



GETTING
INVOLVED

EU Aid Volunteers

We Care, We Act



EU AID VOLUNTEERS INITIATIVE

GUIDELINES FOR
LOCAL ORGANISATIONS

CREDITS

EU AID VOLUNTEERS – GETTING INVOLVED: maximize the capacity of hosting organizations to be involved in and prepared for the EU Aid Volunteers initiative, n. 2014 – 3392 / 005 - 001



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Today's world is facing several new and old humanitarian challenges. An unprecedented 65.3 million people around the world have been forced from home, among them 21.3 million are refugees. Armed conflicts and persecutions are the main reason for displacement but climate change is an increasing cause of population flow, life loss and human suffering. Since 2009, an estimated one person every second has been displaced by disaster, with over 22.5 million people displaced by climate or weather-related events.

The Earth's climate is changing at a rate that has exceeded most scientific forecasts. Many families and communities are already suffering the consequences of natural disasters and the effects of climate change, being forced to leave their homes in search of a new beginning.

Humanitarian response, as well as disaster risk reduction, linking relief rehabilitation development and resilience building are not only of paramount importance for alleviating human suffering in the present and in the future, but are a global matter of concern for everybody.

This is a booklet about humanity, solidarity, European citizenship and humanitarian volunteers. The EU Aid Volunteers initiative brings together volunteers and organisations from different countries, providing practical support to humanitarian aid projects and contributing to strengthening the local capacity and resilience of disaster-affected communities.






Volunteering can represent a unique experience, and sometimes can even change someone's life. This is quite well known and widely recognised. What is less evident is that volunteers are an added value for the hosting organisations and the society as a whole. And, on the other hand, the importance of organisations and local communities, ready to host volunteers in order to make this experience an opportunity for everyone. The present tool is specifically addressed to organisations in EU partner countries, active in the humanitarian field, willing to host well trained and prepared EU Aid Volunteers. It is designed as a means to help organisations be certified and host volunteers. Starting from humanitarian principles, to EU Regulation and volunteer management, you will find all you need on how to get certified as hosting organisation and provide humanitarian support to populations in need, as well as how to support local communities in strengthening their resilience capacity through the EU Aid Volunteers Initiative.






Dina Taddia

President of GVC

November 2016

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INTRODUCTION

What is the European Union Aid Volunteers Initiative?

The European Union (EU) Aid Volunteers Initiative focuses on strengthening the European Union's capacity to deliver needs-based humanitarian aid by engaging European citizens and long-term residents, from a wide range of backgrounds and with a diversity of skills and professional experience, to get involved in humanitarian aid projects, support the provision of needs-based humanitarian aid and engage in volunteering opportunities, through deployment and online-volunteering.

This publication is a document designed to support sending and hosting organisations in the various aspects related to their participation to the EU Aid Volunteers Initiative. These guidelines cover the key aspects of the EU Aid Volunteers Initiative, the management of volunteers and tools to build the capacity and resilience of local communities affected by disasters. For this reason, it can be useful for those organisations that are still engaged in the certification process.

What you will find in this publication

This document is conceived as a toolkit providing guidance on 10 topics/tools ranging from humanitarian principles to the competence framework and visibility guidelines. Each tool contains a brief explanation of the subject matter, reference to EU guidelines, reference documents for the implementation of the EUAV Initiative and, in some cases, checklists designed to practically guide and support organisations in the daily implementation of activities.

How to use this toolkit

This toolkit is designed to tailor different levels of knowledge, from basic to advanced. Users with basic knowledge can use individual tools to acquire brief basic information on the subject matter. Users with a more advanced level of knowledge can use the tools as a reference document for recent updates on a subject and to find further sources of information on a specific topic. In fact, each tool also contains references to further readings and material that can be consulted when in need of more detailed information. The list of references includes all the documents referenced in the tools and an indication of where to access them.

Tools 3b, 3c, 4 and 5 contain checklists that you can use to identify in which EU Regulation and Article you can find detailed information or to verify who is responsible for a certain activity.



1. HUMANITARIAN PRINCIPLES

Humanitarian principles are rooted in international humanitarian law¹. In a more narrow sense, they are the principles devised to guide the work of humanitarian actors². These principles are widely recognised as:

- **Humanity** meaning that human suffering must be addressed wherever it is found, with particular attention to the most vulnerable.
- **Neutrality** meaning that humanitarian aid must not favour any side in an armed conflict or other dispute.
- **Impartiality** meaning that humanitarian aid must be provided solely on the basis of need, without discrimination.
- **Independence** meaning the autonomy of humanitarian objectives from political, economic, military or other objectives.

These principles are based on the 1949 Fourth Geneva Convention relative to the Protection of Civilians in Time of War, and the 1977 and 2005 Additional Protocols. All UN Member States have committed to them by ratifying the Geneva Conventions of 1949³.

Humanitarian principles are formally enshrined in two General Assembly resolutions. The first three principles (humanity, neutrality and impartiality) are endorsed in General Assembly Resolution 46/182, adopted in 1991. General Assembly Reso-

1 - International humanitarian law (IHL) is a set of rules that seeks to limit the effects of armed conflict on civilians. It spells out the responsibilities of states and non-state parties during armed conflict. This law defines basic issues, such as the right to receive humanitarian assistance, protection of civilians, including medical and humanitarian workers, and the protection rights of refugees, prisoners, the wounded and sick. IHL is applicable to humanitarian assistance and protection of civilians and is based on the 1949 Fourth Geneva Convention relative to the Protection of Civilians in Time of War and the 1977 and 2005 Additional Protocols. In addition to treaty law, some obligations have also developed into customary international law, i.e. are based on state practice accepted as law. These include rules on the rapid and unimpeded passage of humanitarian relief and the freedom of movement of humanitarian relief personnel.

2 - Mackintosh, 2000, The Principles of Humanitarian Action in International Humanitarian Law, <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/305.pdf>

3 - DG ECHO, 2015, International Humanitarian Law, http://ec.europa.eu/echo/what/humanitarian-aid/international-humanitarian-law_en

lution 58/114 (2004) added independence as a fourth key principle underlying humanitarian action. The General Assembly has repeatedly reaffirmed the importance of promoting and respecting these principles within the framework of humanitarian assistance⁴.

The EU and Humanitarian Aid

The European Union, together with its Member States, is the world's leading humanitarian aid donor. Aid is provided to the most vulnerable people across more than 80 countries. In 2014, approximately 121 million people affected by natural or man-made disasters or protracted crises received help. In 2014 and 2015 the magnitude of EU committed assistance was in the range of EUR 1.27 billion⁵.

The EU provides needs-based emergency assistance through the instruments of Humanitarian Aid and Civil Protection. This aid is coordinated by the European Commission's European Civil Protection and Humanitarian Aid Operations department (ECHO).

The EU's humanitarian assistance is purely needs-based and goes directly to people in distress, irrespective of their nationality, religion, gender, ethnic origin or political affiliation. The EU acts on the basis of the international humanitarian principles, which are enshrined in the European Consensus on Humanitarian Aid.

The European Consensus on Humanitarian Aid

The European Consensus on Humanitarian Aid⁶ is a key political reference document on the European Union's approach to humanitarian aid. It was signed by the Council, European Parliament and European Commission in 2007.

The Consensus outlines the policy framework for the EU when acting in response to humanitarian crises and indicates the parameters for the EU action (why, how and when).

The document aims at improving the coherence, effectiveness and quality of the EU's humanitarian response. It also reiterates the overarching objectives of humanitarian action: preserving life, preventing and alleviating suffering and helping to maintain human dignity in the face of natural and man-made disasters.

The document indicates that EU countries and institutions agree to work in a coor-

4 - UN OCHA, 2012, OCHA on message: Humanitarian Principles,

https://docs.unocha.org/sites/dms/Documents/OOM-humanitarianprinciples_eng_June12.pdf

5 - DG ECHO, 2016, ECHO Factsheet Humanitarian Aid,

http://ec.europa.eu/echo/files/aid/countries/factsheets/thematic/humanitarian_aid_en.pdf

6 - DG ECHO, 2016, European Consensus on Humanitarian Aid,

http://ec.europa.eu/echo/who/humanitarian-aid-and-civil-protection/european-consensus_en/

minated and complementary manner, and support the overall coordinating role of the United Nations. The document also indicates the action envisaged including preparedness and disaster risk reduction, emergency response, assistance in protracted crises, early recovery and linking to the work of development partners. The Consensus also indicates modalities for the use of civil protection capabilities and military assets in emergency response.

An Action Plan for the Consensus was adopted for the period 2008–2013. The plan was evaluated in 2014, confirming the validity and need to continue this approach. A new Implementation Plan⁷ was finalized in 2015 and indicates three priorities:

- **Upholding humanitarian principles and International Humanitarian Law.** Maintaining a principled approach is regarded as fundamental for reaching populations in need and ensuring that people in need have access to aid. Therefore, the Commission, in coordination with Member States, will continue to better adhere to principled humanitarian action and ensure that their humanitarian action is separate from political, economic, military or other objectives.
- **A stronger needs-based approach.** As humanitarian needs are on the rise and the humanitarian system is increasingly overstretched, it is ever more important to reach those most in need of assistance. Aid effectiveness has therefore become a top concern for the EU and its Member States. Improved evidence based and well informed decisions are key to enhancing the effectiveness, quality and accountability of overall EU humanitarian aid.
- **Enhancing coordination and coherence.** Improved coordination and strengthened policy and operational cooperation between humanitarian, development, climate action and disaster risk management actors, including on resilience is key. This entails regular strategic, policy and operational exchanges, including on joint analysis and planning, prioritising and funding, between all these actors both at EU and at national level.

These three priorities are at the core of the recommendations put forward by the Commission in the 2016 World Humanitarian Summit⁸.

