Lena
NOHA Alumni Committee
207. Zimmermann Stephan
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208. De Jong Laura
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209. Kolev Kaloyan
210. Bogdeva Martina
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211. Yassin Mohamed
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212. Pietzsch Patrick
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213. McCourt Ruth
European Movement Ireland Ireland
214. Eshetu Sirak
JRS and JC HEM Kenya
215. Bacopoulou Efie
Ministry of Foreign Affairs Greece

216. Alarcon Oscar
Council of Europe
217. Cogitore Colin
Movimiento por la Paz MPDL Belgium
218. Häikiö Kristiina
Ministry of Foreign Affairs Finland
219. Fiestas Tejada Oscar
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220. Bourgeois Marie France
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221. Isa Fuad
Unaited hazlla Israel
222. Velázquez Ana
Red Cross Spain
223. Gkini Maria
Kisharon United Kingdom
224. Lange Carsten
Red Cross Germany