



Report on the Swiss Labour Market in IC 2013/2014



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BASS plc

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Management Summary

Since 2010, cinfo publishes a report every two years on the Swiss labour market in International Cooperation (IC) in collaboration with the Centre for Labour and Social Policy Studies BASS p.c. These reports aim to provide an overview of the relevant aspects of this part of the labour market and to observe long-term trends and developments. While oriented towards employers as well as education and training institutions offering programmes in this area, the report also provides information for employees and interested actors from related fields. The results of this third edition are based on an analysis of quantitative and qualitative data for 2013 and 2014. Where possible and appropriate, it highlights trends and offers forecasts.

The main findings

What is confirmed

The characteristics of the two market sectors, Humanitarian Aid (HA) and Development Cooperation (DC), and their respective importance to IC have not changed:

- The majority of employed specialists in HA are male (59%). Part-time positions (2%), as well as junior positions and internships (3%), are very rare. With 56% of all full-time equivalent positions, this sector constitutes the largest share of IC positions.
- The smaller sector of DC constitutes about 44% full-time equivalent positions. Employment of men and women is almost equal (49% to 51%). Both part-time positions (28%) and those for junior staff and career entrants (24%) are considerably more common than in HA.

In 2013 and 2014, the Swiss IC labour market continued to favour demand: there were less vacant positions than job seekers. IC employers can choose from a considerably wide range of well-qualified and increasingly specialised candidates: the percentage of job seekers holding a tertiary-level qualification remains constant at 95%. However, in qualitative terms, it remains often difficult to fill both demanding positions in fragile contexts and positions that require a specific combination of key competencies.

What is new

Job seekers appear to confront the comparatively small number of vacant positions by extending their job search, seldom confining it to only one sector of the IC market. In 2014, for the first time, job seekers were more interested in positions, above all, in the field of Human Rights and Peacebuilding (46%) than in HA (45%).

Similarly, it appears that employers have broadened their search for new employees. The percentage of advertised positions requiring professional IC experience has continually decreased over the observation period (2010: 63%; 2014: 46%). An analysis of job advertisements on the jobs database cinfoPoste indicates that the search for new employees is increasingly oriented towards those who have an IC-relevant educational background rather than professional IC experience. To what extent this reflects a deliberate change in recruiting practices cannot be answered by this study.

The data collected for this report on the nationalities of employed specialists shows that almost half are Swiss (45%), while 39% come from the EU and 16% from elsewhere. The international background of employees (76%) in HA is particularly pronounced, although this is primarily attributable to the ICRC, which employs 80% non-Swiss. The percentage of foreigners in DC is considerably lower, at 27%. The main reason for this is the fact that most positions offered by the Federal administration are open exclusively to Swiss nationals. However, with 39% foreigners, the non-profit organisations (NPOs) in DC are relatively international.

In HA the percentage of support functions such as fundraising, human resources and financial controlling has decreased from 30% to 22%. This can be explained through the so-called residentialisation process whereby certain support functions are given to local employees without a Swiss employment contract.

For the first time, this edition of the report analyses the jobs advertised on the jobs database, cinfoPoste, according to both the professional fields into which they fall and the professional position of the future employee. The analysis on p. 22-23 will form the basis for observing developments in this area in the coming years.



Female students make up the majority in IC-related programmes.

What requires further observation

Since 2005, the education and training institutions continuously increased their range of IC-related courses (compare p. 14), from 8 in 2005 to 23 in 2011, after which it appears to have reached a saturation point, with only one further course added up until 2014. However, the number of IC-specific post-diploma studies (PDS) continued to grow steadily (2005, 8; 2014, 21). The number of graduates also increased during the period under observation. It is probable that this has led to the observed increase in the percentage of job seekers on cinfoPoste specialised in International Relations/DC. It remains to be seen whether employers' requirements for graduates from IC programmes will mirror this trend and to what extent the number of education and training programmes, as well as the number of entrants, will reflect demand in the coming years.

In both IC-related programmes and IC-specific PDS, the percentage of female students outweighs that of male students (60% to 40%; 58% to 42%). In contrast, more men than women are employed as specialists in the Swiss IC labour market (55% to 45%). This difference is more pronounced in HA: employers in this sector more frequently search for specialist staff with IC-specific educational qualifications, which are held by a greater share of women, yet employ only 41% females compared to 59% males. Future surveys will show whether the higher proportion of female graduates from IC-specific training and further education is reflected in the IC labour market, or whether, as can be observed in other professions, female specialists will be unable to realise their potential within their field in the Swiss IC labour market.

cinfo and Bureau BASS, June 2015

«The number of support positions in Humanitarian Aid has decreased from 30% to 22%.»

Market Definition: The Swiss Labour Market in IC

This report is based on the following definition of the labour market:

The International Cooperation (IC) labour market in Switzerland includes all vacant and filled positions in IC organisations that have their headquarters or an office in Switzerland and that recruit Swiss, among other nationalities, to fill vacant positions.

The definition excludes the following categories of IC organisations:

- International organisations
Organisations such as the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the Organisation for Economic Cooperation and Development (OECD). This decision was taken for reasons related to research methodology. However, despite its special status as an international organisation, the International Committee of the Red Cross (ICRC) is included because of its significance to the Swiss IC labour market. Also included are internships and traineeships with international organisations that are financed directly by the Swiss Federal Administration and for which only Swiss nationals are recruited (JPO, UN Youth Volunteers¹, Associate Expert Positions).
- IC organisations without an office in Switzerland
IC organisations with no office in Switzerland are excluded for reasons related to research methodology, as above.

The following empirical evidence allows for an estimate of the importance to the Swiss IC labour market of those organisations not considered in this report:

In 2013, a total of 1,915 jobs were advertised on cinfo's online jobs database, cinfoPoste. Out of these, 543 were for international organisations and 387 for IC institutions without an office in Switzerland. Among the 1,824 positions advertised on cinfoPoste in 2014, 287 were for international organisations and 437 for IC organisations without an office in Switzerland. Based on vacancies advertised on cinfoPoste, the two categories of IC organisations not considered in this report accounted for 44% of the job market in 2013 and 2014.²

Unless otherwise indicated, the data presented in this report refers only to specialist functions which focus primarily on international cooperation and for which an employee requires an IC-related educational qualification or equivalent experience. Specialist functions include positions for new graduates in the process of specialisation. However, positions with a pure support function (such as fundraising, human resources, finance), unpaid voluntary work and local staff are not included.

Sources of data

This report is based on data from labour market monitoring of employers, training institutions and job seekers in the Swiss IC labour market conducted by cinfo in collaboration with the Centre for Labour and Social Policy Studies BASS plc. The data for 2013 and 2014 was collected partly throughout the period (example: job advertisements cinfoPoste) and partly retrospectively, from January to May 2015 (example: survey of employers). In the future, labour market monitoring should be conducted periodically in order to identify and promptly analyse long-term developments in the Swiss IC labour market.

The Job Seekers

The jobs database cinfoPoste

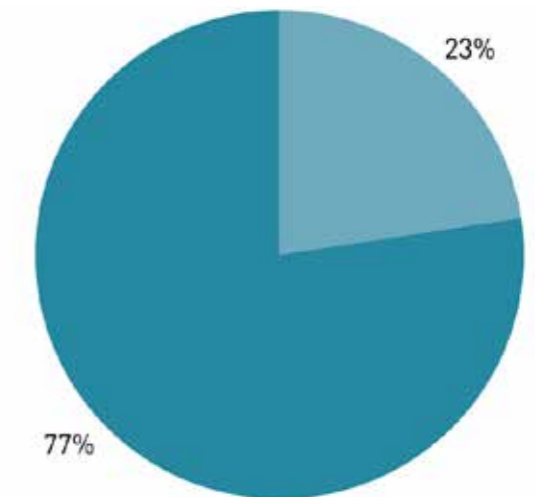
The jobs database, cinfoPoste, is an important source of information for specialists and career entrants seeking information about job prospects in the Swiss IC labour market. Job seekers were invited to participate in an online survey on the jobs database website about their profile and the type of job they were seeking. Subscribers to the cinfoPoste Jobletters were also invited to participate in the survey via email. Between 29 September and 24 October 2014, 778 people completed the questionnaire. 76% of participants use cinfoPoste primarily for job hunting, while 23% indicate that they use the database to get more general information about IC employment prospects. The majority of the database users (75%) live in Switzerland, 11% in Europe and 14% elsewhere.

Young professionals and career entrants
For the purposes of this report, career entrants are people seeking to enter the IC labour market for the first time but not necessarily entering the workforce for the first time. cinfo's experience shows that a substantial proportion of IC entrants already have work experience outside of IC.

Positions sought

Approximately one quarter of job seekers are primarily seeking a traineeship or entry-level position. The remaining close to 75% are generally looking for a permanent or project position (see **Figure 1**). These figures have not changed significantly since 2010.

Figure 1
Types of positions sought 2014



■ Entry-level position/traineeship
■ Permanent or project position

Source: Survey of cinfoPoste users 2014 (n=770)

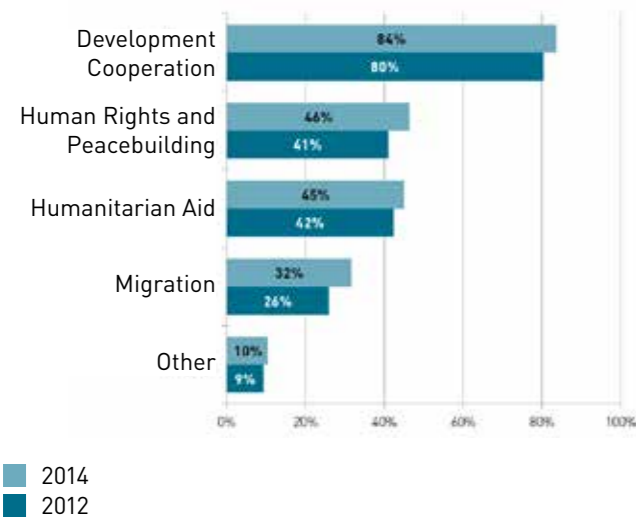
42% of participants consider both the Development Cooperation (DC) market (including Human Rights, Civilian Peacebuilding and Migration) and the Humanitarian Aid (HA) market when job seeking; the majority (55%) restrict their search to the area of DC; only 3% of participants search on cinfoPoste for positions exclusively in the area of HA.

Figure 2 shows the different sectors of IC in which participants search for a job. In 2014, 84% of participants were interested in a position in the sector of DC and 46% for a position in the fields of Human Rights and Peacebuilding. 45% were interested in HA positions, among others, while 32% of participants were interested in the field of Migration. Notably, interest in Human Rights and Peacebuilding positions has increased and now exceeds the interest in HA positions. Generally, job seekers do not clearly differentiate between sectors of the IC job market, which is evidenced by ever-widening job searches. This observation is consistent with cinfo's experience that the individual sectors of the market increasingly overlap.

¹ earlier: UNV Internships

² cinfo publishes job offers from international organisations on cinfoPoste in order to increase their visibility in the Swiss IC labour market. Since May 2014, the emphasis has been to advertise job offers from UN Women, UNFPA, UNDP and UNICEF which are seeking specific profiles (e.g., gender, reproductive health, etc.).

Figure 2
Job seeker interest in positions in IC market sectors 2012/2014



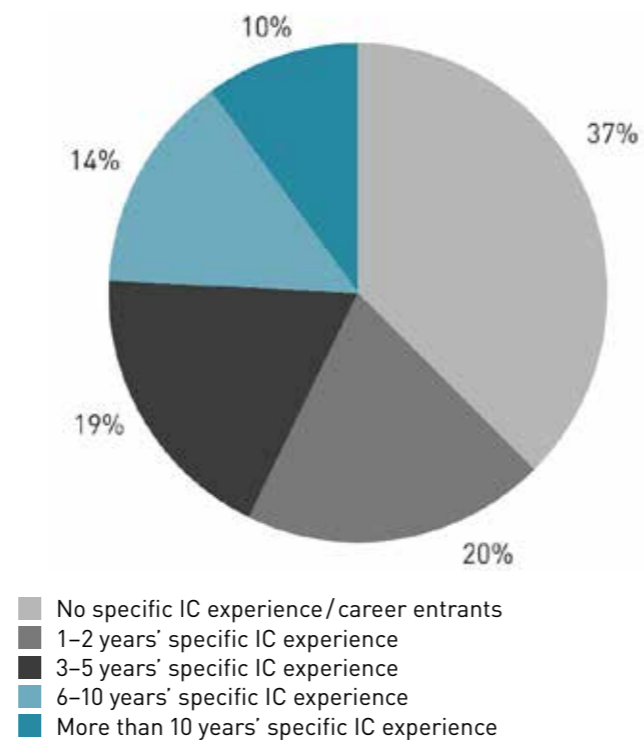
Reading example: In 2014, 32% of job seekers were interested in a position (among others) in the field of Migration.

Source: Survey of cinfoPoste users 2012/2014 (n=771)

Profiles of job seekers

Just over a third of the surveyed job seekers (37%) have no IC work experience (see **Figure 3**) and are therefore dependent on entry-level positions. Some respondents noted that this is particularly difficult. One fifth of respondents have little IC professional experience (1 to 2 years). The proportion of experienced people (more than 3 years' IC experience) remains stable at 43%, compared to 44% in 2012. cinfo has observed that experienced professionals also search for and find positions through their own networks. It is worth noting that, on the one hand, people with one to two years' work experience frequently seek an internship or entry-level position. It is characteristic of the Swiss IC labor market that people at the beginning of their career often complete two to three internships. On the other hand, around 60% of people without work experience are looking for a permanent or project position.