7 - EU Commission, Commission Staff Working Document, 2015, Implementation Plan of the European Consensus on Humanitarian Aid,

http://ec.europa.eu/echo/sites/echo-site/files/2015_Consensus_Implementation_Plan_en.pdf

8 - DG ECHO, 2016, World Humanitarian Summit. ECHO Factsheets,

http://ec.europa.eu/echo/files/aid/countries/factsheets/thematic/whs_en.pdf



2. COMPETENCES

2a • COMPETENCE FRAMEWORK

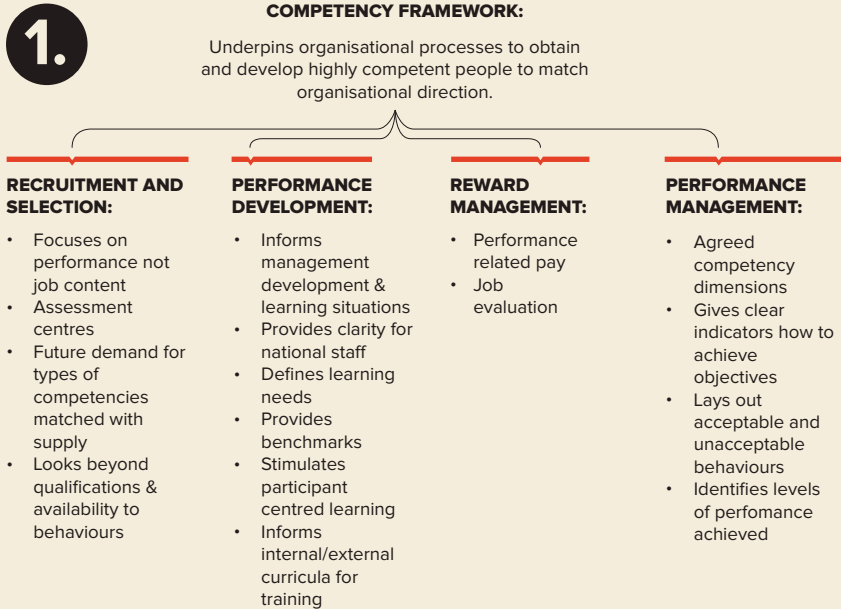
Humanitarian workers operate in highly complex environments where they must deal with a range of challenging situations under extremely high pressure to obtain results. Their effectiveness goes beyond the performance of specific tasks. Selection of the right personnel and appropriate management of the personnel selected are paramount, and it is important for organisations to have appropriate management systems in place. This also applies to selection and management of volunteers. Competence frameworks represent a potentially helpful tool in support of organisations. These frameworks are designed to clarify how people are expected to behave and how they will be held accountable for their behaviour. Increased clarity on these points is expected to improve individual performance and organisational effectiveness¹.

The competence framework is used by EU institutions and applied in various programmes dealing with volunteers, including the EUAV Initiative. As indicated in the EU Commission Delegated Regulation N° 1398/2014², according to the European Reference Framework on Key Competences for Lifelong Learning, competences are defined as a combination of knowledge, skills and attitudes appropriate to the context, allowing EU Aid Volunteers to contribute to the provision of needs-based humanitarian aid.

Competence frameworks outline the competences needed to perform effectively in order to achieve the task and set limits to guide behaviours. These frameworks can be used as a management tool across a range of organisational processes as the following diagram shows.

1 - People In Aid, 2007, Behaviours which lead to effective performance in Humanitarian Response: A review of the use and effectiveness of competency frameworks within the Humanitarian Sector, <http://euhap.eu/upload/2014/06/people-in-aid-behaviours-which-lead-to-effective-performance-in-humanitarian-response-2007.pdf>

2 - EU Commission Delegated Regulation N° 1398/2014 of 24 October 2014, <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32014R1398&from=EN>

Figure 1. Competency Based People Management ³

EU Commission Delegated Regulation N° 1398/2014 clearly indicates that the competence framework to be used for the EU Aid Volunteers Initiative shall have three dimensions: (a) transversal competences, (b) specific competences, and (c) technical competences. These are defined as follows: “*transversal competences*” are competences required in many sectors of volunteering and employment and which are not specific to humanitarian aid⁴; “*specific competences*” are competences required for the EU Aid Volunteers Initiative and humanitarian aid more widely; “*technical competences*” are competences resulting from specialized knowledge relevant in

3 - People In Aid, 2007, Behaviours which lead to effective performance in Humanitarian Response: A review of the use and effectiveness of competency frameworks within the Humanitarian Sector, <http://euhap.eu/upload/2014/06/people-in-aid-behaviours-which-lead-to-effective-performance-in-humanitarian-response-2007.pdf>

4 - EU Commission Delegated Regulation N° 1398/2014 of 24 October 2014, <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32014R1398&from=EN>

the context of humanitarian aid.

EU Commission Delegated Regulation N° 1398/2014 also indicates that the competence framework shall be tailored to: (a) junior professionals, in particular recent graduates with less than five years' professional experience and less than five years' experience in humanitarian action; and (b) senior professionals with five or more years' professional experience in positions of responsibility or expert positions. The competence framework shall both promote the continuous process of personal development that EU Aid Volunteers go through during the different stages of their participation in the Initiative and shall measure their progress.

EU Commission Delegated Regulation N° 1398/2014 indicates that organisations should have a learning and development plan stating the learning outcomes⁵ that EU Aid Volunteers are expected to achieve and shall provide information about the EU Aid Volunteers' expected competences, learning needs and achievements over the different stages of their participation in the EU Aid Volunteers Initiative.

The following information shall be included in the learning and development plan:

- 1.** Basic information about the EU Aid Volunteer;
- 2.** Basic information about the volunteer placement and a description of the tasks to be carried out;
- 3.** The competences set out in the competence framework, and an assessment of the volunteer's performance and learning outcomes according to these;
- 4.** Learning needs and planned development activities, where relevant;
- 5.** Courses attended during the training or placement; and
- 6.** Any other relevant information.

The use of the different elements of the learning and development plan shall depend on the EU Aid Volunteer's individual needs and aspirations and shall be regularly updated, including at the following stages: selection; training, including apprenticeship placement, where relevant; deployment; post-deployment debrief, where relevant.

EU Commission Delegated Regulation N° 1398/2014 provides a list of competences for the EU Aid Volunteers Initiative (See Chapter 2b).

5 - Learning outcomes as defined in the European Qualifications Framework "are statements of what a learner knows, understands and is able to do on completion of a learning process. They are expressed in terms of knowledge, skills and competences". EU Commission Delegated Regulation N° 1398/2014, Article 2.

2B • LIST OF COMPETENCES¹

The list of competences indicated below are taken from the EU Commission Delegated Regulation N° 1398/2014, indicating the competences for the EUAV Initiative. Please note that this is a non-exhaustive list.

Competence Framework

Transversal competences required in many sectors of volunteering and employment and which are not specific to the field of humanitarian aid

1. Developing and maintaining collaborative relationships

1.1 - Working with others: being capable of adapting to different working environments; contributing proactively to achieving the objectives of the team; taking constructive action to resolve any conflicts which may arise.

1.2 - Communication: communicating effectively with other members of the team and with others outside the team; using a range of means of communication adapted to the local context and the situation.

2. Volunteering mind-set: finding voluntary work rewarding; having an understanding of the concepts of volunteering and active citizenship and their role in society; being committed to the tasks and carrying them out to the best of each person's ability.

3. Managing oneself in a pressured and changing environment

3.1 - Self-awareness and resilience: being capable of coping with stress and overcoming difficulties; being able to adapt to living conditions where resources are very limited and the level of comfort is very low; adapting calmly and reacting constructively to changing situations and constraints; being aware of personal strengths and limitations.

3.2 - Autonomy: organising the activities at the workplace and during leisure time autonomously; recognising the limitations of his or her responsibilities and reporting to a senior responsible person(s) where appropriate.

3.3 - Managing one's own expectations: having a realistic understanding of the personal contribution to the organisation.

3.4 - Inter-cultural awareness: avoiding cultural stereotypes; being open to embrace cultural differences; respecting other cultures and paying attention to non-verbal communication in a multi-cultural context; demonstrating empathy and sensitivity.

1 - The list is taken from EU Commission Delegated Regulation N° 1398/2014 of 24 October 2014, <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32014R1398&from=EN>

4. Demonstrating leadership: motivating other members of the team for the task; empowering people to take responsibility within the scope of their actions; providing feedbacks and recognising the contribution made by others; taking decisions that reflect the level of risk entailed by an action relative to its urgency.

5. Achieving results

5.1 - Achieving and communicating the immediate results of the action and the progress made in terms of capacity building: demonstrating a proactive attitude; identifying critical improvements needed to ensure the sustainability of results; communicating results effectively; looking for solutions; taking action to resolve any conflicts which may arise. If with a particular role in capacity building: knowing and applying diverse methods of building organisational capacity in circumstances where resources are limited; knowing and applying methods for assessing needs.

5.2 - Accountability: focusing on delivering results on time; seeking feedback and taking action based on feedback received.

Technical competences resulting from specialist knowledge relevant in the context of humanitarian aid

EU Aid Volunteers may have competences in the following fields (non-exhaustive list): finance and accounting; legal affairs; project management and administration; communication; logistics and transport; human resources management and learning; organisational development and capacity building; water and sanitation; food, nutrition and health; refugees and internally displaced persons; gender issues; child protection; linking relief, rehabilitation and development; disaster risk management; resilience building; risk and vulnerability assessment; climate change adaptation; awareness-raising and education; community-based development; disaster preparedness and contingency response; medical and paramedical services; engineering; volunteer management.



3. RULES AND REGULATIONS

3a • EU RULES AND REGULATIONS APPLICABLE TO EU AID VOLUNTEERS

A number of EU Rules and Regulations apply to volunteers participating in the EU Aid Initiative. Below is a list of the basic acts available on the EU Aid Volunteers Platform¹ and a brief summary of their content:

1. EU Regulation N° 375/2014 of the European Parliament and of the Council² of 3 April 2014 establishes the European Voluntary Humanitarian Aid Corps (“EU Aid Volunteers Initiative”). This Regulation lays down the rules and procedures for the operation of the EU Aid Volunteers Initiative and for the provision of financial assistance. The Regulation applies to: a) selection, training and deployment of EU Aid Volunteers, b) actions that support, promote and prepare the deployment of EU Aid Volunteers, c) actions inside and outside the Union aimed at building the hosting organisations’ capacity to receive humanitarian aid in third countries.

The following articles are particularly important for the hosting organisation: Article 5 defines the general principles of the Initiative; Article 7 sets out operational objectives; Article 9 sets standards and procedures; Article 11 indicates procedures for identification and selection of volunteers. Article 14 specifies the procedures for deployment of volunteers in third countries and in particular indicates that: deployments shall meet the real needs expressed at local level by the hosting organisations; certified sending organisations shall ensure compliance with the standards and procedures referred to in Article 9 and states that EU Aid Volunteers shall not be deployed to operations conducted in the theatre of international and non-international armed conflicts; certified sending organisations shall inform the relevant national authorities of Member States and other participating countries in accordance with Article 23, before one of their citizens is deployed as an EU Aid Volunteer in accordance with the standards and procedures referred to in Article 9; the specific terms of deployment and the role of EU Aid Volunteers shall be set out, in close consultation with the hosting organisations, in a contract between the sending organisations and EU Aid Volunteers, including the rights and obligations, the

1 - EU Aid Volunteers, Find out more, http://ec.europa.eu/echo/what/humanitarian-aid/eu-aid-volunteers_en

2 - EU Regulation N° 375/2014 of 3 April 2014, <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32014R0375&from=EN>

duration and location of deployment and the tasks of EU Aid Volunteers; each EU Aid Volunteer shall have a designated mentor from the hosting organisation to supervise and support the EU Aid Volunteer during deployment.

2. EU Commission Implementing Regulation N° 1244/2014³ of 20 November 2014 laying down the rules for the implementation of the EU Regulation N° 375/2014 of the European Parliament and of the Council establishes the European Voluntary Humanitarian Aid Corps (“EU Aid Volunteers Initiative”).

This Regulation establishes rules to implement the Regulation (EU) N° 375/2014 as regards the following matters: a) procedures to be followed for the identification, selection and necessary pre-deployment preparation of candidate volunteers; b) training programme and the procedure for assessing the candidate volunteers’ readiness to be deployed; c) deployment and management of EU Aid Volunteers in third countries (including supervision in the field, coaching, mentoring, additional training, necessary working conditions, post-deployment support); d) provision of insurance coverage and living conditions of volunteers including the coverage of subsistence, accommodation, travel and other relevant expenses; e) procedures to be followed before, during and after deployment to ensure duty of care and appropriate safety and security measures, including medical evacuation protocols and security plans that cover emergency evacuation from third countries, including the necessary procedures for liaison with national authorities; f) procedures for monitoring and assessing the individual performance of EU Aid Volunteers; g) a certification mechanism ensuring that sending organisations comply with the standards and procedures referred to in Article 9 of Regulation (EU) N° 375/2014, and a differentiated certification mechanism for hosting organisations.

3. EU Commission Delegated Regulation N° 1398/2014⁴ of 24 October 2014 laying down standards regarding candidate volunteers and EU Aid Volunteers.

This Regulation lays down standards regarding candidate volunteers and EU Aid Volunteers with respect to the following matters: a) a competence framework used for the identification, selection and preparation of volunteers as junior or senior professionals; b) provisions to ensure equal opportunities and non-discrimination in the identification and selection process; c) provisions to ensure compliance of sending and hosting organisations with relevant national and Union law and law of the hosting country; d) standards governing the partnerships between sending and hosting organisations; and e) provisions for recognition of the skills and competences acquired by EU Aid Volunteers, in line with existing relevant Union Initiatives.

3 - EU Commission Implementing Regulation N° 1244/2014 of 20 November 2014, <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32014R1244&from=EN>

4 - EU Commission Delegated Regulation N° 1398/2014 of 24 October 2014, <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32014R1398&from=EN>

3B • EU REGULATIONS TABLE

EU REGULATIONS' GUIDANCE FOR SELECTION, DEPLOYMENT AND MANAGEMENT OF VOLUNTEERS	EU Regulation N° 375/2014	EU Commission Implementing Regulation N° 1244/2014	EU Commission Delegated Regulation N° 1398/2014
Identification, selection and pre-deployment preparation of volunteers.	Art. 11	Art. 3, 4	Art. 23
Provisions to ensure equal opportunities and non-discrimination in the identification and selection process.	Art. 9	Art. 3	Art. 11, 12
Deployment and management of EU Aid Volunteers in third countries.	Art. 9	Art. 16, 18	Art. 14, 23
Provision of insurance coverage and living conditions of volunteers including the coverage of subsistence, accommodation, travel and other relevant expenses.		Art. 24, 25, 26, 27	Art. 13
Procedures to be followed before, during and after deployment to ensure duty of care and appropriate safety and security measures, including medical evacuation protocols and security plans that cover emergency evacuation from third countries, including the necessary procedures for liaison with national authorities.	Art. 9	Art. 28 Annex I	Art. 17
A competence framework used for the identification, selection and preparation of volunteers as junior or senior professionals.	Art. 9	Art. 2, 6, 9, Annex I	Art. 3, Annex I
Provisions to ensure compliance of sending and hosting organisations with relevant national and Union law and law of the hosting country.	Art. 9		Art. 13, 14, 15
Standards governing the partnerships between sending and hosting organisations.	Art. 9		Art. 8, 9, 10
Integrity, code of conducts, safeguards.			Art. 17, 18



3c • APPLICABLE NATIONAL REGULATIONS AND STANDARDS

This tool is a simple checklist that can be used to identify areas for compliance with National and EU Regulations. The table below can be used to check what national rules and legislation apply to a certain area and how they compare with the EU standards indicated below.

	EU STANDARD
Working hours	Regular working hours shall not exceed 40 hours per week on average, calculated over a four-month period. Overtime and emergency work hours shall be negotiated with the EU Aid Volunteer, taking account of their psychological and physical well-being. Overtime, emergency working hours and rest shall comply with minimum requirements provided for in EU Directive 2003/88/EC(1) and relevant national law. ¹
Leave allowance	International staff standard and not less than 2 days per month. ²
Standards for Safe and Healthy working conditions	The following indicators for safe and healthy working and living conditions shall be used: (a) mapping of diseases prevalent in the area (water-, mosquito-, human-borne, seasonal, etc.), including the level of likelihood and impacts; (b) availability and accessibility of first-aid support, fire wardens and services, medical facilities and professionals; (c) the level of maintenance for all locations; availability of electricity points, lighting, ventilation, sanitation and hygiene facilities; (d) the level of vehicle maintenance, regular inspection and servicing, appropriate equipment (such as radio, first- aid kit, seat belts, water, blanket); (e) availability and quality of desk space, chairs, computer equipment; (f) provisions for leave and working hours; access to recreational activities and sports facilities, libraries, markets, etc.; degree of remoteness; access to private space, religious buildings; and (g) health-and-safety incident reporting mechanisms and monitoring. ³

1 - EU Directive 2003/88/EC of the European Parliament and of the Council, <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32003L0088&from=en>

2 - EU Commission Implementing Regulation N° 1244/2014 of 20 November 2014, <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32014R1244&from=EN>

3 - EU Commission Implementing Regulation (EU) N° 1244/2014 of 20 November 2014

Security management and evacuation plan	<p>The security management and evacuation plan shall include at the least the following: (a) information on the crisis management officer/team in the sending organisation and relevant contact details to be shared with the hosting organisation and the EU Aid Volunteer; (b) the organisational chart of any staff holding responsibilities for security risk management in both the sending and the hosting organisation, including current contact details; (c) clear procedures, roles and responsibilities in the event of an emergency; (d) a security incident reporting mechanism for the sending and hosting organisations; (e) an evacuation plan; (f) provisions for medical evacuation in line with the provisions for insurance referred to in Article 24; (g) context-specific information, guidelines and rules provided by the hosting organisation; (h) a mechanism for regular review by the sending organisation, with updates provided by the hosting organisation; (i) scenario planning organised by the sending organisation with the hosting organisation to assess potential security situations and test the security management and evacuation plan; where possible, drill exercises shall be organised in order to ensure smooth cooperation between the sending and hosting organisations in an emergency scenario; and (j) the support available in the sending and hosting organisations for the physical, material and psychological security and safety of the EU Aid Volunteers.⁴</p>
Taxes	<p>Prior to deployment, the sending organisation shall inform the EU Aid Volunteer about any fiscal rules applying to subsistence payments in the country of establishment of the sending organisation and, where relevant, in the country of deployment.</p> <p>Where an EU Aid Volunteer is not a resident of the country of establishment of the sending organisation, the sending organisation shall inform the EU Aid Volunteer of their obligation to acquaint themselves with the fiscal rules of their own country of residence applying to their specific situation.⁵</p>
Insurance	<p>As indicated in EU Implementing Regulation N° 1244/2014, the EU Commission will cover the insurance for all EU Aid Volunteers. All EU Aid Volunteers shall be covered at 100 % (total coverage) for the following: (a) medical and dental care; (b) pregnancy and childbirth; (c) accident; (d) repatriation; (e) life insurance; (f) permanent and temporary disability or incapacity; (g) third party liability; (h) loss or theft of documents, travel tickets and personal belongings; (i) complementary assistance. In order to ensure equal treatment and coverage of all EU Aid Volunteers, the Commission may contract one or several insurance providers through a procurement procedure.⁶</p>

4 - EU Commission Implementing Regulation (EU) N° 1244/2014 of 20 November 2014

5 - EU Commission Delegated Regulation N° 1398/2014 of 24 October 2014,

<http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32014R1398&from=EN>

6 - EU Commission Implementing Regulation N° 1244/2014 of 20 November 2014,

<http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32014R1244&from=EN>



SECURITY CHECK LIST

Make sure you have in place a **security management and evacuation plan** including at the least the following:

Information on the crisis management officer/team in the sending organisation and relevant contact details shared with the hosting organisation and the EU Aid Volunteer.

The organisational chart of any staff holding responsibilities for security risk management in both the sending and the hosting organisation, including current contact details.

Clear procedures, roles and responsibilities in the event of an emergency.

A security incident reporting mechanism (for the sending and hosting organisations).

An evacuation plan.

Provisions for medical evacuation in line with the provisions for insurance referred to in Article 24 of EU Commission Implementing Regulation N° 1244/2014.

Context-specific information, guidelines and rules (provided by the hosting organisation).

A mechanism for regular review by the sending organisation, with updates provided by the hosting organisation (as required by the country-specific environment).

Scenario planning organised by the sending organisation with the hosting organisation to assess potential security situations and test the security management and evacuation plan.

Where possible, drill exercises shall be organised in order to ensure smooth cooperation between the sending and hosting organisations in an emergency scenario.

Support from the sending and hosting organisations for the physical, material and psychological security and safety of the EU Aid Volunteers.