Figure 3
Specific IC work experience of job seekers 2014

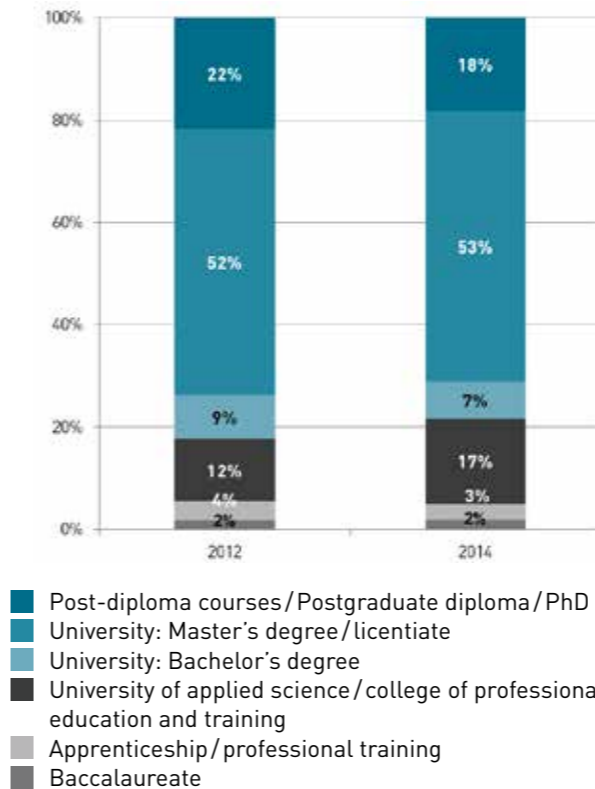


Source: Survey of cinfoPoste users 2014 (n=776)

Educational qualifications of job seekers

Job seekers interested in employment opportunities in IC generally hold tertiary-level educational qualifications (see **Figure 4**). In 2014, 53% of those surveyed held a Master's degree or licentiate from a university, 7% held a Bachelor's degree from a university and 17% a qualification from a university of applied science or a college of professional education and training. As a rule, a tertiary-level qualification is generally a prerequisite for undertaking a post-graduate diploma or a doctorate. Overall, the rate of tertiary qualification is 95%. Compared to 2012, the percentage of job seekers with a degree from a university of applied science or a college of professional education and training increased by 5%, while the percentage of people with a post-graduate qualification or PhD decreased by approximately 4%.

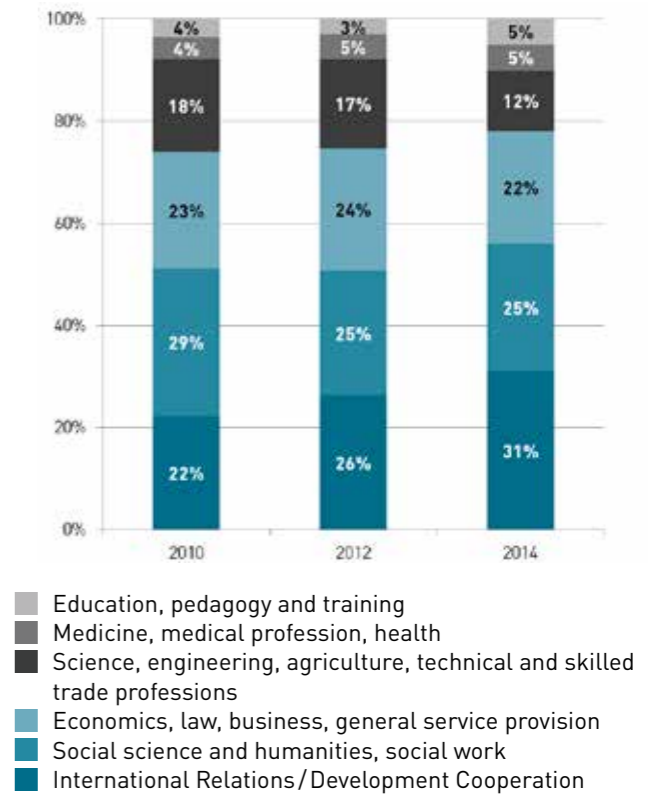
Figure 4
Highest educational qualification of job seekers 2012/2014



Source: Survey of cinfoPoste users 2012/2014 (n=772)

Almost one third of job seekers in 2014 completed their highest qualification in the field of International Relations/Development Cooperation (31%). Job seekers with qualifications in Social Sciences and Humanities (25%) and Economics, Law and Business (22%) comprise almost a quarter each. Somewhat smaller is the percentage of job seekers holding a qualification in science (12%). Only 1 in 20 IC job seekers have a qualification in a medical profession. The same is true for those with a qualification in Education and Training (compare **Figure 5**, right column).

Figure 5
Job seekers by specialisation 2010/2012/2014



Source: Survey of cinfoPoste users 2010/2012/2014 (2010: n=368, 2012: n=518, 2014: n=724)

The Educational Qualifications of IC Specialists

The number of job seekers from the field of International Relations and Development Cooperation has increased from 22% to 31% since 2010. This increase corresponds to the growing importance of IC-specific education and training, which is elaborated in the following chapter. The trend away from education and training, with little specialisation in IC, towards IC-specific programmes may be taken as evidence of the process of developing a fully-fledged professional field of IC.

Survey of cinfoPoste users
 Timeframe: 29.9. – 24.10.2014
 Method: Online survey
 Participants: 778

The percentage of job seekers specialised in science, engineering, agriculture and skilled technical and trade positions fell by 5% from 2012 to 2014. This may reflect the persistent lack of specialisation in Switzerland in the so-called MINT professions (maths, informatics, natural sciences and technology).

The following education and training programmes were considered in the survey of the educational qualifications of IC specialists:

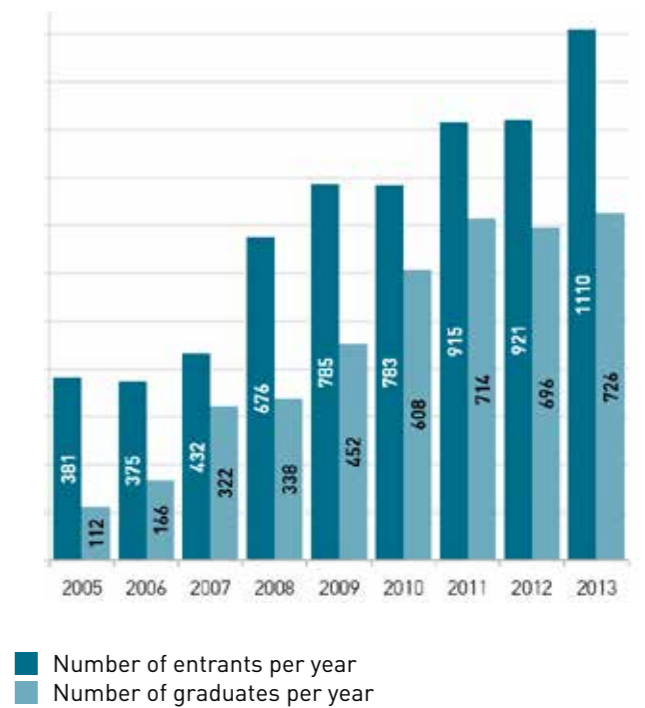
1. **IC-related programmes** Tertiary-level studies in the area of International Relations or IC-relevant course content at a Swiss University.
2. **IC-specific postgraduate studies:** Quaternary-level post-graduate studies in Switzerland, which specifically qualify graduates for work in IC and lead to a Diploma of Advanced Studies (DAS) or a Master of Advanced Studies (MAS).

Trends in student numbers¹

Figure 6 shows the growth in the number of students entering **IC-related programmes** and the subsequent graduate figures. The number of entrants grew steadily between 2005 and 2013 from 381 to 1'110, representing an almost three-fold increase. The annual growth in graduate numbers mirrored the growth in entrant numbers, more than doubling between 2008 (338) and 2013 (726).

The continuous growth in student numbers since 2005 can be attributed to both higher student numbers per course and to universities offering a far broader range of programmes. 8 IC-related programmes were offered in 2005, expanding to 12 in 2008, and 23 in 2011. It seems that saturation point has been reached, with only one new course on offer up until 2014.

Figure 6
Students in IC-related programmes 2005–2013



Source: Survey of Education and Training Institutions 2005-2013
 (2005: n=8, 2006: n=8, 2007: n=10, 2008: n=12, 2009: n=15, 2010: n=16, 2011: n=23, 2012: n=23, 2013: n=24)

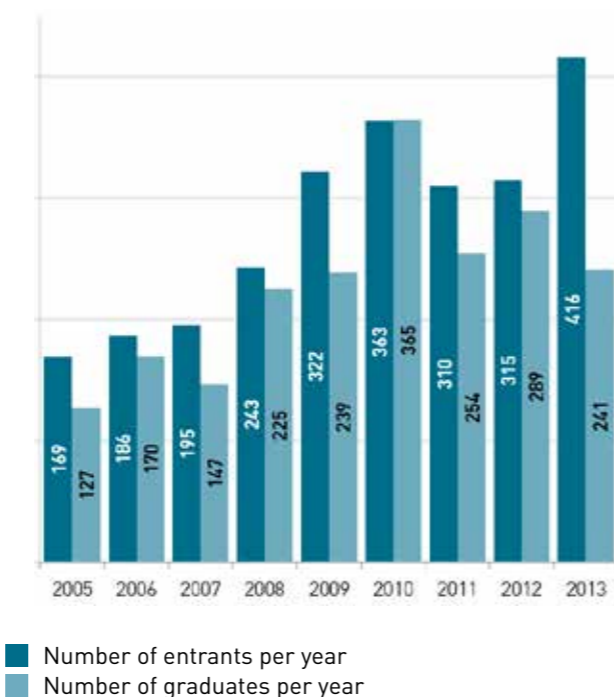
Comment: Information for 2014 is not shown in Figure 6 because the final data for some courses was not available.

«The increasing significance of IC-specific education and training courses most likely indicates the emergence of a separate professional field of IC.»

¹ The data presented in this report on the growth in student numbers shows variations from the last report (2011/2012) because the current survey allowed for improvements to the data. For example, there is retrospective information on additional courses or previous information could be corrected. However, the updated data does not bring into question the conclusions reached from the data in the last report.

The growth in the number of student entrants and graduates can also be seen in **IC-specific postgraduate studies** (compare **Figure 7**). There was an almost two-and-a-half fold increase in entrant numbers between 2005 (169) and 2013 (416). Student numbers have grown steadily, with the exception of 2011 and 2012. For these two years the numbers of student entrants, 310 and 315 respectively, were lower than in 2010 (363). This does not necessarily represent a decreased interest in postgraduate studies. Certain variations can be explained by the irregular programme cycles of the various educational institutions. In 2013, the numbers again increased to 416, above the former levels of 2010. Graduates from IC-specific postgraduate studies also increased, from 127 in 2005 to 241 in 2013, representing an almost doubling of graduates. This development is subject to slightly greater fluctuations, which can be explained both by irregular programme cycles and by differences in course duration. The growth in postgraduate student numbers can also be attributed to both a steady increase in the number of students per course as well as an increase in the number of courses offered every year. In 2005, 8 IC-specific postgraduate courses were offered, increasing to 16 in 2010 and to 21 by 2014. Unlike the IC-related courses, the growth in the number of postgraduate courses has been steady.

Figure 7
Students in IC-specific postgraduate studies 2005–2013



Source: Survey of Education and Training Institutions 2005-2013 (2005: n=6, 2006: n=7, 2007: n=7, 2008: n=10, 2009: n=13, 2010: n=14, 2011: n=15, 2012: n=16, 2013: n=19)

Comments: Information for 2014 is not shown in Figure 7 because the data for some courses was not available.

Students' countries of origin

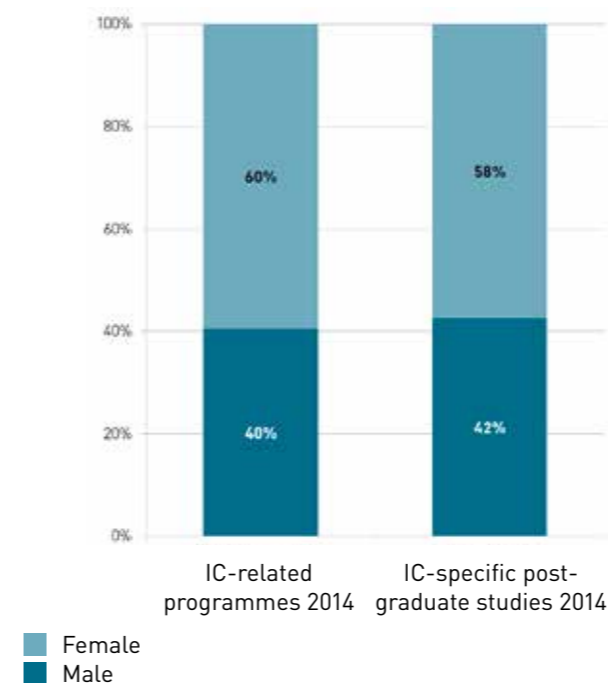
The origin of students in education and training programmes for IC specialists is distinctly international. In 2014, half of the entrants to tertiary-level IC-related programmes were foreign nationals.² This figure climbed to nearly 80% for postgraduate studies. While entrants to all courses at the tertiary level were predominantly of European origin (71%, including Swiss nationals), more than half of the entrants to postgraduate studies came from outside Europe (58%). Despite slight variations, this distribution has remained stable since 2012.

² At 26%, the proportion of foreign entrants to Swiss universities is comparatively low (Federal Statistical Office FSO, SHI – Students and graduates of Swiss universities 2014/2015).

Student gender distribution

There are significantly more women than men in both IC-related programmes and IC-specific post-graduate studies (see, **Figure 8**). As in the two previous years, approximately 60% of entrants in 2014 were female. This gender distribution mirrors cinfo's experience of the gender distribution of applicants for internships and junior position programmes in IC.

Figure 8
Students by gender 2014



Source: Survey of Education and Training Institutions 2015 (IC-related programmes n=749 students, IC-specific postgraduate studies n=377 students)

IC experts who are studying constitute a large proportion of recruits for the Swiss IC labour market. A substantial number come to Switzerland for their education and training and will presumably be internationally mobile upon graduation. Nevertheless, graduates of Swiss IC courses provide employers in the Swiss labour market with a large talent pool. Each year, they can potentially draw on roughly 1,000 graduates who are Swiss or who have completed their studies in IC in Switzerland.