4. STANDARD RULES CONCERNING PARTNERSHIP BETWEEN SENDING AND HOSTING ORGANISATIONS

The standards governing the partnership between sending and hosting organisations are indicated in Chapter 4 of the EU Commission Delegated Regulation N° 1398/2014¹.

Principles of the partnership

The activities of the EU Aid Volunteers Initiative shall promote transnational partnerships between sending and hosting organisations based on the principles of: (a) equality; (b) shared values and a shared vision; (c) transparency; (d) responsibility, accountability and reliability; (e) mutual trust and respect; (f) complementarity, building on the diversity of the humanitarian and volunteering community with a strong focus on local capacity building; (g) flexibility and adaptability; and (h) mutuality in allocating resources and setting objectives.

Partnership Standards

1. Needs assessment: (See Chapter 6a) **before** sending and hosting organisations enter into a **partnership**, the needs assessment must be carried out by hosting organisations, where appropriate in cooperation with the sending organisation.

The needs assessment shall **include at a minimum**:

- a. A **vulnerability** and **risk assessment** of the country of deployment, including assessment of security, travel and health risks relevant for EU Aid Volunteers;
- b. Consideration of the current **capacity** of the hosting organisation **to host an EU Aid Volunteer**;
- c. An **analysis** of the **competences** and **capacities** currently **lacking** within the hosting organisation and the local community, identifying **needs** and **analysing how** they can best be **addressed**;
- d. An analysis of the **expected added value from the EU Aid Volunteer** and, where relevant, from the envisaged **capacity building support to the hosting organisation and local community**.

2. A partnership agreement shall be signed by all partners to ensure compliance with the following minimum partnership standards:

1 - EU Commission Delegated Regulation N° 1398/2014 of 24 October 2014, <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32014R1398&from=EN>

- a. Partnerships shall be based on an agreement on **shared values** and a **shared vision**, in particular as relates to **volunteering** and **humanitarian aid**;
- b. The **added value** of each partner and their respective roles shall be clearly defined;
- c. All partners shall agree on the **common objectives** of the partnership and the **ways in which the partnership shall be managed**.

Below is a checklist of issues to be included in the partnership agreement. This can be used as a reference document by sending and hosting organisation when drafting the partnership agreement.

CHECKLIST OF MINIMUM ISSUES TO BE INCLUDED IN THE PARTNERSHIP AGREEMENT BETWEEN SENDING AND HOSTING ORGANISATIONS²	
Decision-making procedures and working practices.	
Financial arrangements and management.	
Communication channels between all stakeholders; frequency of meetings and field visits by sending organisations.	
Work plan and activities, including timeline.	
Task allocation, according to the communication plan of the Initiative.	
Monitoring and evaluation of the partnership.	
Bookkeeping and documentation.	
A refinement and finalisation of the needs assessment referred to in the EU Commission Delegated Regulation N° 1398/2014, Article 10, paragraph 1.	
Joint formulation and evaluation of EU Aid Volunteers' task assignments.	
Roles and responsibilities with regard to candidate volunteers and EU Aid Volunteers over the different stages of their participation in the EU Aid Volunteers Initiative.	
Procedures for handling complaints (both those made within the partnership and those from external parties relating to its work) and resolving conflict between partners.	
Policies and procedures for the exit of a partner, financial implications, contractual implications (including as relates to EU Aid Volunteers and the communities concerned).	
Where relevant, a needs-based strategy for capacity building and/or technical assistance between partners shall be developed and a dedicated budget allocated to this strategy.	
Indication that partners shall contribute to learning activities and shall commit to carry out actions relating to communication and visibility in accordance with the communication plan referred to in Article 17 of EU Regulation N° 375/2014. ³	

2 - As indicated in the EU Commission Delegated Regulation N° 1398/2014, *ibid*.

3 - EU Regulation N° 375/2014 of 3 April 2014,

<http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32014R0375&from=EN>



5. SENDING AND MANAGEMENT OF VOLUNTEERS

EU Commission Implementing Regulation N° 1244/2014¹ is the reference document for the management of the EUAV. This tool includes a checklist for **duty of care, safety and security**. The Resolution indicates the responsibility of the sending organisation, hosting organisation, as well as joint responsibilities.

Below is a summary table indicating the points mentioned in the resolution and the responsible entity: Sending=S, Hosting=H, Joint=J

	S	H	J
DUTY OF CARE, SAFETY AND SECURITY RESPONSIBILITIES			
The sending organisation shall have in place an organisational security policy and risk assessment procedures that shall be suitable and applicable for EU Aid Volunteers and, where necessary, adapted.	x		
Based on the sending organisation's organisational security policy, sending and hosting organisations shall jointly develop a security management and evacuation plan for actions under the EU Aid Volunteers Initiative. Such plans shall as a minimum comply with the requirements set out in point 5 of Annex I of EU Commission Implementing Regulation N° 1244/2014.			x
Sending and hosting organisations shall jointly develop a written assessment of security, travel and health risks for the country of deployment. Such assessments shall as a minimum comply with the requirements set out in point 6 of Annex I of EU Commission Implementing Regulation N° 1244/2014.			x

1 - EU Commission Implementing Regulation N° 1244/2014 of 20 November 2014, <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32014R1244&from=EN>

	S	H	J
The risk assessment referred to in the point above shall be reviewed and updated as regularly as required by the context and, as a minimum, before the deployment of the EU Aid Volunteer. Where the risk assessment leads to the conclusion that deployment would take place in the theatre of international or non-international armed conflict, or threats thereof, deployment shall not be envisaged or shall be cancelled in case an EU Aid Volunteer has already been selected.			x
Requirements related to security awareness and appropriate behaviour in relation to risk and security management shall be included in the description of the task assignment and the recruitment process.			x
The sending organisation shall inform the relevant national authorities of Member States and other participating countries, in accordance with Article 23 of EU Regulation N° 375/2014, before one of their citizens is deployed as an EU Aid Volunteer. Prior to deployment, the sending organisation deploying EU Aid Volunteers who are not citizens of the Union shall ascertain the rules for consular protection provided by the volunteer's country of nationality or another country.	x		
Sending and hosting organisations shall ensure that all information on security and safety procedures is shared with and understood by the EU Aid Volunteer. During the induction, a context-specific security briefing shall be provided before departure and within 24 hours upon arrival in the country of deployment. This must include the results from the risk assessment, the evacuation and security management plan, including security incident reporting, procedures for evacuation and repatriation, communication tree, crisis management contact officer(s), and details of embassies, police, fire stations and hospitals.			x
The sending organisation shall ensure that the EU Aid Volunteer is covered, as a minimum, by the insurance provided according to Article 24 of EU Commission Implementing Regulation N° 1244/2014.	x		
In addition to the mandatory security training in the context of the training programme, the sending organisation shall provide EU Aid Volunteers with any other relevant security training provided to its own international staff.	x		
When signing the contract referred to in Article 16(2) of EU Commission Implementing Regulation N° 1244/2014, the EU Aid Volunteers shall acknowledge awareness of and compliance with the security management procedures, including their duty to keep themselves informed and up-to-date with current security situations; their personal responsibility concerning security management for themselves, others and the organisation; and the duty to refrain from risk-taking behaviour. Sending and hosting organisations shall make the EU Aid Volunteer aware of the consequences of any breach of security procedures, in particular those resulting in a premature forced end of placement.			x

	S	H	J
The sending organisation shall recommend to EU Aid Volunteers that they register with the embassy or consulate of their nationality upon arrival in the country of deployment, and inform them about the possibility of requesting consular assistance thereof. If the country of the EU Aid Volunteer's nationality does not have a consular representation in the country of deployment, the sending organisation shall recommend to EU Aid Volunteers who are citizens of the Union to register with a consulate or embassy of another Member State, and inform them about the possibility of requesting consular assistance thereof.	x		
Based on updates from the hosting organisation, sending and hosting organisations shall regularly update the evacuation plan to ensure it remains suitable for the operating environment at all times. The outcome of the risk assessment shall inform the frequency at which the plan is to be reviewed and the hosting organisation shall use past data and current updates to adjust it, as necessary. The evacuation plan shall be kept in a place that is easily accessible for the EU Aid Volunteer.			x
The hosting organisation shall ensure that the EU Aid Volunteer is updated about any change in the operating environment and the consequent amendment in any of the security procedures or protocols.		x	
The hosting organisation shall be aware of the location of the EU Aid Volunteer, and the contact number to reach them at all times, including when on leave.		x	
In case of a security incident, the EU Aid Volunteer shall be debriefed as soon as possible. Depending on the seriousness of the incident and the procedures in place in the sending and hosting organisations, this debriefing may be undertaken by the line manager or the mentor from the hosting organisation, or the crisis management officer in the sending organisation, and may include professional psychological support.			x
In case of evacuation, the evacuation plan shall be followed and the EU Aid Volunteer shall be taken care of at all times, following, where relevant, procedures in place in the consulates or embassies where the EU Aid Volunteer has been registered in accordance with Article 28(11) of EU Commission Implementing Regulation N° 1244/2014.		x	
The sending organisation shall contact EU Aid Volunteers upon their return and ensure that they receive adequate follow-up, including debriefing, psychosocial and medical support.	x		
Security shall be included in the sending and hosting organisations' monitoring and evaluation framework and lessons learned from security incidents shall inform project review and improvement.			x

	S	H	J
The sending organisation shall have in place an organisational health and safety policy that shall be suitable and applicable for EU Aid Volunteers and, where necessary, adapted, including guidelines on: (a) personal health, such as physical health (disease preventions, eating and sleeping advice, risk awareness on climate and geographical hazards, access to treatment); (b) mental health (advice on work-life balance, stress management, coping mechanisms and relaxation methods, points of contact for psychosocial support).	X		
Based on the sending organisation's organisational health and safety policy, sending and hosting organisations shall jointly develop a comprehensive set of health and safety policies and guidelines to meet their duty of care obligations and to ensure the physical and emotional well-being of EU Aid Volunteers.			X
As part of the risk assessment referred to in Article 28(3) of EU Commission Implementing Regulation N° 1244/2014 and before defining the task assignment, sending and hosting organisations shall jointly assess whether the placement provides safe and secure working and living conditions for the EU Aid Volunteer based on the basis of the indicators set out in point 7 of Annex I of EU Commission Implementing Regulation N° 1244/2014.			X
The sending organisation shall ensure that the EU Aid Volunteer is covered, as a minimum, by comprehensive medical and travel insurance provisions in accordance with Article 24 of EU Commission Implementing Regulation N° 1244/2014.	X		
During the induction, the sending organisation shall brief the EU Aid Volunteer on the health and safety policies and guidelines referred to in paragraphs 1 and 2 of EU Commission Implementing Regulation N° 1244/2014, including diseases, first aid support, maintenance for all locations, maintenance of vehicle and equipment, workstations, work-life balance, health and security incidents, procedure for medical evacuation.	X		
The sending organisation shall ensure that the EU Aid Volunteer completes a thorough medical check-up prior to departure, and provide the recommended medication and vaccinations for the risks in the country of deployment and equipment, such as first aid and mosquito kits, where necessary.	X		
The hosting organisation shall ensure that duty of care is integrated in the day-to-day volunteer management and, during the induction, provide the EU Aid Volunteer with: up-to-date information on local resources concerning health and safety such as contact details of doctors, hospitals, paramedical services; guidance on local customs and norms as part of their in-country briefing in order to limit risks to safety and to facilitate integration.		X	

The sending organisation shall facilitate a post-deployment medical check upon the return of the EU Aid Volunteer and offer psychosocial debriefing session(s) or counselling support as part of the debriefing process. The sending and hosting organisations shall promote the network for the EU Aid Volunteers Initiative as an alternative support mechanism before, during and after the deployment.	S	H	J
	x		

The table below summarises information regarding specific activities required for the management of the volunteers, the entities (Sending and Hosting organisation) playing a role in each activity, and the relevant articles of the regulation:

MANAGEMENT ACTIVITIES	S	H	Article
Induction programme.	x	x	11
Pre-deployment induction.	x		12
Apprenticeship placements for junior professionals.	x	x	13
Assessment of the candidate volunteers after apprenticeship.	x	x	14
Additional pre-deployment training.	x		15
Contract with the EU Aid Volunteer.	x	x	16
Entry in the database of EU Aid Volunteers.	x		17
In-country induction.		x	18
Supervision and performance management.	x	x	19
On-going support from sending organisations.	x		20
Mentoring.	x	x	21
Working conditions.	x	x	22
End of placement and post-deployment support.	x	x	23
Insurance coverage.			24
Subsistence and resettlement allowance.	x		25
Accommodation.	x	x	26
Travel and related costs.	x		27
Security management and risk assessment (see details in table above).	x	x	28
Procedures to be followed in the event of an incident or evacuation (see details in table above).	x	x	29
Health and safety.	x	x	30
Monitoring and assessing the individual performance of EU Aid Volunteers.	x	x	31

CHECKLIST FOR HOSTING ORGANISATION

I want to host EU Aid Volunteers, I need to have:

A security management and evacuation plan for actions under the EU Aid Volunteers Initiative (as a minimum complying with the requirements of point 5 of Annex I of EU Commission Implementing Regulation N° 1244/2014).

Written assessment of security, travel and health risks for the country of deployment (as a minimum complying with the requirements of point 6 of Annex I of EU Commission Implementing Regulation N° 1244/2014).

A risk assessment reviewed and updated as regularly as required by the context and, as a minimum, before the deployment of the EU Aid Volunteer.

Ensure that all information on security and safety procedures is shared with and understood by the EU Aid Volunteer.

A context-specific security briefing shall be provided within 24 hours upon arrival in the country of deployment.

A regularly updated evacuation plan suitable for the operating environment at all times and easily accessible for the EU Aid Volunteer.

Update the EU Aid Volunteer about any change in the operating environment and any of the security procedures or protocols.

Be aware of the location of the EU Aid Volunteer and the contact number to reach them at all times, including when on leave.

A debriefing for the EU Aid Volunteer in case of a security incident.

A monitoring and evaluation framework able to capture lessons learned from security incidents and to inform project review and improvement.

A comprehensive set of health and safety policies and guidelines to meet their duty of care obligations and to ensure the physical and emotional well-being of EU Aid Volunteers.

Assess whether the placement provides safe and secure working and living conditions for the EU Aid Volunteer (based on indicators set out in point 7 of Annex I of EU Commission Implementing Regulation N° 1244/2014).

Provide the EU Aid Volunteer with up-to-date information on local resources concerning health and safety (such as contact details of doctors, hospitals, paramedical services).

Provide the EU Aid Volunteer with guidance on local customs and norms as part of their in-country briefing in order to limit risks to safety and to facilitate integration.



6. ASSESSMENTS

6A • VULNERABILITY AND RISK ASSESSMENT OF THE COUNTRY OF DEPLOYMENT

The capacity to conduct a needs assessment is one of the competences required from the EU Aid Volunteers (EUAV).¹ This tool will provide some info on how to conduct a needs assessment and a vulnerability and risk assessment in humanitarian settings. At the same time, sending/hosting organisations are also required to conduct a needs assessment in preparation to host the volunteers.² This needs assessment should include as a minimum: a) a vulnerability and risk assessment of the country of deployment, including assessment of security, travel and health risks relevant for the EU Aid Volunteer; b) consideration of the current capacity of the hosting organisation to host an EU Aid Volunteer; c) an analysis of the competences and capacities currently lacking within the hosting organisation and the local community, identifying needs and analysing how they can best be addressed; d) an analysis of the expected added value from the EU Aid Volunteer and, where relevant, from the envisaged capacity building support to the hosting organisation and local community. The second part of the tool presents suggestions on how to adapt the process used to conduct a humanitarian risk and vulnerability assessment, making it relevant to the deployment of EU Aid Volunteers.

Needs assessment and vulnerability and risk assessment in humanitarian settings

A needs-based approach to the provision of humanitarian aid is essential to ensure aid is delivered in disaster-affected countries according to their respective needs, independent of any external pressure. Furthermore, this approach guarantees the credibility and transparency of EU humanitarian aid.³ Needs assessment can be designed to gather data for specific sectors: health, food security, protection, natural disasters, conflict, etc. A vast literature has been written on need and risk assessments.⁴ Furthermore, numerous agencies, including OCHA, UNHCR, the World Bank, UNDP, and FAO have published materials with resources, methodologies and tools.

1 - EU Commission Implementing Regulation N° 1244/2014 of 20 November 2014, <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32014R1244&from=EN>

2 - EU Aid Volunteers, Find out more, http://ec.europa.eu/echo/what/humanitarian-aid/eu-aid-volunteers_en

3 - EU Aid Volunteers, Find out more, *ibid.*

4 - Some examples: Birkmann, 2006, Measuring Vulnerability to Natural Hazards: towards disaster resilient societies; Humanitarian Policy Group, 2003, According to need? Needs assessment and decision-making in the humanitarian sector.

Disasters result from the combination of exposure to hazards, people's vulnerability, and limited capacity to reduce the potential negative consequences of the risks.⁵ For this reason a good analysis of risk involves an assessment of vulnerabilities and capacities. This can be conducted at the local, regional, and national level.

A number of useful guidelines on capacity and vulnerability assessment can be found on-line. FAO has a list of resources and methodologies that can be used for vulnerability and needs assessment.⁶

Before exploring some suggested steps and tools for the assessment, it is important to clarify some terminology issues. In this part of the toolkit we will refer to concepts such as methodologies, processes and tools. Below is an explanation⁷ of how they are defined in the context of this toolkit.

Terminology

- **METHODOLOGY:** An entire process or approach (e.g. assessment of vulnerability and capacity), which brings together specific methods and tools to support the overall process.
- **PROCESS:** A way of meeting an objective by implementing a series of planned steps.
- **METHOD:** A set and sequence of steps or tasks to be followed as part of a larger framework (methodology) and implemented by using a number of analytical tools. Examples include: hazard analysis, livelihood analysis, stakeholder analysis.
- **TOOL:** A means or instrument to accomplish a specific task (e.g. transect walk, timeline, semi-structured interview, seasonal calendar, community mapping, etc.).

ECHO partners should indicate the following information when presenting their needs assessment:

- The dates of when the assessment was conducted;
- The methodology used (by whom, in which conditions);
- If it was a coordinated needs assessment (see tool 6b for details);
- If it used primary or secondary data;
- Whether the information was confirmed in the field;
- If specific tools (IPC - Integrated Food Security Phase Classification, MIRA - Multi-Cluster Initial Rapid Assessment, UNDAC - UN Disaster Assessment and Coordination, ACAPS - Assessment Capacities Projects) were used;
- Main problems and needs identified;
- Produce a cause effect analysis;

5 - Oxfam, 2012, Participatory Capacity and Vulnerability Analysis. A practitioner guide, <http://policy-practice.oxfam.org.uk/publications/participatory-capacity-and-vulnerability-analysis-a-practitioners-guide-232411>

6 - FAO, 2003, Vulnerability and Risk Assessment Methodologies

7 - International Federation of Red Cross and Red Crescent Society, 2007, VCA toolbox with reference sheets, <http://www.ifrc.org/Global/Publications/disasters/vca/vca-toolbox-en.pdf>

- Include a gender and age analysis⁸;
- Include relevant crosscutting issues and indicate underlying risks factors;
- The strategy to address the identified problems.⁹

Oxfam suggests seven steps to the process of conducting a participatory capacity and vulnerability analysis, including: 1) making preparations; 2) collecting secondary data; 3) working with the community; 4) analysing hazards, the impact of climate change, vulnerabilities and capacities; 5) prioritising risk; 6) developing a risk reduction action plan; and 7) putting the action plan into practice.

Before conducting the assessment, it is important to clearly define what information is needed. It is also important to verify if some of the information is already available (existence of secondary data). Once the required data have been clarified, primary data can be collected using a number of different tools. These include for example: questionnaires; interviews; focus groups; historical timeline; mapping – risk, community, spatial, capacity; seasonal calendar or chart; institutional social network analysis; direct observation; transect walk; problem tree. It is important to choose the right tool(s), paying attention to gather only the information required. The following step is to organise the information gathered in a way that can be easily analysed.

The table below (adapted from the International Federation of Red Cross and Red Crescent Society¹⁰) can be used to capture and summarise the information gathered during the assessment. For each thematic area you can record the vulnerabilities that were identified, what capacities are available in the community to reduce those vulnerabilities, what capacities are needed to reduce vulnerability that are not present in the community; how this gap can be filled, and what plan can be made to fill these gaps.