Survey of Education and Training Institutions 2014/2015

Timeframe: 2014: 16.4.2014 – 5.8.2014
2015: 13.1.2015 – 18.3.2015
Method: Survey by email
Number of identified educational programmes: 2013: 45, 2014: 49
Respondents: 2013: 36 (80%)
2014: 47 (96%)

Table 1
Courses considered

IC-related courses at the tertiary level	
Institut Universitaire Kurt Bösch IUKB, Sion (since 2015 Université de Genève, Centre interfacultaire en droits de l'enfant CIDE)	Master of Arts interdisciplinaire en Droits de l'enfant (MIDE)
University of Applied Sciences: School of Agricultural, Forest and Food Sciences HAFL, Zollikofen	<ul style="list-style-type: none"> ▪ Bachelor in Agronomie, with specialization in international agriculture ▪ Master of Science in Life Science, with specialization in agricultural and forestry sciences
University of St. Gallen	<ul style="list-style-type: none"> ▪ Bachelor-Programm International Affairs (BIA) ▪ Master-Programm International Affairs and Governance (MIA) ▪ Master International Law (MIL)
University of Neuchâtel, Institut de l'entreprise	Maîtrise universitaire en développement international des affaires (MIA)
World Trade Institute, Berne	Master of International Law and Economics (MILE)
University of Luzern, Politikwissenschaftliches Seminar	Master of Arts (MA) in Weltgesellschaft und Weltpolitik
Graduate Institute of International and Development Studies (IHEID), Geneva	<ul style="list-style-type: none"> ▪ MA Anthropology and Sociology of Development ▪ MA Études du développement ▪ MA International Affairs ▪ MA International Relations / Political Science ▪ MA International Economics ▪ MA International Law ▪ MA International History
University of Geneva	<ul style="list-style-type: none"> ▪ Baccalauréat universitaire en relations internationales (BARI) ▪ MA Spécialisé Pluridisciplinaire en Études Asiatiques (MASPEA) ▪ MA in Standardization, Social Regulation and Sustainable Development
University of Lausanne	MSc Géographie Orientation « Etudes du développement »
University of Fribourg	<ul style="list-style-type: none"> ▪ MA spécialisé Éthique, responsabilité et développement ▪ LLM Cross-cultural business practice
University of Basel, Zentrum für Afrikastudien	MA African Studies
ETH/University of Zurich	MA Comparative and International Studies

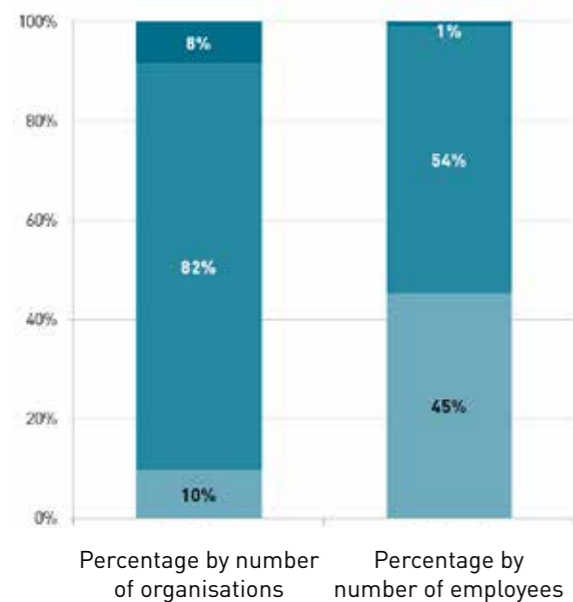
IC-specific post-diploma programmes	
Geneva Academy of International Humanitarian Law and Human Rights, Geneva	<ul style="list-style-type: none"> ▪ LL.M. (MAS) in International Humanitarian Law and Human Rights ▪ Executive Master in International Law in Armed Conflict
Graduate Institute of International and Development Studies (IHEID), Geneva	<ul style="list-style-type: none"> ▪ Executive Master in International Negotiation and Policy-Making (INP; DAS) ▪ Executive Master en politiques et pratiques du développement (DPP); until 2011: Executive Master en études du développement (IMAS) ▪ LL.M. (MAS) International Law
University of Geneva	<ul style="list-style-type: none"> ▪ International Organizations MBA (IOMBA) ▪ DAS in Corporate Social Responsibility (Geneva School of Economics and Management)
Centre for Education and Research in Humanitarian Action (CERAH), Geneva	DAS und MAS in Humanitarian Action
Università della Svizzera Italiana, Lugano	<ul style="list-style-type: none"> ▪ MAS in Humanitarian Logistics and Management (MASHLM) ▪ MAS in Humanitarian Operations and Supply Chain Management (MASHOM) ▪ MAS in Intercultural Communication (MIC)
Institut für Kommunikation & Führung IKF, Luzern	MAS in Transcultural Communication with specialization in mediation, interpretation or management
Institut Universitaire Kurt Bösch IUKB, Sion (since 2015 Université de Genève, Centre interfacultaire en droits de l'enfant CIDE)	Master of Advanced Studies in Children's Rights (MCR)
ETH Zürich, NADEL	MAS Development and Cooperation
ETH Zürich Institute of Environmental Engineering	MAS in Sustainable Water Resources
Swiss Tropical and Public Health Institute, Basel	<ul style="list-style-type: none"> ▪ MAS in International Health ▪ MBA in International Health Management ▪ DAS Health Care and Management in Tropical Countries
Swisspeace Academy (former World Peace Academy), Basel	MAS in Peace and Conflict Transformation
Haute École de Gestion Genève	DAS in Sustainable Management

«It seems that the saturation point with regard to IC-related courses has been reached.»

IC Employers

The vast majority (82%) of the surveyed employers in the Swiss IC labour market are non-profit organisations (NPO). 8% are private sector companies and 10% are state agencies or supranational organisations (compare **Figure 9**, left column). However, state agencies are more important for the Swiss IC labour market than can be inferred by their low percentage as employers of IC specialists. In 2014, they employed 45% of IC specialists,¹ compared to 54% by NPOs. In contrast, only about 1% of IC specialists worked for private sector companies in IC (compare **Figure 9**, right column). Compared to 2012, the percentage of IC specialists employed by NPOs has increased slightly (from 48% to 54%). This proportionate increase is partly due to an absolute decline in employment in the category of state agencies and supranational organisations.

Figure 9
State, non-profit and private sector employers 2014

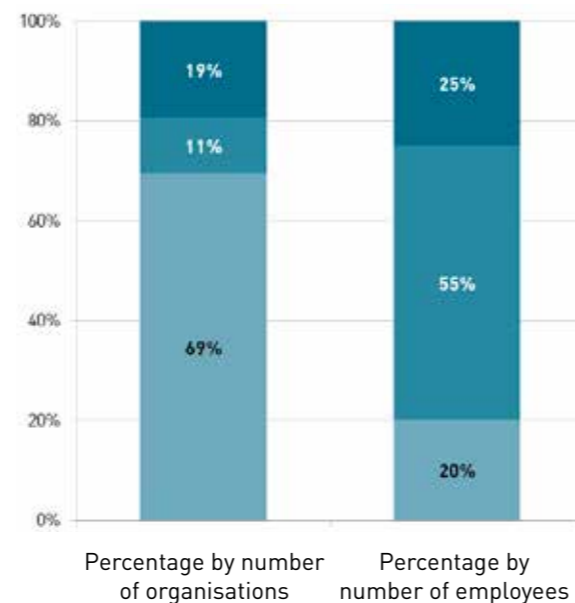


■ Private sector companies
■ Non-profit organisations
■ State agencies/supranational organisations

Source: Survey of employers 2015 (n=72)

In 2014, approximately two-thirds (69%) of employers were engaged solely in the market sector of Development Cooperation (DC), which includes the fields of civilian peace-building and support for human rights. The importance of the HA sector for the Swiss labour market is belied by the small number of employers: only 11% were exclusively engaged in Humanitarian Aid, yet were responsible for recruiting 55% of all staff in the Swiss IC labour market (compare **Figure 10**, right column). The remaining 19% of employers indicated their engagement in both HA and DC (compare **Figure 10**, left column).

Figure 10
Employers by market sector 2014



■ Active in both market sectors
■ Active only in HA
■ Active only in DC

Source: Survey of employers 2015 (n=72)

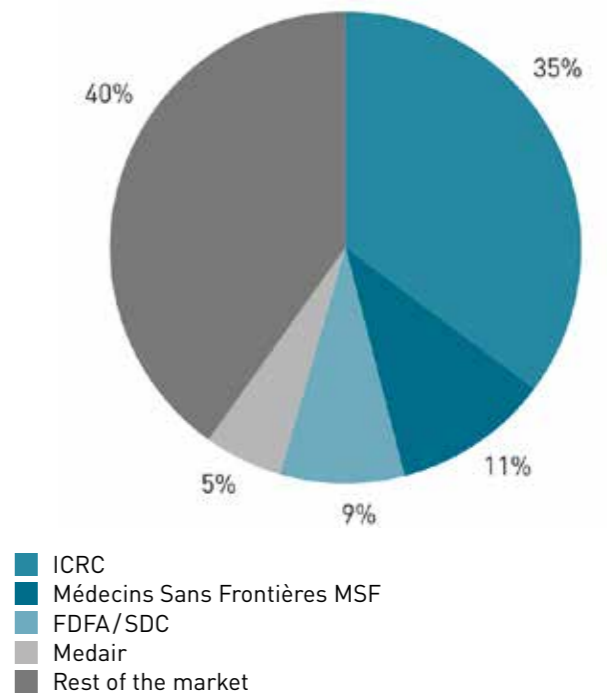
The Swiss IC labour market includes some large to very large organisations as well as a variety of small and micro employers. Measured in full-time equivalent (FTE)², the four biggest organisations covered approximately 60% of the total market in 2014 (compare **Figure 11**). The International Committee of the Red

² Full-time equivalent: the sum of annual working hours of full-time and part-time employees measured in full-time positions (employment rate of 100%).

Cross (ICRC) is crucially important, employing 35% of all IC professionals across both sectors of IC and 63% of those in HA. This corresponds to more than 1,500 FTE positions. The smallest organisation in the Swiss IC labour market is an international NGO active in the field of DC, with a total of «only» 200 FTE IC-specialist positions. Typically, organisations active in HA are larger, while organisations involved in DC tend to be smaller. The average size (median) of an organisation in the DC sector in 2014 was the equivalent of 6 full-time IC-specialist positions.

As in the Report on the Swiss IC Labour Market 2011/2012 (p. 14), the following table provides key information from four organisations that are significant in the Swiss IC labour market (compare **Table 2**). It includes information on staff numbers as well as positions offered in 2014.

Figure 11
The four biggest organisations 2014
(based on full-time equivalents)



Source: Survey of employers 2015 (n=91)

Table 2
Key figures for four large employers 2014

	Total	HELVETAS Swiss Intercooperation		SECO		FDFA/SDC ³		Terre des hommes Foundation	
		absolute	%	absolute	%	absolute	%	absolute	%
Number of employees¹ (as of 31.12.2014, full-time equivalents)									
	Total	110	100	77	100	364	100	107	100
	from DC	110	100	77	100	298	82	79	74
	from HA	0	0	0	0	66	18	28	26
		as % of Swiss IC labour market		3		2		9	
		3		2		9		3	
Job offers 2014²	Total	48		5		41		58	

¹ Only IC specialist positions, without support functions

² Job offers in 2014 include positions filled in 2014 as well as open positions as of 31.12.2014.

³ All IC specialists working for the Federal Department of Foreign Affairs (FDFA) and the Swiss Agency for Development and Cooperation (SDC) are included, except those working for the Human Security Division HSD and for the Swiss Humanitarian Aid Unit SHA.

Vacant Positions

Vacant positions 2010 – 2014

In 2014, a total of 1,824 vacant positions were advertised on the jobs database cinfoPoste (compare **Table 3**). A part of the advertised positions did not meet the market definition (compare p. 6) used in this report. The jobs considered were those with IC-specific responsibilities with employers headquartered, or with an office, in Switzerland as well as internships, funded by the Swiss Federal Administration, with international organisations. According to this definition, there were 760 jobs with IC-specific functions in 2014 and 677 in 2013. The number of published IC positions in 2013 and 2014 was similar to the preceding years. Only in 2012 was the number lower.

Features of vacant positions

As shown in **Figure 12**, 16% of specialist positions in 2014 were in the Humanitarian Aid sector (HA). As in the previous two years, the majority of advertisements were in the Development Cooperation sector (DC). The share of HA positions was greater in 2010 and 2011. This can be attributed partly to less advertisements being placed on cinfoPoste by the International Rescue Committee and Medair, both of which have many positions to fill in the HA sector. However, the winding back of the major humanitarian operation in Haiti in 2012 also had an impact on the number of advertised HA positions. It should be further noted that, throughout the period under observation, positions with ICRC and other HA organisations such as, for example, Médecins Sans Frontières MSF, were only occasionally advertised on cinfoPoste and so contributed only a small part to this analysis.

Figure 12
DC and HA positions 2010 – 2014



Source: Job advertisements cinfoPoste 2010–2014 (2010: n=772, 2011: n=991, 2012: n=539, 2013: n=677, 2014: n=760)

Almost two-thirds of IC positions in 2014 were based in operational regions¹, while approximately one-third were based at the headquarters of the organisation (compare **Figure 13**). DC sector positions reflect this pattern (58% positions were based in operational regions). HA positions were more frequently based in operational regions, specifically 76% of advertised positions.

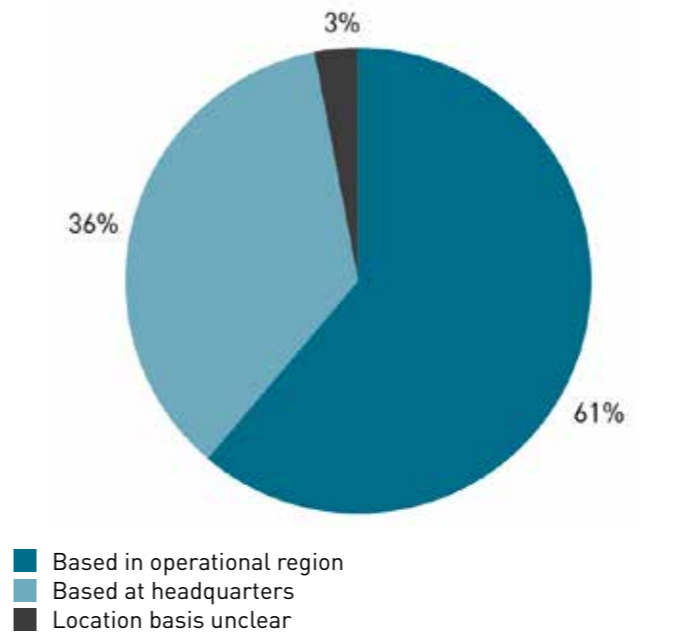
¹ A position is based in an operational region if more than half the working hours are performed there.

Table 3
Number of published vacant positions 2010 – 2014

	2010	2011	2012	2013	2014
Total of published vacancies	1'854	1'987	1'654	1'915	1'824
International organisations	-250	-319	-491	-543	-287
Organisations with no headquarters/office in Switzerland	-325	-383	-284	-387	-437
Swiss labour market, including support positions	1'279	1'285	879	985	1'100
Support positions	-412	-262	-296	-301	-319
Unusable advertisements	-95	-32	-44	-7	-21
Swiss IC labour market, only specialist positions	772	991	539	677	760

Source: Job advertisements cinfoPoste 2010–2014

Figure 13
Positions by deployment location 2014



Source: Job advertisements cinfoPoste 2014 (n=760)

Figure 14 shows the operational regions where positions were based from 2010 to 2014. The significant majority of positions continued to be based in Africa. However, with close to 40%, this share was somewhat lower in 2013 and 2014 than in previous years. The largest growth over the last two years was recorded in the Asian region (without Central Asia).² This particularly involves postings in the HA sector in the Philippines, Afghanistan, Jordan and Lebanon, where a marked increase in advertised positions can be observed in 2013 and 2014.

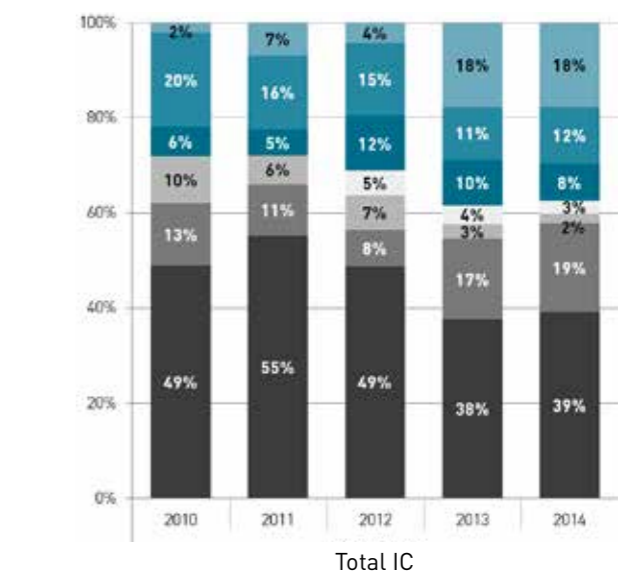
According to the figure, the number of positions based in Europe grew considerably between 2012 and 2013 (from 4% to 18%). This is partly the result of an increase in project positions in Kosovo (above all, positions in the European Union Rule of Law

² Do a small extent, the increase is also due to a statistical artefact. Until and including 2012, Afghanistan was coded as part of the Central Asian region. However, from 2013 onwards, the regional coding followed the official list of countries of the Federal Statistical Office. This resulted in Afghanistan being coded in the Asian region.

Mission in Kosovo, EULEX Kosovo). Above all, however, this sharp increase in numbers between 2012 and 2013 is due to the adoption of the job codes of the research methodology.³

The fact that ICRC positions are rarely advertised on cinfoPoste may have an effect on the distribution patterns of operational regions. It is not possible to project how this pattern would look if ICRC positions advertised elsewhere were to be considered. However, the distribution pattern for 2014, the first year ICRC used the site, is known: 27% of vacant positions were in Africa and 33% in the Middle East.

Figure 14
Positions by operational region 2010 – 2014



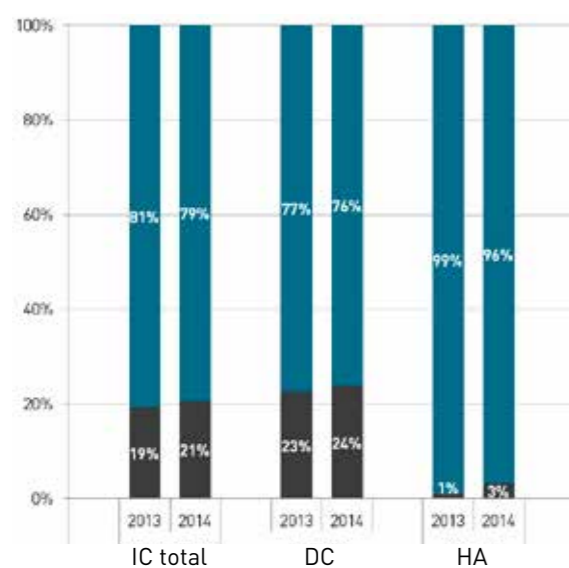
Europe (without Switzerland)
Central America and the Caribbean
South America
North Africa and the Middle East
Central Asia
Asia (without Central Asia)
Africa

Source: Job advertisements cinfoPoste 2010–2014 (2010: n=649, 2011: n=789, 2012: n=353, 2013: n=409, 2014: n=465)

³ Since 2013, positions advertised together in a bulletin are coded separately (for example, the EULEX positions of the FDFA). Previously, only the first listed position was considered for the coding process.

There is a clear difference in the functions sought between the DC and HA sectors, as shown in **Figure 15**. Junior positions⁴ are rarely available in HA, while they constitute close to a quarter of DC positions.

Figure 15
Junior positions 2013 / 2014



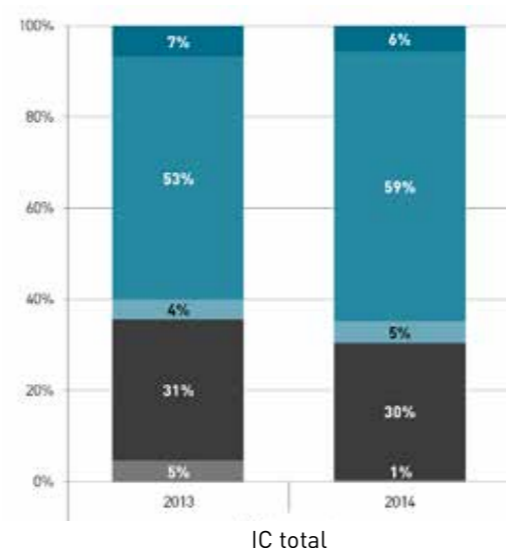
■ Specialist employees with relevant experience and management skills
■ Junior positions and internships

Source: Job advertisements cinfoPoste 2013/2014 (2013: n=677, 2014: n=760)

Educational requirements

A tertiary qualification is required for the vast majority of vacant specialist positions in IC (compare **Figure 16**). More than half of all IC advertisements in 2014 that contained information about educational qualifications were oriented towards people with a Master or Licentiate Degree from a university (59%), while a further 30% were for people with a qualification from a university of applied science or a college of professional education and training (although graduates from universities of applied science dominated). 5% of advertisements were for people with a university Bachelor's degree, and 6% for people with a graduate diploma at a tertiary level. Only 1% of advertised positions were for people with a secondary-level qualification, such as an apprenticeship or Bacculaureate. This figure, of 5%, was somewhat higher in 2013 because FDFA and INTERTEAM, in particular, advertised some positions at this time for people with secondary-level qualifications. However, in general, there is minimal difference between the two years, or between the two market sectors.

Figure 16
Positions by required qualification 2013 / 2014

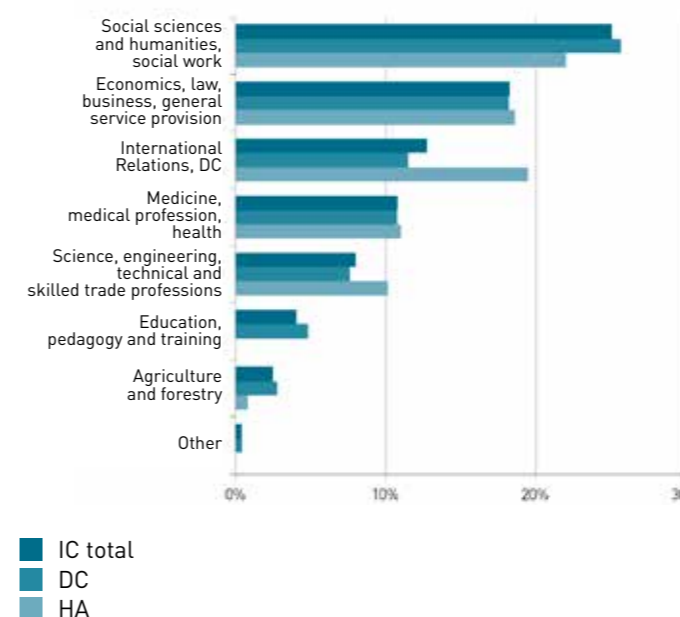


■ Post-diploma courses/Postgraduate diploma/PhD
■ University: Master's degree/licentiate
■ University: Bachelor's degree
■ University of applied science/college of professional education and training
■ Apprenticeship/Bacculaureate

Source: Job advertisements cinfoPoste 2013/2014 (2013: n=541, 2014: n=572)

The majority of advertised positions not only require certain educational qualifications but also one or more specific specialisations.⁵ **Figure 17** shows the percentages of advertisements in 2014 by specialisation. In 2014, the most frequently required qualification was in social sciences and humanities (25%), followed by the field of economics and law (18%). In 2014, a qualification in international relations was a particular prerequisite for jobs in HA (19%). One reason that must be considered for this exceptionally high value is that it concerned only a few positions, 23 in fact, of which approximately one half were advertised by the foundation Terre des hommes and Medair. A qualification in sciences was also more frequently demanded in HA, while qualifications in agriculture and forestry were more frequently specified in DC advertisements.

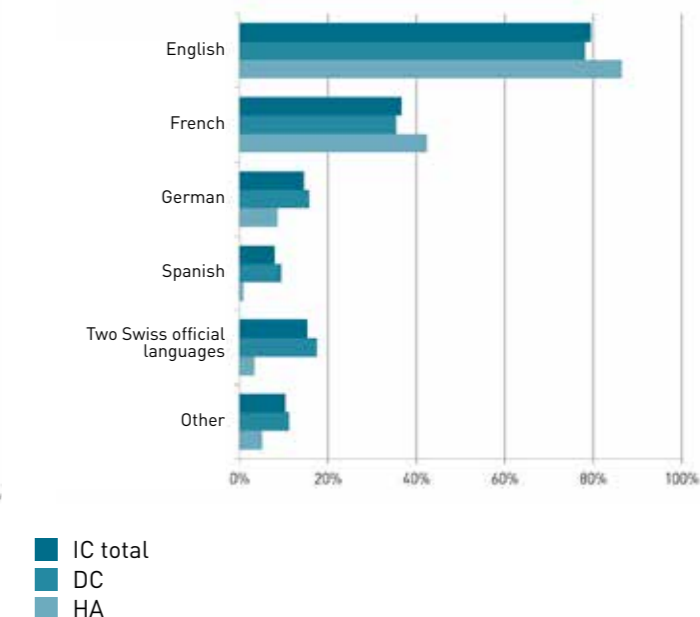
Figure 17
Positions by required specialisation 2014



Source: Job advertisements cinfoPoste 2014 (n=760)

Language skills are a key competence for positions in IC. In 2014, English proficiency was explicitly required in 79% of advertised jobs and French proficiency in 37% (compare **Figure 18**). These two languages were required slightly more frequently for positions in HA than in DC. 15% of advertisements required proficiency in (at least) two Swiss national languages, without specifying a priority. When other languages were demanded, the majority of advertisements specified a language of the UN.⁶ In a wide variety of advertisements, languages were not a prerequisite for a position, but a preferred additional skill. A local language of an operational area was often considered advantageous, for example an African language such as Kiswahili, Haitian Creole, one of the official UN languages or, in 2014, Albanian or Serbian.

Figure 18
Positions by required language 2014



Source: Job advertisements cinfoPoste 2014 (n=760)

⁴ Advertisements were coded as junior positions and internships if described as such in the advertisement. Also included were job advertisements for persons doing community service in the area of IC as well as positions advertised as «Associate Expert».

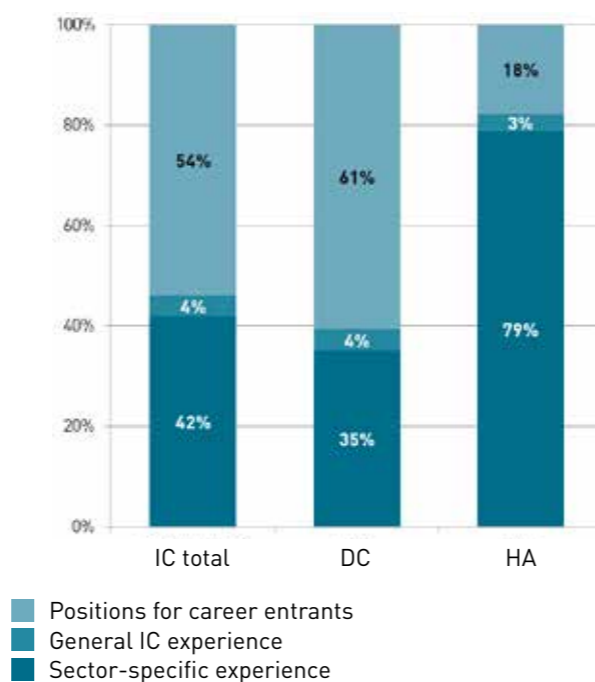
⁵ 60% of job advertisements in 2014 demanded one or more specialisations. Both the first and second priorities were coded.