THEMATIC AREA	VULNERABILITY	AVAILABLE CAPACITIES	MISSING CAPACITIES	HOW TO ADDRESS THE GAP
Health, livelihood, conflict, etc.	What are the vulnerabilities identified in the country/area?	What local capacities of the hosting organisation are available to address the identified vulnerabilities?	What capacities of the host organisation are needed and not available?	How can the gap be filled? What strategy is needed to create capacities and reduce the exposure to risks?

8 - DG ECHO, 2013, Gender-Age Markers toolkit,

https://ec.europa.eu/echo/files/policies/sectoral/gender_age_marker_toolkit.pdf

9 - For detailed information: DG ECHO, Quality Markers,

http://dgecho-partners-helpdesk.eu/action_proposal/kill_in_the_sf/section5

10 - International Federation of Red Cross and Red Crescent Society, 2007, How to do a VCA. A practical step-by-step guide for Red Cross, Red Crescent staff and volunteers,

<http://www.ifrc.org/Global/Publications/disasters/vca/how-to-do-vca-en.pdf>

EU Aid Volunteers needs assessment

The process illustrated above can be easily adapted to answer the questions specific to the context of the EUAV, such as: How is the security situation in the country and in the area of deployment? What are the various risks (Travel risks, Health risks)? What is the capacity of the local organisation to minimise these risks? What capacities are missing? Which strategy is used to fill the gaps?

This is the information that should be defined and detailed at the beginning of the process. The same tools mentioned above can be used to gather information on these issues.

Subsequently, the gathered information can be organised by adapting the table above as follows:

THEMATIC AREA	VULNERABILITY	AVAILABLE CAPACITIES	MISSING CAPACITIES	HOW TO ADDRESS THE GAP
Security in the country/area of deployment	What are the vulnerabilities of the volunteer? (e.g. first experience in humanitarian settings, no knowledge of the area, not speaking the local language, no awareness of country specific risks – criminality, health, conflict etc.)	What are the capacities of the hosting organisation to minimise the vulnerabilities of the volunteer? For example: does the hosting organisation have security policies and procedures for local personnel, do they have a person in charge of security, etc.	What are the missing capacities of the hosting organisation to minimise vulnerabilities of volunteers?	What strategy will be adopted to fill the gap? For example: hiring of personnel, establishment of procedures, structural improvement in the office building (security doors, fences etc.), security training of volunteers, security training of office personnel, etc.

To summarise:

1. Define the information needed;
2. Verify if secondary data are already available;
3. Choose the right tools;
4. Gather information indicating what vulnerabilities are identified, what capacities are present and what capacities are missing. Remember to gather information on gender and age using the ECHO Gender-Age markers toolkit.
5. Analyse the information organising it in the table above;
6. Prepare your plan (last column in the table). How will you address the situation?

Remember!

Coordination is key. Consider conducting a Coordinated Assessment. Refer to **Chapter 6b**.

6B • COORDINATED NEEDS ASSESSMENT

This tool will examine how the EU assesses needs and why a coordinated needs assessment is required.

As indicated in the European Consensus on Humanitarian Aid, the EU seeks to address the needs of the most vulnerable people facing a humanitarian crisis and disaster. A needs-based approach ensures that aid is provided in different countries according to their respective needs, independent of any pressure. This also guarantees the credibility and transparency of EU humanitarian aid.

The European Commission's European Civil Protection and Humanitarian Aid Operations department (ECHO) has developed a two-phased framework for assessing and analysing needs in specific countries and crises: 1) Global evaluation, and 2) Context and response analysis.

Phase 1) Global evaluation has two dimensions¹:

a) Index for Risk Management (INFORM). A tool based on national indicators and data that allow a comparative analysis of countries to assess their risk of exposure to humanitarian crises and disasters. This tool examines three dimensions: natural and man-made hazards; population vulnerability; and national coping capacity. The same tool is also used to calculate the crisis index of affected countries.

b) The Forgotten Crisis Assessment (FCA) identifies serious humanitarian crises where the affected population does not receive enough aid. These are crises that usually receive low media coverage, weak political interest in solving the situation and low presence of humanitarian actors.

Phase 2) Context and response analysis is based on the use of the Integrated Analysis Framework (IAF), an assessment carried out by European Commission Experts. This is a qualitative assessment of humanitarian needs in a specific crisis.

Coordinating needs assessments is essential to provide a thorough understanding of the situation and needs of people affected by a crisis. They are essential for evidence-based decisions and the starting point to design and implement responses that save lives and restore people's livelihoods. Experience has shown that coordinating needs assessments is a key element in saving lives and restoring people's livelihoods². A coordinated assessment consists either of a single assessment exercise including var-

1 - DG ECHO, 2015, Assessing needs, vulnerabilities and risks, http://ec.europa.eu/echo/what/humanitarian-aid/needs-assessments_en

2 - IASC, 2016, Task Force on Needs Assessment, <https://interagencystandingcommittee.org/node/2763>

ious sectors or of the combination of various sectorial assessments analysed together³. These assessments are planned and carried out in partnership with humanitarian actors. For OCHA, they form the basis for needs-based strategic planning, system-wide monitoring and constitute the first phase of the Humanitarian Programme Cycle⁴.

The OCHA website contains a number of tools and guidance to support humanitarian organisations in conducting Coordinated Needs Assessments:

- **Humanitarian Needs Overview (HNO) template⁵**. This document compiles results from various sectorial and multi-sectorial assessments to identify priority humanitarian needs to be addressed.
- **Operational Guidance for Coordinated Assessments⁶**. It describes how to plan and carry out coordinated multi-sectoral assessments.
- **Humanitarian Indicator Registry⁷**. It lists the principal needs and response monitoring indicators for each sector/cluster and provides a unique identifier, similar to a p-code, for every indicator.
- **The Humanitarian Dashboard⁸**. It is one of the four priority OCHA information products and is an IASC agreed tool that presents a succinct and primarily visual overview of progress towards meeting needs in a humanitarian response. It allows stakeholders to quickly understand the strategic priorities of a response, the key figures characterising the crisis, and the most important humanitarian needs and related response per sector.
- **Multi-Cluster/Sector Initial Rapid Assessment (MIRA) guidance⁹**. It explains how to jointly design and execute a multi-sectoral needs assessment in the initial weeks of an emergency.
- **KoBoToolbox¹⁰**. It is a suite of open source software for field mobile data collection and analysis, which can be used in needs assessments to promote a standardised, reliable, simple and efficient approach.

3 - IASC, 2016, *ibid*.

4 - UN OCHA, 2016, Coordination Tools: Needs Assessment, <http://www.unocha.org/what-we-do/coordination-tools/needs-assessment>

5 - UN OCHA, 2016, Humanitarian Needs Overview - Guidance and Templates, <https://www.humanitarianresponse.info/en/programme-cycle/space/document/humanitarian-needs-overview-guidance-and-templates-updated-august-0>

6 - IASC, 2012, Operational Guidance for Coordinated Assessments, https://docs.unocha.org/sites/dms/Documents/ops_guidance_finalversion2012.pdf

7 - UN OCHA, Indicators Registry, <https://www.humanitarianresponse.info/en/applications/r>

8 - UN OCHA, Humanitarian Programme Cycle <https://www.humanitarianresponse.info/en/programme-cycle/space/document/humanitarian-dashboard-guidance>

9 - IASC, 2015, Multi-Sector Initial Rapid Assessment Guidance, <https://www.humanitarianresponse.info/en/programme-cycle/space/document/multi-sector-initial-rapid-assessment-guidance-revision-july-2015>

10 - KoBoToolBox website, <http://www.kobotoolbox.org>



7. DISASTER RISK REDUCTION: KEY PRINCIPLES FOR ECHO DRR ACTIONS

Talking about Disaster Risk Reduction (DRR) requires a clear understanding of what constitutes a disaster. According to United Nations Office for Disaster Risk Reduction (UNISDR) and most of the current thinking on the subject, there are no 'natural' disasters, only natural hazards. Disaster Risk Reduction (DRR) aims to reduce the damage caused by natural hazards like earthquakes, floods, droughts and cyclones, through an ethic of prevention¹.

The EU's commitment to Disaster Risk Reduction can be found in two key policy documents: the European Consensus on Development² and the Consensus on Humanitarian Aid³. In the last decade, the European Commission's European Civil Protection and Humanitarian Aid Operations department (ECHO) has steadily increased its involvement in Disaster Risk Reduction (DRR) preparedness projects⁴:

- About 13% of ECHO humanitarian budget is dedicated to DRR activities.
- DRR policy guidelines have been developed to guide implementing partners.
- ECHO also participated in the agreement, which put disaster preparedness as one of the central principles for the Good Humanitarian Donorship initiative⁵.

The Disaster Preparedness ECHO Programme (DIPECHO) was launched in 1996 and it is the core element of ECHO's DRR global efforts. So far, 325 million Euros have been invested in this programme with the key objective to increase communities' resilience and reduce their vulnerability.

Another important element of ECHO's activities is the integration of Disaster Risk Reduction interventions into relief operations. Given the fact that crises are often

1 - UNISDR, What is Disaster Risk Reduction?, <https://www.unisdr.org/who-we-are/what-is-drr>

2 - EU Parliament Council Commission, 2006, The European Consensus on Development, Paragraphs 22 and 51, <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ%3AC%3A2006%3A046%3A0001%3A0019%3AEN%3APDF>

3 - EU Council Joint Declarations, 2007, The European Consensus on Humanitarian Aid, paragraphs 9, 75, 76 and 90, <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:C:2008:025:0001:0012:EN:PDF>

4 - DG ECHO, 2016, Disaster risk reduction, http://ec.europa.eu/echo/what/humanitarian-aid/risk-reduction_en

5 - Please visit the website <http://ghdinitiative.org>

re-occurring in the same region, ECHO encourages the inclusion of disaster preparedness actions in aid responses.

Finally, ECHO advocates for the integration of DRR efforts into development aid in order to ensure sustainable policies, particularly in countries at high risk.

According to ECHO thematic policy⁶, DRR should be considered at all levels - global, regional, country and action level. Furthermore, strategic programming and planning is conducted using both top-down and bottom-up approaches involving all levels, and is presented in the ECHO annual operational strategy.

DRR should be considered at all phases in the planning and implementation cycle, including: Assessment and Analysis, Design, Implementation, Monitoring and Evaluation, Learning.

Integrated and targeted DRR⁷

ECHO supports DRR in two main modalities: integrated and targeted DRR.

ECHO Disaster Risk Reduction Approach

ALL HUMANITARIAN ACTION IS TO BE RISK INFORMED

TARGETED DRR

“stand-alone” measures

e.g. Early Warning Systems, Community-Based Disaster, Preparedness, DRR advocacy, capacity development of partners to respond, etc.

INTEGRATED DRR

in humanitarian action

- Directly reducing risk to people and assets;
- “Risk-proofing” actions, to protect them from future hazards.

6 - DG ECHO, 2013, Thematic Policy Document n.5 – Disaster Risk Reduction. Increasing resilience by reducing disaster risk in humanitarian action, http://ec.europa.eu/echo/files/policies/prevention_preparedness/DRR_thematic_policy_doc.pdf

7 - DG ECHO, 2013, *ibid.*

ECHO also indicates the key elements that have to be considered when designing and implementing DRR activities. These are:

Sustainability, replication and scaling up. These are pre-requisites for project approval. It involves a clearly defined approach to phase-out or handover to the target group, the appropriate authorities, or to an appropriate longer-term funding instrument. ECHO also requires that partners have strong and demonstrated capacities in community-based approaches, in advocacy with relevant institutions, and that they plan to integrate the proposed action into longer-term DRR programming.

Complementarity, coordination and partnership. ECHO strives to ensure that DRR needs are addressed in an integrated manner. For this reason, coordination with other international donors and national actors involved in DRR is essential. ECHO sees DRR as instrumental in supporting efforts to link relief, recovery and development and, where feasible, promotes joint working between humanitarian and development actors through the entire project cycle. ECHO views partnership as key in its approach to DRR and therefore ECHO works with a range of partners in the delivery of DRR actions at local, national, regional and global level⁸. Although not eligible for DG ECHO funds, state actors and local civil society organisations are considered essential stakeholders for DRR actions. Where such entities are credible and viable DRR actors, and where humanitarian principles are not compromised, DG ECHO will support its partners in establishing partnerships with such entities, particularly in relation to capacity building.

In the integration of DRR into general humanitarian response, DG ECHO supports coordinated action and engages with the cluster system to integrate DRR.

Advocacy. Advocacy is particularly important in promoting the adoption of DRR by partners, local and national institutions and other stakeholders. It is considered a fundamental tool of EU action on DRR, is a key element in many targeted DRR actions supported by DG ECHO, and is particularly important in DIPECHO actions, where the aim is to influence adoption at large scale.

Capacity building. ECHO recognizes the need to strengthen capacity in DRR of its partners and their beneficiaries. For this reason, it supports:

- The strengthening of the United Nations Office for Disaster Risk Reduction (UN-ISDR) coordination capacities and field based DRR actions.
- The promotion of comprehensive and effective national DRR policies and

⁸ - This includes all organisations eligible under the Regulations of the Framework Partnership Agreement (FPA) and the Financial and Administrative Framework Agreement (FAFA).

strategies.

- The development of effective mechanisms, skills and resources among local stakeholders for the replication and scaling-up of DG ECHO funded DRR action.

Capacity building efforts should be in line with national DRR policies and promote their implementation.

The primary targets of DG ECHO funded capacity building are the UN agencies, the International Red Cross and Red Crescent Movement and the International NGOs.

The EUAV Initiative also includes possibilities for funding capacity building programmes⁹ in Disaster Risk Reduction for sending and hosting organisations.

The Third World Conference on Disaster Risk Reduction was held in Sendai, Japan from 14 to 18 March 2015. This Conference reviewed the implementation of the Hyogo Framework for Action and adopted a new framework for disaster risk reduction. The resulting Sendai Framework for Disaster Risk Reduction (2015-2030) was agreed to by 187 UN Member States and supported by the EU.

Many EU priorities for Disaster Risk Management have been included in the new framework, including the need for risk assessment, risk management capability assessment, peer reviews, a strong knowledge base and the contribution of data and science. Disaster risk and resilience are also present in the 2030 Agenda for Sustainable Development, and the EU encourages coherence with the climate change negotiations in Paris. A dedicated EU Action Plan will define the next European steps in the implementation of the framework.

DRR in specific sectors

ECHO guidance on DRR also provides some indication for specific humanitarian sectors: Food Assistance; Health; Education; Shelter; Water, Sanitation and Hygiene (WASH); Protection and cross cutting issues. These indications however, are neither a technical guidance nor a manual¹⁰. It is recommended that technical literature and professional expert should be consulted for each specific sector. DRR should be considered as a risk lens: *“When we view any aspect of humanitarian action, we should view it through this risk lens, assessing what risks people face now or are likely to face in the near future and how these risks can be reduced”*¹¹.

9 - EU Aid Volunteers, Funding, <http://eacea.ec.europa.eu/eu-aid-volunteers/funding>

10 - More technical guidance can be found at: www.preventionweb.net

11 - DG ECHO, 2013, Thematic policy Document n.5 – Disaster Risk Reduction. Increasing resilience by reducing disaster risk in humanitarian action , p. 22, http://ec.europa.eu/echo/files/policies/prevention_preparedness/DRR_thematic_policy_doc.pdf

Resilience

It is defined as *“the ability of a system, community or society exposed to a hazard to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions”*¹². For EU External Action, resilience is the ability of an individual, a household, a community, a country or a region to withstand, to adapt to, and to quickly recover from stresses and shocks¹³.

As indicated by UNISDR, there is a strong link between DRR and the broad concept of Resilience. This connection is at the heart of the UNISDR-led Hyogo Framework for Action (2005-2015), and continues to be central in the Sendai Framework for Disaster Risk Reduction 2015-2030¹⁴. Resilience is also a central objective for EU External Action. The EU's resilience approach started with two very innovative initiatives: the Supporting Horn of African Resilience (SHARE) and l'Alliance Globale pour l'Initiative Résilience - Sahel et Afrique de l'Ouest (AGIR). Both initiatives aim to foster the resilience of communities who are regularly affected by food insecurity and protracted conflicts. The EU has also introduced a Resilience Marker¹⁵ in all the humanitarian projects it funds. This marker defines ways to reduce risks and to strengthen people's coping capacities so as to minimise humanitarian needs¹⁶. UNISDR also has a number of useful guidance and tools for resilience including a self-assessment and practical guidance for local governments¹⁷.

12 - DG ECHO, 2013, *ibid*, p. 2.

13 - DG ECHO, 2016, Resilience, http://ec.europa.eu/echo/what/humanitarian-aid/resilience_en

14 - UNISDR, 2016, Sendai Framework for Disaster Risk Reduction, <https://www.unisdr.org/we/coordinate/sendai-framework>

15 - EU Commission, 2014, Resilience Marker guide, http://ec.europa.eu/echo/files/policies/resilience/resilience_marker_guidance_en.pdf

16 - DG ECHO, 2016, Resilience, http://ec.europa.eu/echo/what/humanitarian-aid/resilience_en

17 - UNISDR, 2016, Guidance documents, <http://www.unisdr.org/campaign/resilientcities/home/toolkit>



8. LINKING RELIEF REHABILITATION AND DEVELOPMENT (LRRD)

The discussion around the need to create synergies and links between humanitarian intervention and mid to long term development programs has been on the agenda of the humanitarian sector for a long time¹. This debate is referred to as: Linking Relief Rehabilitation and Development (LRRD)². In the 1980s, humanitarian actors identified a gap between humanitarian assistance, rehabilitation and development intervention. These interventions were designed with different logic, funded by different lines of funding, implemented by practitioners with different skill sets and not coordinated among each other. From this observation, the idea was born to link short term humanitarian assistance with long term development programmes in order to provide more sustainable responses to crisis situations³. Soon, the idea that the transition from emergency to development is not linear emerged, and therefore the debate shifted from the idea of a “*continuum*” from emergency to development to the idea of “*contiguum*” to illustrate how the different phases may coexist at the same time. This concept illustrates the idea that emergencies are not simply a disruption of a linear process of development. Instead emergencies are symptoms of the structural causes that created insecurity. In countries like Somalia or Sudan, the mere concept of normality and linear development is questionable⁴.

The basic idea of LRRD is that humanitarian assistance should be provided in a

1 - Buchanan-Smith and Fabbri, 2005, Links between relief, rehabilitation and development in the tsunami response. A review of the debate, <http://www.alnap.org/pool/files/lrrd-review-debate.pdf>

2 - EU Commission, 2001, Linking Relief, Rehabilitation and Development – An assessment, <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2001:0153:FIN:EN:PDF>

3 - EU Parliament, 2012, Policy Briefing. Linking relief, rehabilitation and development: Towards more effective aid, [http://www.europarl.europa.eu/RegData/etudes/briefing_note/join/2012/491435/EXPO-DEVE_SP\(2012\)491435_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/briefing_note/join/2012/491435/EXPO-DEVE_SP(2012)491435_EN.pdf)

4 - Ian Christophos, 2006, Links between Relief, Rehabilitation and Development in the Tsunami Response. A Synthesis of Initial Findings, http://www.sida.se/contentassets/4d83961af7834c34843a5a8a1873514d/links-between-relief-rehabilitation-and-development-in-the-tsunami-response_3145.pdf

way that supports and facilitates rehabilitation and long-term development. In turn, development activities should be designed in a way that also helps to reduce the occurrence of humanitarian crisis.

This tool will provide a brief guidance on key LRRD concepts for the EU and related policy documents. It will also provide some key principles for the application of LRRD.

The importance to create links between humanitarian aid and medium and long-term development action is of extreme significance for the EU. The commitment to invest in this approach was recently reaffirmed in the **Agenda for Change**⁵ and in the following **policy documents**:

- European Commission Communication **The EU approach to resilience - learning from food crises**⁶ indicates how tackling the root causes of recurrent crises rather than just dealing with their consequences, makes aid more efficient and effective and it is instrumental to build resilience.
- **Council Conclusions on the EU Approach to Resilience**⁷ illustrating the Member States' support for the Commission Communication on resilience. The Council Conclusions also called for a broader vision that goes beyond the work done on food, nutrition and security.
- **Commission's Resilience Action Plan**⁸ is the foundation document for the implementation of the EU approach to resilience. It provides the framework for a continuation and scaling up of EU efforts for resilience including different levels (from policy and advocacy to tools and methods) and within an extended number of countries and regions.