⁶ The official UN languages are Arabic, Chinese, English, French, Russian and Spanish.

Figure 19 shows what kind of IC experience was required in positions advertised on cinfoPoste in 2014. Four-fifths of HA positions required sector-specific experience. In contrast, only close to two-fifths of DC positions demanded specific experience in DC. General IC experience alone was specified as a sufficient requirement in only 4% of job advertisements. A noticeable proportion of positions in the DC sector (61%) were also open for career beginners, while just close to one-fifth of vacant HA positions were open for career beginners (18%). Regional or country specific experience was requested in less than 10% of advertisements.

The percentage of positions on cinfoPoste for career beginners has grown steadily since 2010 (compare **Figure 23**, p. 25). This cannot be attributed to an increase in either the number of internships or in positions in Personal Development Cooperation, which has always been open to young professionals. This change has occurred because of a decreasing demand for IC professional experience in the other job advertisements. It can be assumed that IC organisations have changed their methods of advertising jobs to make the whole selection process more open. A further explanation might be that the recruitment process increasingly focuses on qualifications from IC-related or IC-specific courses rather than on professional IC experience. cinfo intends to review these interpretations with HR managers of IC organisations.

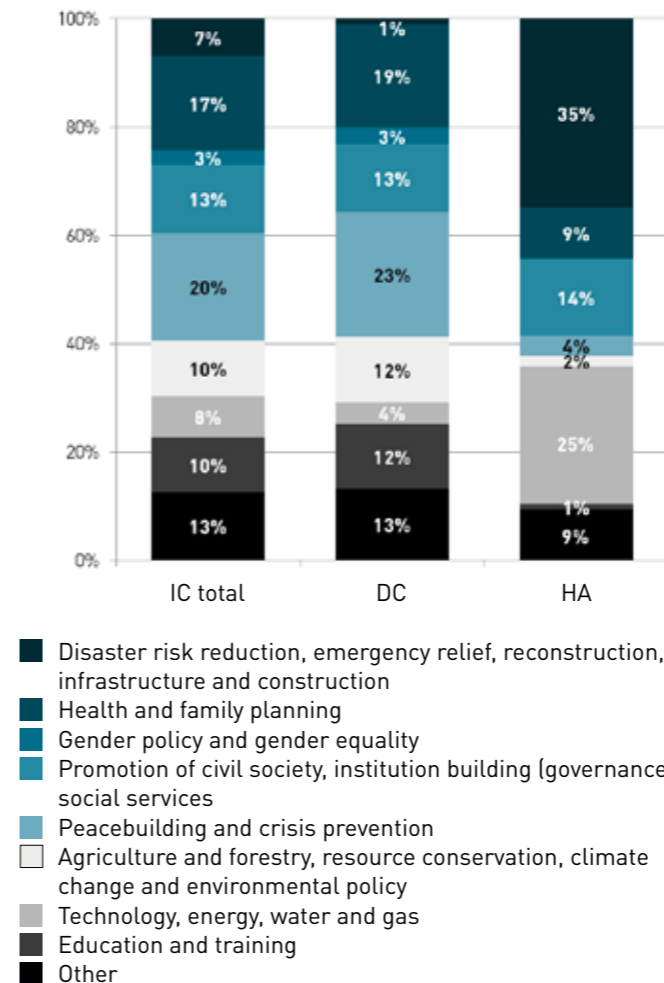
Figure 19
Positions by required experience 2014



Source: Job advertisements cinfoPoste 2014 (n=760)

For the first time, an analysis was made of the various fields into which advertised positions fell in 2013 and 2014. **Figure 20** shows that three fields were particularly important in HA: disaster risk reduction, emergency relief, reconstruction, infrastructure and construction (35%); technology, energy, water and gas (25%); promotion of civil society (14%). These three fields cover three-quarters of all HA positions advertised on cinfoPoste. The range of fields was broader in DC, with the following constituting an important share: peacebuilding and crisis prevention (23%); health and family planning (19%); education and training (12%); and agriculture and forestry, resource conservation, climate change and environmental policy (12%).

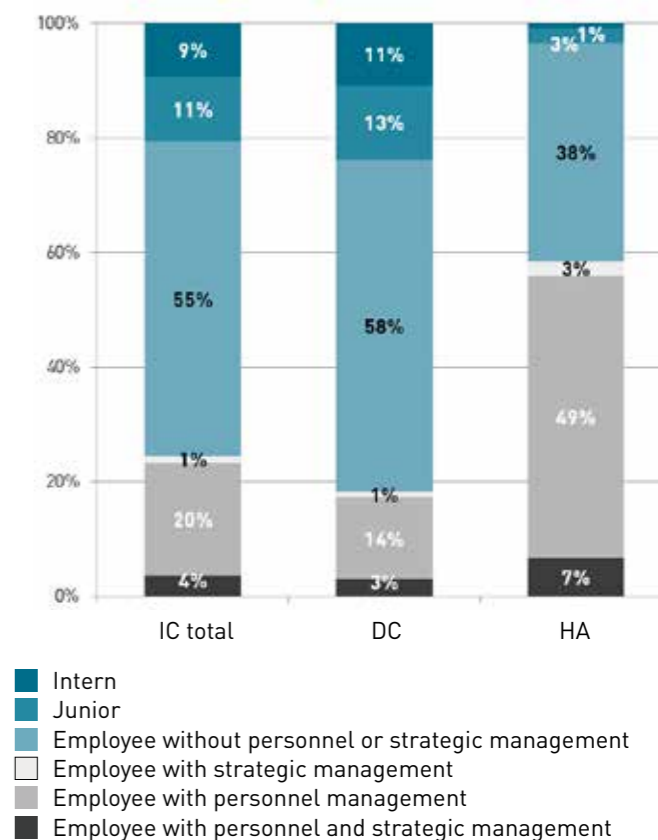
Figure 20
Positions by field 2014



Source: Job advertisements cinfoPoste 2014 (n=760)

The information in **Figure 21** on professional positions provides a further understanding of the types of profiles sought in IC. A total of 55% of advertised positions in 2014 did not specify personnel or strategic management responsibilities; this was more often the case in DC positions (58%) than HA positions (38%). Personnel management was specified as part of the position profile in 20% of IC advertisements, although this was seen more frequently in HA positions (49%) than DC positions (14%). Further, the combination of personnel and strategic management was more common in HA (7%) vacancies than DC (3%) positions. Positions for juniors and interns (11% and 9% respectively of IC positions) appear almost exclusively in the DC sector, as previously explained.

Figure 21
Positions by responsibilities 2014



Source: Job advertisements cinfoPoste 2014 (n=760)

Statistics cinfoPoste

Method: Coding of advertisements in jobs database cinfoPoste

Number of analysed advertisements 2013: 677

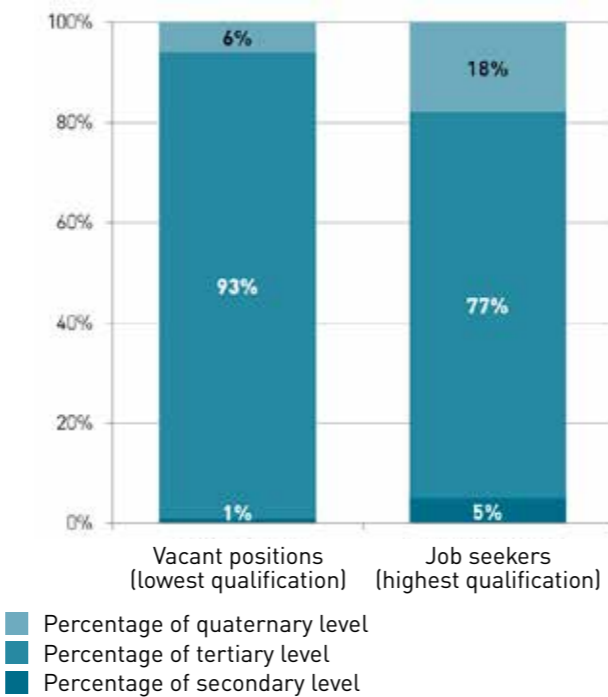
Number of analysed advertisements 2014: 760

Comparison between Supply and Demand

The comparison between the structure of labour demand (vacant positions on cinfoPoste) and labour supply (job seekers, or users of cinfoPoste) indicates which profiles are scarce, and therefore difficult to recruit, in the Swiss IC labour market. In addition, this comparison enables an analysis of the extent to which cinfo's online recruitment system is able to match supply and demand in the Swiss IC labour market.

Figure 22 shows that 93% of vacancies advertised on cinfoPoste in 2014 for specialist positions specified a tertiary-level qualification. 95% of cinfoPoste users meet this prerequisite: 77% of job seekers hold a tertiary-level qualification; a further 18% even hold a quaternary-level degree. In contrast, the share of positions advertised on cinfoPoste specifying quaternary-level qualifications was comparatively lower at 6%. Job seekers with a secondary-level qualification constitute 5% of all job seekers, whereas only 1% of advertised positions in 2014 specified secondary-level qualifications as a sufficient requirement. However, in general, there is a good match between the required levels of educational qualifications in job advertisements and those held by job seekers.

Figure 22
Graduates by level 2014



Reader example: In 2014, 1% of advertised positions required a secondary-level qualification as a minimum, while this was the highest qualification of 5% of job seekers.

Source: Job advertisements cinfoPoste 2014 (n = 572) and Survey of cinfoPoste users 2014 (n = 772)

From 2010 to 2014, the structure of labour demand changed with respect to the demand for IC-specific professional experience (**Figure 23**): the percentage of job advertisements which demanded specific IC experience fell from 63% in 2010 to 46% in 2014. This may be the result of changes in the advertising practices of IC organisations (compare Educational requirements, p. 20–21). In contrast, job supply remained steady throughout the period 2010 to 2014, with close to two-thirds of all job seekers having experience in IC.

Figure 23
Labour supply and demand by professional experience 2010/2012/2014



■ Positions requiring IC professional experience compared with job seekers with IC professional experience
 ■ Positions not requiring IC professional experience compared with job seekers with no IC professional experience

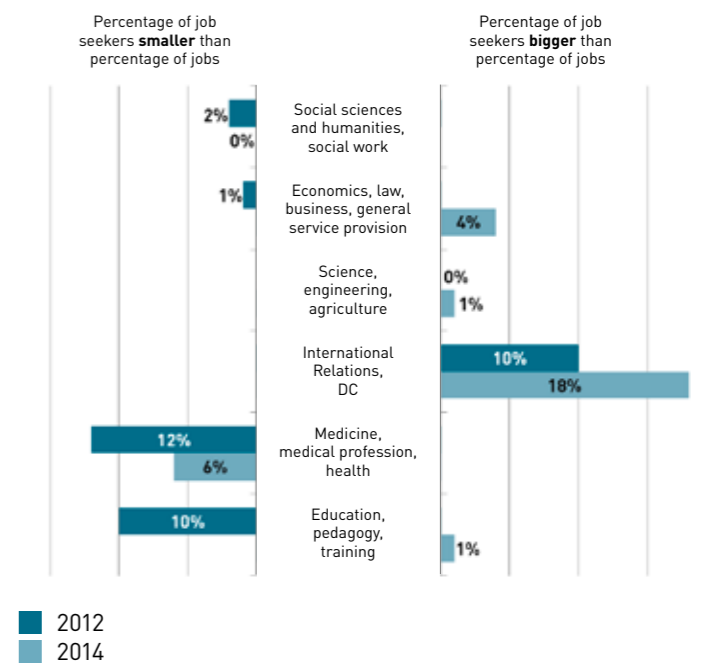
Reader example: 46% of advertised specialist positions in 2014 required specific professional IC experience.

Source: Job advertisements cinfoPoste 2010/2012/2014 (2010: n=772, 2012: n=539, 2014: n=760) and Survey of cinfoPoste users 2010/2012/2014 (2010: n=348, 2012: n=529, 2014: n=770)

Job seekers are both very well trained and have sector-specific professional experience, which suggests that the Swiss IC labour market favours demand. Labour demand (vacancies) is comparably smaller than labour supply (job seekers). In quantitative terms, the demand-side (IC employers) can choose from a large pool with a great variety of candidates. However, depending on the profile sought, this can be quite a different experience from a qualitative perspective. cinfo's experience shows that it is often difficult for IC organisations to find people who have the right combination of key competencies for a particular position. The number of suitable candidates is further reduced by conditions such as willingness to work in fragile contexts, and special language skills.

A comparison between the structure of vacancies and job seekers with regards to educational specialisation (compare **Figure 24**, light blue bar) shows that, in 2014, there were comparably fewer IC positions than job seekers in the area of health. Further, 31% of job seekers with a qualification in international relations, DC are competing for only 13% of jobs specifically requiring such a qualification (18%). There were also more job seekers in the field of economics, law, business and general service provision than advertised jobs (4%). There is a high correlation between the supply and demand structures in the other fields.

Figure 24
Job offers and job seekers by specialisation 2012/2014



Reader example: In 2014, the percentage of job seekers with a qualification in the field of international relations in DC was approximately 18% higher than the percentage of advertised positions requiring this specialisation.

Source: Job advertisements cinfoPoste 2012/2014 (2012: n=228, 2014: n=760) and Survey of cinfoPoste users 2012/2014 (2012: n=518, 2014: n=724)

Market Volume, Number of Employees and Salaries

There are some changes in comparison to 2012. The overview (Figure 24) shows the significant differences between 2012 and 2014 in vacancies and job seekers by field specialisation.

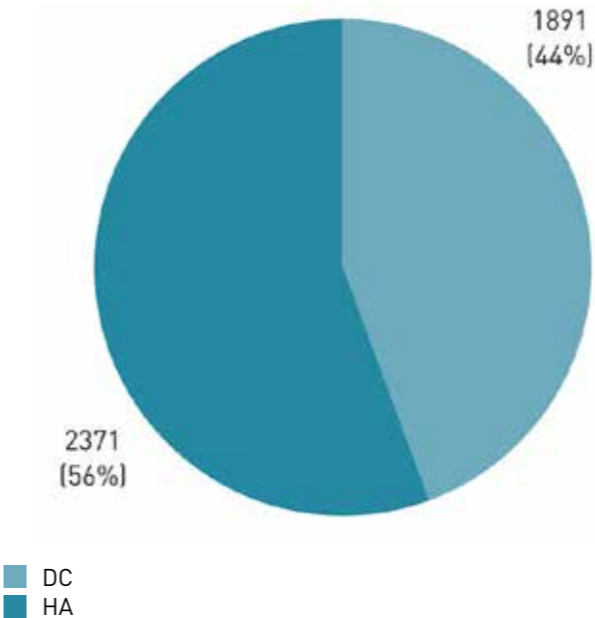
It can be observed that in 2012, the percentage of cinfoPoste users trained in the field of education, pedagogy and training, as well as medicine, medical professions and health, was lower than the percentage of advertised positions on cinfoPoste requiring these qualifications. In 2014, this was only the case in the field of medicine, medical professions and health. This is due to a proportional reduction of advertised positions in the health sector while the proportion of job seekers in this field remained steady. The situation in the field of economics, law, business and general services also changed, with the previously mentioned 4% surplus of job seekers.

«On cinfoPoste, there are more vacant positions than job seekers in the fields of medicine and health.»

Market volume

Based exclusively on IC-specialist positions, the responses to the employers' questionnaire show a single-digit percentage growth in the Swiss IC labour market in 2011 and 2012, while there was zero growth from 2013 to 2014. According to the definition of this report,¹ the Swiss IC labour market employs 4,984 persons across 4,262 full-time equivalents (Figure 25). From 2013 to 2014, the volume share of Humanitarian Aid (HA) shrank by approximately 6%, while the volume share of Development Cooperation (DC) grew by roughly 6%. Regarding the DC sector, the employers' estimation contained in the previous report of an increase in the number of positions was confirmed. The percentage share of these two sectors of the Swiss IC market realigned to 56% (HA) and 44% (DC). The biggest employer was, again, the International Committee of the Red Cross (ICRC), with a market share of 35%.

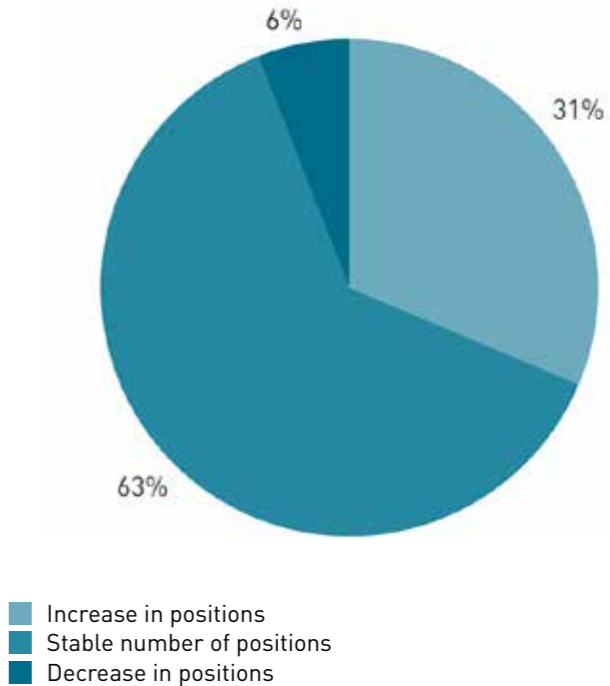
Figure 25
Market volume 2014: Full-time equivalents



Source: Questionnaire for employers 2015 (n=91)

Figure 26 shows how the market volume is expected to evolve. 31% of employers expect the number of specialist positions to increase in 2015, while only 6% anticipate a reduction of staff in their organisations. The remaining 63% of employers expect the job situation to remain the same as it was in 2014. Thus, at best, a slight growth in the labour market can be expected in 2015. However, it must be noted that the employment situation in several IC organisations, including ICRC, is closely linked to geo-political conditions and is therefore difficult to forecast.

Figure 26
Market volume 2015: Estimation of trends



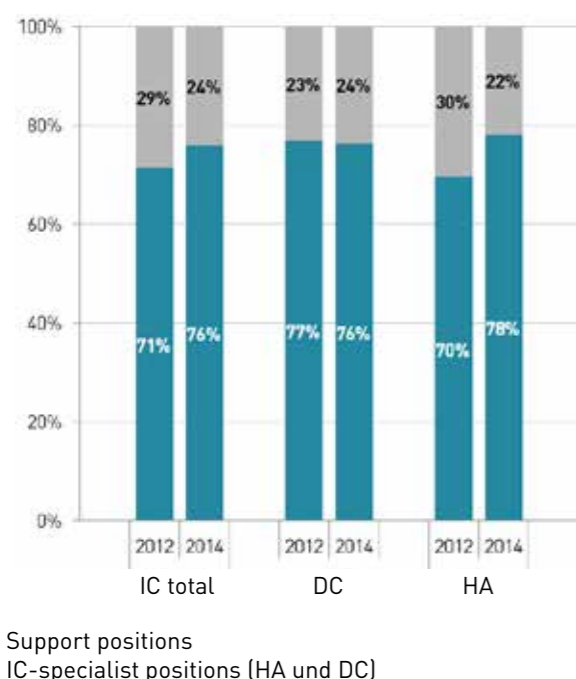
Source: Questionnaire for employers 2015 (n=67)

By its definition of the labour market, this report concerns only positions for IC specialists (compare p. 6). Support functions such as fundraising, human resources, and financial controlling are not included in the IC labour market. However, these positions should not remain unmentioned, as they comprise approximately one-quarter of all 6,829 positions offered by IC employers. Figure 27 shows how the percentage of support functions developed from 2012 to 2014, both as a total and as a share of the market. The percentage of full-time equivalents remained relatively stable in DC, at 23% and 24% respectively. There was a significant decrease in HA from 30% to 22%, resulting in an overall reduction in IC support positions from 29% to 24%. According to information from the ICRC, an important contributing factor in this reduction in HA positions is its «residentialisation» process: work previously performed

¹ See the definition of the Swiss IC labour market, p. 6

by mobile employees with Swiss employment contracts is increasingly being given to employees with local employment contracts who reside in the operational regions. These positions are, therefore, no longer part of the Swiss IC labour market.

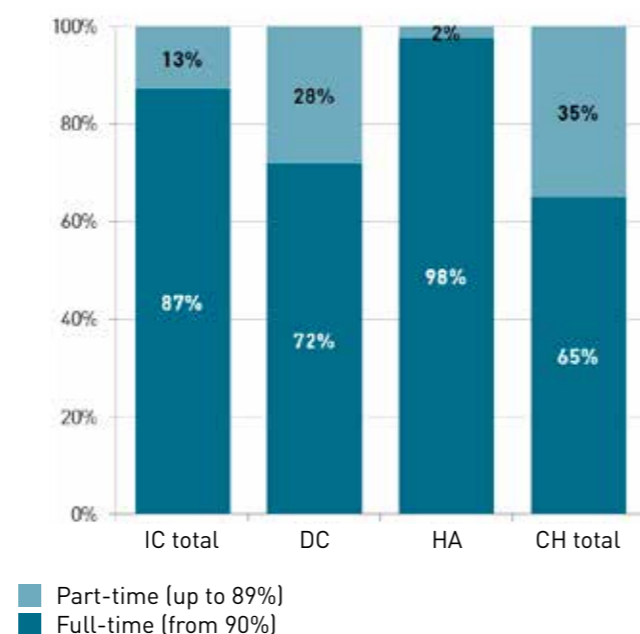
Figure 27
Specialist and support positions by full-time equivalents 2012/2014



Source: Questionnaire for employers 2013/2015 (n=53)

A comparison of the actual figures between 2010 and 2012 shows a 4% increase in DC part-time positions. Specifically, this means that in 2012, an additional 40 part-time jobs are offered in DC compared to 2010. The percentage of part-time DC positions has remained stable since 2012. There is an increasing tendency in HA not to offer part-time positions. From 4% in 2010, the percentage sinks to 2% in 2014.

Figure 28
Full- and part-time specialist positions 2014



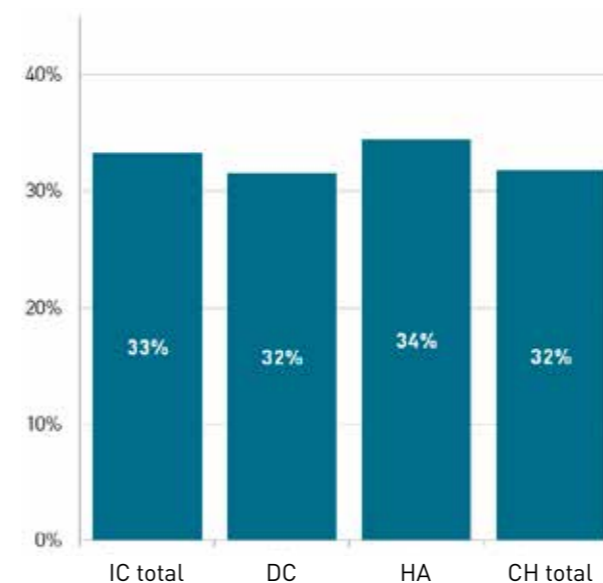
Source: Questionnaire of employers 2015 (n=48) and the Swiss Federal Statistical Office (FSO), Swiss Labour Force Survey 2014

Types of positions and staff composition

Only 13% of IC-specialist positions are part-time (compare **Figure 28**). Looking at the figures for the two sectors, it can be seen that the low percentage of part-time positions is primarily due to the situation in HA, where only 2% of positions were part-time in 2014. It is very clear that an operation in a war zone or region of natural disaster can hardly be conducted on a part-time basis. In contrast, the 28% share of part-time positions in DC is closer to the Swiss national average (35%). cinfo's experience is that part-time positions are more available in Switzerland: generally, only full-time positions in both market sectors are offered in operational regions. Therefore, the percentage of DC part-time positions in Switzerland is probably the same, or higher, than the Swiss average.

Figure 29 presents the percentage of employees with management responsibilities compared with the total of IC specialists: 33% of employees in IC have a management position. The share in the Swiss workforce is on a par, at 32%.

Figure 29
Positions with management responsibilities 2014

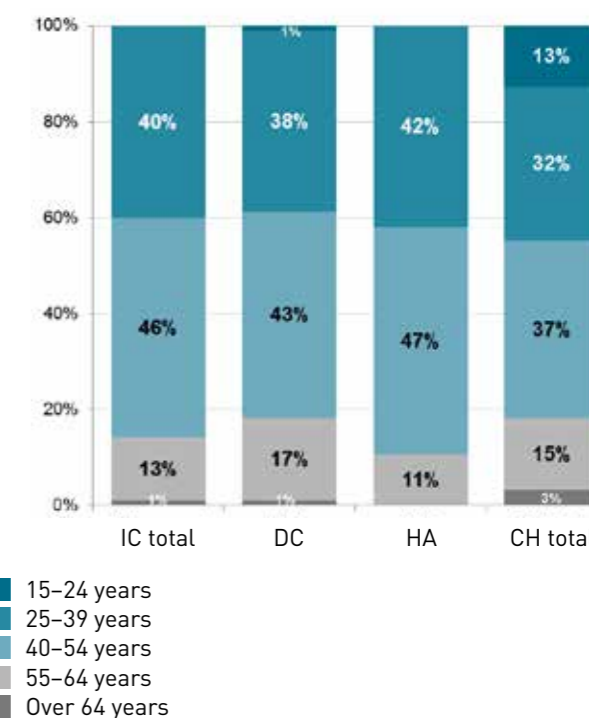


Source: Questionnaire of employers 2015 (n=60) and the Swiss Federal Statistical Office (FSO), Swiss Labour Force Survey 2014

The age structure of IC employees differs significantly from the rest of the Swiss workforce. People below 25 years are rarely employed in IC, while 13% of the general Swiss workforce is younger than 25 years (**Figure 30**). The reason is that the majority of IC positions require a university qualification, a requirement which 15-24 year olds are generally not able to fulfil. Excluding the age group below 25, a deeper analysis of the data highlights that IC employees are slightly younger than those of the Swiss workforce in general. A comparison between the DC and HA sectors shows that the percentage of persons over 55 years old is 7% higher in DC than in HA, while the percentage of employees under 40 is 3% higher in HA.

In the last edition of this report, the age structure of employees in IC was interpreted as reflecting the ageing demographics of the Swiss population as a whole. The data for the 2014 report no longer supports this. An analysis of changes over the three years in which data was collected (2010, 2012 and 2014) must be based upon the information from organisations that participated in all three surveys. Unfortunately, the proportion of organisations that provided information in all three years is not large enough to draw reliable conclusions.

Figure 30
Age structure of employees 2014

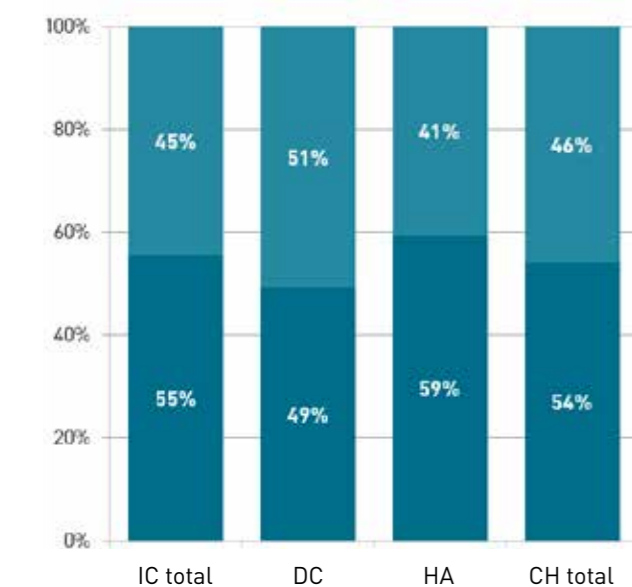


Source: Questionnaire of employers 2015 (n=50) and the Swiss Federal Statistical Office (FSO), Swiss Labour Force Survey 2014

In total, 55% of IC employees are male and 45% female. This proportion closely mirrors that of the total Swiss workforce («CH total» in **Figure 31**). It can be seen that the percentage of men (49%) is slightly lower than of women in the DC sector. At 59%, the percentage of men in HA is higher (compare **Figure 31**). The proportion of employees by gender during the observed period, from 2010 to 2014, remains stable. Only in the sector of DC can the data be interpreted as showing a slight increase in the percentage of female employees.