In light of references above, **LRRD** and **Resilience** are strongly connected for the EU. In fact, LRRD is one of the key components of the EU approach to Resilience. In 2012, VOICE and CONCORD published a position paper on LRRD and resilience⁹. The paper indicates that adopting a LRRD approach generally increases the quality of the aid de-

5 - EU Commission, 2011, Increasing the impact of EU Development Policy: an Agenda for Change, <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX%3A52011DC0637&qid=1412922281378&from=EN>

6 - EU Commission, 2012, Communication From The Commission To The European Parliament And The Council. The EU Approach To Resilience: Learning From Food Security Crises, http://ec.europa.eu/echo/files/policies/resilience/com_2012_586_resilience_en.pdf

7 - Council of the EU, 2013, Council Conclusions on the EU Approach to Resilience, http://www.consilium.europa.eu/uedocs/cms_Data/docs/pressdata/EN/foraff/137319.pdf

8 - EU Commission, 2013, Commission Staff Working Document. Action Plan for Resilience in Crisis Prone Countries 2013-2020, https://ec.europa.eu/europeaid/commission-staff-working-document-action-plan-resilience-crisis-prone-countries-2013-2020-swd2013_en

9 - VOICE - CONCORD, 2012, Linking Relief Rehabilitation and Development (LRRD): Toward a more joined up approach enhancing resilience and impact, <http://www.ngovoice.org/documents/VOICE%20CONCORD%20position%20paper%20Linking%20Relief%20Rehabilitation%20and%20Development-July%202012.pdf>

livered. However, LRRD is more an approach, or a way of looking at the situation rather than a methodology. To be effective, LRRD should be incorporated into the planning of the intervention since its inception¹⁰. The document also illustrates some good examples of LRRD work in the Horn of Africa, Sahel region, Afghanistan and Ivory Coast.

In their analysis of recent developments on the debate, Mosel and Levine indicate a number of **key principles** for a **successful LRRD**¹¹: **flexible programming, risk taking and openness to learn, context and political analysis, working with local institutions, joint analysis/planning at the country level, realistic programming.**

CHECKLIST FOR LRRD PROGRAMMING ¹²	YES	NO
Is your programme flexible and able to adapt to a changing environment?		
Is your organisation open to taking risks and learning throughout the implementation of the program?		
Do you monitor what works and what does not work and make changes in the program accordingly?		
Did you conduct a thorough context/political analysis? Do you update it regularly? Is the analysis informing the program?		
Do you update your context/political analysis regularly?		
Is the context/political analysis informing the program?		
Do you have a strategy for interaction/involvement of local institutions?		
Is the strategy based on the context analysis?		
Does the strategy capture power dynamics?		
Did you involve/consulted several subjects while planning your intervention? (Academics, individuals from different part of government, affected people)		
Have you discussed internally and externally how your organisation/intervention can support local initiatives?		

This checklist has been thought as a starting point to generate in-depth discussion within the organisation on how to address each one of the points illustrated above. These are important points to consider for LRRD and at the same time they can be instrumental to increase the quality of the Initiative.

10 - VOICE - CONCORD, 2012, *ibid*.

11 - Mosel and Levine, 2014, Remaking the Case for Linking Relief Rehabilitation and Development. How LRRD can become a practically useful concept for assistance in difficult places, <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/8882.pdf>

12 - Based on Mosel and Levine key principles for successful LRRD, Mosel and Levine, 2014, *ibid*.



9. VISIBILITY AND COMMUNICATION

Visibility and communication are particularly important for the EU Aid Volunteers Initiative. Information and communication material can be found on the EUAV platform¹. Article 17 of the EU Regulation N° 375/2014 sets the basis for communication and visibility in the framework of the EUAV Initiative. This article indicates that the Commission will support public information, communication and awareness raising actions to promote visibility of the EUAV Initiative and encourage volunteering in humanitarian aid. The Article also sets the basis for the Commission to develop communication plans to be implemented by the Commission itself, beneficiaries, sending and hosting organisations, and EU Aid Volunteers.

A key tool is the EU Aid Volunteers platform, as it houses the publication of all vacancies and online volunteering activities, supports partnerships between sending and hosting organisations and collaboration between projects, and it allows EU Aid Volunteers to share their stories from the field. The communication plan is available online on ECHO Visibility Website². The plan establishes communication objectives, key messages, tools, identifies audience and indicates the responsibilities of various actors involved in the Initiative. Following are the responsibilities of hosting organisations for visibility and communication activities.

Communication actions of Hosting Organisations may include but are not restricted to the following:

- Identification of a communication focal point as main contact on communication issues.
- Correct use of project title and EU visual identity.
- Publicity events (e.g. welcome event with new EUAV; 'International Volunteers Day' celebratory event; farewell ceremony) organised once per project cycle, at a minimum.
- Use of the Aid Volunteers platform for regular updates on their project.
- Local media outreach (potential interviews, provision of EUAV/ human interest stories) to targeted local media in third countries, at a minimum once during project cycle.
- Engagement with EU Aid Volunteers to encourage and support them in their communication activities.

1 - EU Aid Volunteers, Find out more, http://ec.europa.eu/echo/what/humanitarian-aid/eu-aid-volunteers_en

2 - EU Aid Volunteers Communication & Visibility for participating organisations and EU Aid Volunteers, <http://www.echo-visibility.eu/requirements/eu-aid-volunteers/>



10. GENDER AND AGE

Gender and age considerations are extremely important in the context of humanitarian aid. Natural disasters and man-made crises are not gender-neutral, they have a different impact on women, girls, boys, men and elderly persons. Women, children and the elderly constitute the majority of those affected by crises. However, while the focus of humanitarian work is often women, children and elderly people, too often humanitarian aid activities are designed without considering their specific needs. When aid is not gender and age sensitive, it risks not reaching the most vulnerable people or failing to respond adequately to their specific needs. Even worst, such unintended neglect can expose them to risks such as sexual and gender-based violence. Therefore, taking into consideration gender and age is paramount to increase effectiveness of humanitarian aid¹.

What does the EU do for gender and age sensitivity?

The EU ensures that gender and age issues are always considered in humanitarian operations funded by the European Commission. This is done with **targeted actions**, designed specifically to address the needs of vulnerable groups, or mainstreaming age and gender into all operations².

The Commission's gender and age approach for humanitarian assistance has been developed in line with the European Consensus on Humanitarian Aid³ and the recommendations from the Gender Review Report. According to this approach, projects funded through the EU humanitarian budget are expected to follow the guidance outlined in the Staff Working Document on Gender in Humanitarian Assistance: Different Needs, Adapted Assistance⁴.

ECHO has introduced quality markers. These are tools to assess to what extent

1 - DG ECHO, 2016, Gender and age sensitive aid, http://ec.europa.eu/echo/what/humanitarian-aid/gender-sensitive-aid_en

2 - DG ECHO, 2016, *ibid*.

3 - DG ECHO, 2016, European Consensus on Humanitarian Aid, http://ec.europa.eu/echo/who/humanitarian-aid-and-civil-protection/european-consensus_en

4 - EU Commission, 2013, Commission Staff Working Document. Gender in Humanitarian Aid: Different Needs, Adapted Assistance, http://ec.europa.eu/echo/sites/echo-site/files/Gender_SWD_2013.pdf

each funded humanitarian action integrates important considerations such as gender and age or resilience.

Gender-Age Marker is a quality assurance tool to assess, promote and track gender and age-sensitive humanitarian interventions. This tool should be used throughout all Commission-funded actions. It also ensures coherence of the actions with the Commission Staff Working Document on Gender in Humanitarian Aid⁵ and allows ECHO to monitor its own performance on integrating gender and age.

ECHO has published a useful Gender-Age Marker toolkit, available in English, French and Spanish on the ECHO partners website⁶.

A similar toolkit is also available for Resilience Marker Guidance and Resilience Marker Assessment Cards⁷.

5 - EU Commission, 2013, *ibid*.

6 - DG ECHO, 2013, Gender-Age Marker toolkit,
https://ec.europa.eu/echo/files/policies/sectoral/gender_age_marker_toolkit.pdf

7 - DG ECHO, Quality Markers, http://dgecho-partners-helpdesk.eu/action_proposal/fill_in_the_sf/section5

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THE NETWORK OF GETTING INVOLVED

Italy

GVC - Gruppo di Volontariato Civile
www.gvc-italia.org

Spain

Fundacion Alianza por los derechos, la igualdad y la solidaridad internacional
www.alianzaporlasolidaridad.org

Hungary

HBAid - Hungarian Baptist Aid
www.hbaid.org

Germany

AWO International e.V.
www.awointernational.de

Haiti

MPP - Mouvement Paysan de Papaye
www.mpphaiti.org

Tunisia

GVC Tunisie
gvc.tunisia@gvc-italia.org

Nepal

AWO International
e.V. Nepal
www.awo-southasia.org

Nicaragua

Alcaldia de Bilwi
Alcaldia de Waspam
contacto@degir.bo

Guatemala

AWO International e.V. Guatemala
www.awo-mesoamerica.org

Burundi

AVEDEC – Association Villageoise d'Entraide et de Développement Communautaire
<https://avedec.wordpress.com>

Burkina Faso

ANAP/K –
Association Neerwaya pour l'appui à l'autopromotion des communautés du Koulpelogo
associationeerwaya@yahoo.fr

This document covers humanitarian aid activities implemented with the financial assistance of the European Union. The views expressed herein should not be taken, in any way, to reflect the official opinion of the European Union, and the European Commission is not responsible for any use that may be made of the information it contains. This project is co-funded by the European Union for the “EU Aid Volunteers initiative”.

This toolkit produced by GVC (project EU AID VOLUNTEERS – GETTING INVOLVED), is a document about humanity, solidarity, European citizenship and humanitarian volunteers, designed to support local organisations in the various aspects related to their participation in the EU Aid Volunteers initiative.

Starting from humanitarian principles, to EU Regulations and volunteer management, you will find all you need on how to get certified for the EU Aid Volunteers initiative, how to provide humanitarian support to populations in need, as well as how to support local communities in strengthening their resilience capacity through the EU Aid Volunteers initiative.