This stability in the percentage of employees by gender is in marked contrast to cinfo's observation that considerably more women than men apply for the internships financed by the Swiss Federal Administration, and that a considerably higher percentage of women than men (approximately 60% to 40%) complete further education and training in order to qualify for IC positions (compare **Figure 8**, p. 13).

Figure 31
Employees by gender 2014



■ Female
■ Male

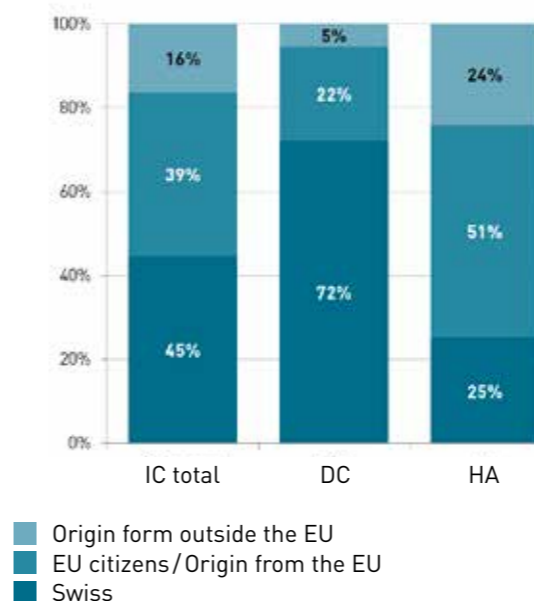
Source: Questionnaire of employers 2015 (n=63) and the Swiss Federal Statistical Office (FSO), Swiss Labour Force Survey 2014

The 2014 questionnaire also mentions the nationality of specialists employed in IC (**Figure 32**).² In total, almost one-half (45%) of IC employees are Swiss; 39% are from the EU and 16% originate from countries outside the EU.

In the DC sector, 27% of employees are foreigners. However, only 3% of Swiss Federal Administration employees in the DC sector come from outside Switzerland. This highlights that the diplomatic and consular careers, which includes DC internship programmes funded by the Federation, are reserved for Swiss nationals. However, NPOs in the DC sector are relatively «international», with foreigners comprising 39% of employees.

Foreign employees dominate the HA sector, at 76%. This «internationalisation» of HA is a clear reflection of the diverse nationalities of the specialists at ICRC, 80% of whom are not Swiss. When the ICRC is not considered, the share of foreign employees in HA drops to 54%.

Figure 32
Nationality of employees 2014



■ Origin from outside the EU
■ EU citizens/Origin from the EU
■ Swiss

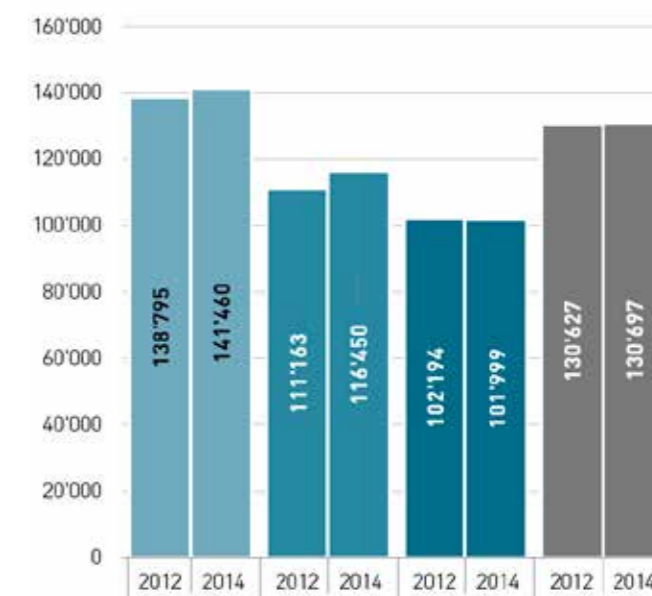
Source: Questionnaire of employers 2015 (n=63) and the Swiss Federal Statistical Office (FSO), Swiss Labour Force Survey 2014

Salary and salary developments

Salaries in IC have widely remained stable since 2012 (compare **Figure 33**). In 2014, IC specialists received, on average, an annual salary of approximately CHF 130,000, based on 1,920 annual working hours [excluding annual vacation and public holidays]. This constitutes a minimal increase of 1% since 2012. In state agencies and supranational organisations, as well as private sector companies, the salary increase was 4% and 2% respectively. A slight salary decrease of 1% is evident in NPOs.

With an average of approximately CHF 141,000, IC specialists in the category «state agencies/supranational organisations» receive the highest salary. The salary of IC specialists employed by NPOs is approximately CHF 40,000 lower. It should be noted that some NPOs pay their staff posted to the field (the so-called international employees) a salary that is adjusted to the local purchasing power and therefore the employees receive a lower salary. Without such salary adjustments, the average annual NPO salary would be approximately CHF 7,000 higher, at an average of CHF 109,000. The average salary of private sector companies is approximately CHF 116,000 for both sectors. However, these companies have only a marginal bearing on the Swiss IC labour market as they employ just under 1% of all IC specialists.

Figure 33
Average salary by type of organisation 2012/2014



■ State agencies/supranational organisations
■ Private sector companies
■ Non-profit organisations
■ Total IC

Source: Questionnaire of employers 2013/2015 (n=38)

Comment: These are gross annual salaries (pursuant to CH-Salary Statement Pt. 8). Salaries are paid according to the number of hours worked per year, standardized to 1,920 working hours³ (corresponding to the Practice of the Swiss Federal Statistical Office FSO).

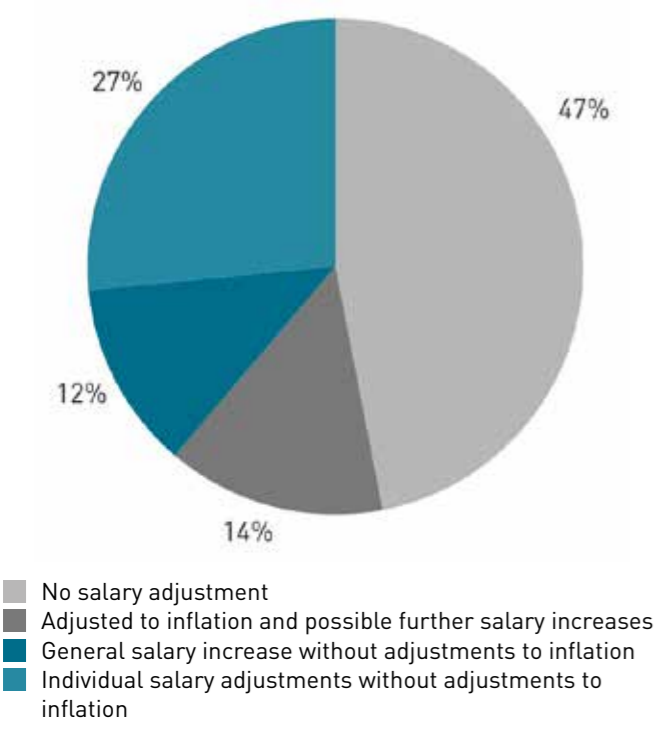
² According to the market definition (compare p. 6), the information in this report concerns IC specialists employed by an IC organisation in Switzerland, regardless of whether they work in Switzerland or in the field. Persons employed on-site in the operational region, so-called local or resident employees, are not considered in this report.

³ The absolute highest in standard salaries in the underlying Swiss IC Labour Market report cannot be compared with those of the last two issues, in which the salary was based on 2,080 annual working hours. The standardisation of 1,920 working hours for this report better reflects real working practices.

Participating Employers

Figure 34 shows the anticipated salary developments in 2015. Almost half of the surveyed IC organisations (47%) indicate that salaries would remain the same as in the previous year. 14% indicate that there would be adjustments for inflation in 2015, with some additional general or individual increases.⁴ A further 12% of employers indicate a general salary increase. In the remaining 27% of organisations, individual salary adjustments would be made – generally increases – but in some cases as recalculations, or as part of a re-evaluation of all salaries and/or positions.

Figure 34
Anticipated salary developments 2015



Source: Questionnaire of employers 2015 (n=49)

Questionnaire of employers
 Time frame: 11.3. – 30.3.2015
 Method: Online and email questionnaire
 Number of organisations approached: 139
 Respondents: 98 (71%)
 from which:
 a) whole questionnaire: 73 (53%)
 b) short questionnaire: 25 (18%)

- ACT Alliance
- ADES Association pour le Développement de l'Energie Solaire
- ADRA Switzerland. Adventist Development and Relief Agency
- Amnesty International Switzerland
- Médecins Sans Frontières MSF
- bioRe – Remei AG
- Biovision – Foundation for Ecological Development
- Brücke-Le Pont
- Caritas Switzerland
- CEAS Centre Ecologique Albert Schweitzer
- Center for Humanitarian Dialogue
- Centre for Development and Environment CDE
- cfd – Christlicher Friedensdienst
- Christoffel Blindenmission CBM (Schweiz)
- COMUNDO/Bethlehem Mission Immensee
- CO-OPERAID
- DM-échange et mission
- Federal Department of Foreign Affairs / Swiss Agency for Development and Cooperation
- EIRENE Switzerland
- Enfants du Monde
- EvB – Berne Declaration
- FAIRMED
- Fastenopfer – Swiss Catholic Lenten Fund
- FIDES – Financial Systems Development
- Foundation CARE International
- Foundation Hironnelle
- Swiss Foundation of the International Social Service
- foraus – Forum Aussenpolitik
- Geneva Call – Appel de Genève
- Geneva Centre for Security Policy
- Geneva Centre for the Democratic Control of Armed Forces
- DCAF
- Gerster Consulting GmbH
- The Society for Threatened Peoples Switzerland GfbV
- GICHHD – Geneva International Centre for Humanitarian Demining
- Green Cross International
- Handicap International Section Switzerland
- HEKS – Swiss Church Aid
- HELVETAS Swiss Intercooperation
- Humanitarian Accountability Partnership International
- IAMANEH Switzerland
- IDMC – Internal Displacement Monitoring Centre
- INFRAS
- INTERACTION
- International AIDS Society IAS
- International Rescue Committee
- International Committee of the Red Cross ICRC
- Interpeace
- INTERTEAM
- KEK-CDC Consultants
- Max Havelaar Foundation Switzerland
- Medair
- Médecins du Monde-Switzerland
- Medicus Mundi Switzerland
- mission 21
- Miva Switzerland
- Oikocredit Deutsche Schweiz (Swiss-German sector)
- PBI-Switzerland
- Peace Watch Switzerland
- Save the Children Switzerland
- Schluter SA
- Swiss Red Cross SRC
- Sentinelles
- skat foundation/skat Consulting AG
- Solidar Switzerland
- SolidarMed
- State Secretariat for Economic Affairs SECO
- Foundation Bread for All
- Pestalozzi Children's Foundation
- Terre des hommes Foundation
- Usthi Foundation
- Vivamos Mejor Foundation
- Swiss Academy for Development
- Swiss Foundation for Mine Action
- SWISSAID
- Swisscontact
- swisspeace, Swiss Peace Foundation
- Syngenta Foundation for Sustainable Agriculture
- Terre des hommes Switzerland
- Transparency International Schweiz
- Ueberseeische Missions-Gemeinschaft
- Vétérinaires Sans Frontières Switzerland
- wise-philanthropy advisors
- World Vision Switzerland

«In 2015, the salaries in almost half of all IC organisations are at the same level as in 2014 .»

⁴ The additional general increases are real wage increases. Additional individual increases refer to performance-based increases, automatic pay increases related to length of service and / or a combination of the two.

Geneva – the capital of humanitarian aid and platform for IC

Over the last few decades, Geneva has evolved into the most important centre globally for humanitarian aid and international cooperation (IC) in the field of human rights. It also plays a key role in international economic cooperation. As a result, the city of Calvin has become the centre for the Swiss labour market in the area of IC.

While Bern, as the capital of Switzerland, is not well-known in developing and emerging countries, almost all have heard of Geneva. Hosting the European UN headquarters, the headquarters of the International Committee of the Red Cross (ICRC) and the UN Refugee Agency (UNHCR) and formerly the seat of the League of Nations, Geneva is a name familiar to almost all in Latin America, Africa and Asia. Geneva built its reputation as a neutral venue for political negotiations after the Second World War. The Presidents of the United States of America and the Soviet Union met here during the Cold War. It was in Geneva that a final attempt was made to avert the attack by coalition members against Iraq. And negotiations to end the war in the Balkans took place at Lake Geneva.

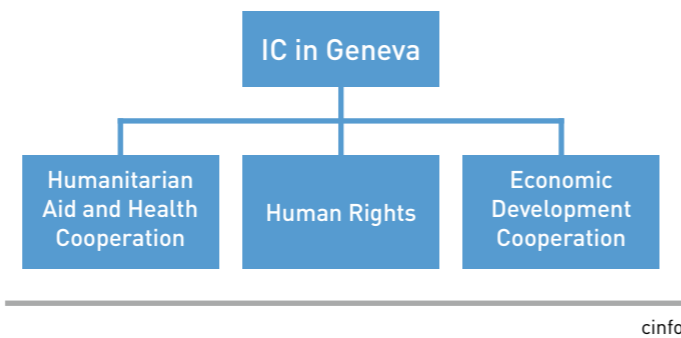
Geneva continues to play an important role in international political negotiations, as evidenced by meetings between the Foreign Ministers of the USA and Iran, John Kerry and Javad Zarif, to resolve nuclear issues. Similarly, Geneva continues to be vital as a centre for IC. Its importance has further increased since the fall of the Berlin Wall with the creation of the UN High Commissioner for Human Rights (OHCHR) and the World Trade Organisation (WTO), and humanitarian organisations continue to grow strongly. The Swiss Federal Council and the Geneva government promote Geneva as an international venue and provide active financial and political support. Several projects are currently in progress to expand or renovate the headquarters of international organisations. For example, Switzerland has financed the first stages of the renovation of the UN headquarters and is supporting the World Health Organization (WHO) to construct a new headquarters building.

Three clusters of global importance

During the past decades, three thematic clusters of global significance have developed in Geneva in the field of IC. The largest of these is in the field of Humanitarian Aid and Health Cooperation, the second in the field of Human Rights and the third, Cooperation for Economic Development. In all three, numerous government and non-government organisations (NGO) play an important role alongside the international organisations. At the forefront of the humanitarian field are the Swiss organisations ICRC and Médecins sans Frontières Switzerland MSF, as well as the UNHCR and the International Organisation for Migration (IOM). The leading role in the field of

health cooperation falls to WHO. The UN Programme on HIV/AIDS (UNAIDS) and the Vaccine Alliance (GAVI) also play key roles.

IC in Geneva by thematic clusters



The UN Office of the High Commissioner for Human Rights (OHCHR) and the UN High Commissioner for Human Rights play the most important role in the Human Rights cluster. In addition, there are nearly 250 NGOs in Geneva primarily active in relation to sessions of the UN Human Rights Council and the various UN committees that review the implementation of, and respect for, human rights conventions.

Geneva. Until 1990, the ILO and UNCTAD headed the cluster for economic cooperation. However, the WTO has assumed this role in recent years, becoming the central agency for the development of multilateral trade, while UNCTAD and ILO have lost some of their influence, not least because of globalisation. Further, most developing countries now consider the work of the WTO to be more important than that of UNCTAD. That said, the protracted negotiations to conclude the Doha Round¹ has recently diminished WTO's reputation. Because of the often intractable differences between developed and developing economies, an increasing number of states from developing economies favour bilateral or regional negotiations, rather than multilateral negotiations, to facilitate the movement of their goods and services.

¹ The DOHA Round trade talks between members of the WTO refer to the current round of negotiations to further reform international trade conditions. The negotiations seek to dismantle, or at least partly remove, barriers to trade. This round is unofficially known as the DOHA Development Agenda because negotiations should pay special attention to the interests of developing countries.



27% of the employees at ICRC, the largest employer in Geneva, are Swiss nationals.

Continued growth in humanitarian organisations

As a result of this development, organisations concerned with economic cooperation have not grown considerably in recent years. The opposite is true for those involved in the humanitarian and health fields. In response to increasing human suffering and conflicts, organisations operational in these areas have grown further. This is despite the fact that several key players, such as UNHCR, WHO and the ICRC, have, for financial reasons, started to decentralise some of their administration and logistic support services to countries with lower salary costs (see Interview, p. 39).

This trend is reflected in the statistics about international Geneva. According to surveys carried out by the Geneva authorities, the number of employees of international organisations increased from approximately 19,000 in 2006 to nearly 23,000 in 2014. There are more than 2,200 people working in the multitude of NGOs in Geneva.

It is therefore clear that Geneva has a major role in the IC labour market in Switzerland. For Swiss employees, the ICRC is still the most important employer despite its increasing internationalisation: 27%² of the 3,510 staff, or about 950 persons, are Swiss citizens. MSF Switzerland also has a high proportion of Swiss employees at its Geneva headquarters and in its various delegations in crisis areas. However, the proportion of Swiss employees in international organisations in Geneva is significantly lower, even for those headquartered in Geneva.

² The percentage of Swiss employees refers to both specialist and support positions.

«La Genève internationale» in numbers

Geneva is different

In addition to Geneva, Bern, Zurich and Lucerne also play an important role in the Swiss IC labour market. Institutions such as the Swiss Agency for Development and Cooperation (SDC), the State Secretariat for Economic Affairs (SECO) and the Swiss Red Cross (SRC) are based in the federal capital. Other organisations like Helvetas Swiss Intercooperation and the Protestant Churches charity (HEKS) are based on the Limmat and Caritas is headquartered in Lucerne. The three locations differentiate themselves quite clearly from Geneva. While Geneva is dominated by multilateral cooperation, organisations and institutions in the other Swiss locations focus more on bilateral operations and are more committed to the field of long-term Development Cooperation. Further, in these locations, they tend to employ citizens of Switzerland or neighbouring European countries. In contrast, the workforce of Geneva-based organisations is very international, resulting in international competition for positions. Cross-border commuters from France are also well represented in the Geneva-based organisations.

The practice of rotation

The main operations of Geneva-based organisations are carried out in crisis regions. The headquarters determines an organisation's area of operation, coordinates the activities and guarantees the logistical needs of field offices. The vast majority of employees in these organisations are therefore subject to the practice of rotation. This means that employees are posted to the HQs for a limited period, usually three to four years, and are then posted back to the field. Only a few specialists can expect to work for a longer time in Geneva. Even long-term employees who have completed difficult postings abroad are not automatically entitled to a position in Geneva.

Many employees are deployed directly from Geneva to the field and never have the opportunity to work in Geneva itself. They are generally transferred directly from one field posting to another. This rigorous implementation of rotation demands a high degree of flexibility from employees and has an impact on their personal life and families. Those who decide on a career in IC with an international organisation should be aware of this aspect.

The practice of rotation also applies to organisations headquartered in Bern, Zurich and Lucerne. However, it is less stringently applied and greater attention is paid to employees' personal and family needs. The employment environment in these locations is more stable. In Geneva-based organisations, staff must continually build new professional relationships as a result of their own rotation or that of a colleague.

Jean-Pierre Kapp, freelance journalist, 2015

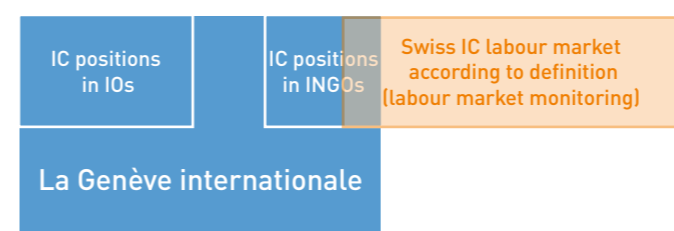
The Swiss Confederation and Geneva

The Swiss Confederation, in particular the Federal Department of Foreign Affairs (FDFA), promotes Geneva through specific financial and support measures. In mid June 2015, the parliament agreed to strengthen support with an additional credit of CHF 44.8 million. International organisations (IO) enjoy a privileged status on Lake Geneva and, in general, take over or rent their headquarter buildings under preferential conditions. The Building Foundation for International Organisations (FIPOI) provides favourable loans for renovations and new construction work to organisations that are unable to raise the necessary funds on their own.

Switzerland is represented in Geneva by two permanent missions. One is responsible for the relations to the United Nations and other international organisations, while the other is in charge of the relations to the World Trade Organisation and the European Free Trade Association. The former is headed by Ambassador Alexandre Fasel, under the auspices of the FDFA. The second is led by Ambassador Remigi Winzap and falls under the State Secretariat for Economic Affairs (SECO).

According to official statistics, there are more than 25,000 jobs in la Genève internationale.¹ As defined in this report, positions in IC constitute a part of these jobs (compare p. 6). Some organisations, such as the ICRC, the United Nations Development Programme (UNDP) or World Vision International, focus their activities entirely on IC. But this is not the case – or only partially so – for other organisations which are headquartered in Geneva and engaged internationally. For the first time, cinfo surveyed 61 internationally active non-government organisations (INGOs) and 36 international organisations (IOs) in order to estimate for this report the number of IC-relevant specialist and support positions based in Geneva.

An overview of the Swiss IC labour market and «la Genève internationale»



cinfo

International non-government organisations (INGOs)

According to the survey of the 61 INGOs, there were approximately 1,550 specialist and support positions in the IC sector in 2014. An overlap of about 420 positions occurs when these IC positions with INGOs in Geneva are compared to those of the labour market monitoring.² This results in nearly 1,080 additional positions in INGOs which, according to this report's definition of labour market monitoring, can be added to the current Swiss IC labour market.

¹ Data according to Office cantonal de la statistique (OCSTAT) Genève – Enquête OI/ONG 2011, Office cantonal de la statistique (OCSTAT) Genève – Enquête OI 2013

² It should be noted that, according to the market definition, all specialist and support staff with a Swiss employment contract are considered in labor market monitoring, including those working abroad. However, the number of employees in la Genève internationale includes only those employees whose workplace is Geneva.

International organisations

The results of the survey on IC-relevant positions in UN and other international organisations in Geneva are tabled below. It is not possible to extrapolate the number of IC positions in all 36 IOs based on this data. Therefore, information on IC positions in IOs in Geneva is based solely on the 2,913 positions in the 8 organisations listed below.

International organisation	Number of employees in IC 2014
Global Alliance for Improved Nutrition (GAIN)	60
Global Fund to Fight AIDS, Tuberculosis and Malaria (The Global Fund)	650
United Nations Children's Fund (UNICEF)	259
United Nations Development Programme (UNDP)	65
United Nations Office for the Coordination of Humanitarian Affairs (OCHA)	255
United Nations Office of the High Commissioner for Human Rights (OHCHR)	640
Organisation for Migration (OIM) ³	238
United Nations Refugee Agency (UNHCR)	746
Total	2'913

Source: Telephone survey of IO conducted on behalf of cinfo 2015

If this minimum of 2,913 IC specialist and support positions in IOs are added to the 1,080 positions in INGOs headquartered in Geneva, there are at least approximately 4,000 IC positions in la Genève internationale.

Expansion of the Swiss IC labour market

The Swiss IC labour market is defined in this report as all vacant and filled positions in IC organisations that are headquartered, or have an office, in Switzerland and which recruit Swiss, among others, to vacant positions (compare definition p. 6). According to this definition, there were approximately 6,829 specialist and support positions in IC organisations in 2014 (compare market volume, p. 27). When these IC positions are combined with those of la Genève internationale, the Swiss IC labour market swells to a minimum of ca. 10,900 specialist and support positions.

³ Figures according to interview, compare p. 39.

Interview: «Geneva will remain important»

Geneva is the most important platform for IC in Switzerland. In the area of Humanitarian Aid, it is the most important city throughout the world. While it is interesting to work in Geneva, or for a Geneva-based organisation, it is not easy. It is an expensive place and it requires hard work to befriend the locals. Erika Laubacher-Kubat, Deputy Chief of Staff for

the International Organisation for Migration (IOM), Simone Aeschlimann, Deputy Director Human Resources for the International Committee of the Red Cross (ICRC), and Tony Burgener, Director of Swiss Solidarity, speak to *cinfo* about the positives and negatives of the IC labour market in Geneva.¹



Name Simone Aeschlimann
Born 1978
Position Deputy Director Human Resources
Organisation International Committee of the Red Cross ICRC
Qualifications BSc International Hospitality Management, École hôtelière de Lausanne EHL; Master International Negotiations and Policy Making, Graduate Institute Geneva IHEID
Connection to Geneva Lives and works in Geneva



Name Erika Laubacher-Kubat
Born 1968
Position Deputy Chief of Staff, General Direction in Geneva (at the time of interview)
 Since 1 April 2015 Project Coordinator, Federal Chancellery, Bern
Organisation International Organisation for Migration IOM
Qualifications Dr. Phil. Hist., University of Bern
Connection to Geneva Lived and worked in Geneva for five years (including at the time of interview). Lives in Bern since summer 2015.



Name Tony Burgener
Born 1958
Position Director
Organisation Swiss Solidarity
Qualifications Secondary Teacher Diploma (Bachelor), Freiburg and journalist
Connection to Geneva Lives and works in Geneva

cinfo: Geneva, or international Geneva, is consistently referred to as the centre for IC and Humanitarian Aid. Is that still true today?

Tony Burgener, Swiss Solidarity: Geneva is certainly the most important location worldwide in the field of Humanitarian Aid. The biggest and most influential organisations are present and most have their headquarters here. Whoever wants to play an important role in Humanitarian Aid has to be in Geneva. And this won't change so long as the UNO keep their European headquarters in Switzerland.

Simone Aeschlimann, ICRC: Geneva is also vital for ICRC. Our headquarters are here and will remain here. However, there are other key locations in the area of operations, such as Nairobi.

Over the last few years, donor countries have repeatedly criticised the growing costs of humanitarian organisations and have demanded budget cuts. Will Geneva one day lose some of its significance because it's so expensive?

Erika Laubacher-Kubat, IOM: I don't think so. Geneva will remain important. However, headquarters will increasingly focus on central tasks, such as developing strategic direction and providing leadership for the whole organisation. IOM already decentralised part of its administration to cheaper locations several years ago. As of December 2014, IOM had 9,000 employees worldwide, with 238 of these working at the Geneva headquarters. We are a field-based actor, with employees in over 480 locations throughout the world. Our goal is to be with the people where they are and support them there. However, despite this decentralisation, the proportion of Geneva-based employees has increased slightly in the last years.

Aeschlimann: That also applies to ICRC. We've also decentralised parts of our administration over the last few years and plan to relocate more positions to developing countries. One of the main roles of the headquarters is to ensure that regional and field offices can work effectively by having the right staff and the necessary political and logistical support to help those in need. The most important part of our work is achieved by employees in the field.

So, above all, you need employees for the field?

Aeschlimann: That's right. The majority of new employees recruited in Geneva are posted to the field. Employees recruited for specific positions in the headquarters remain a minority. And we require that new employees recruited for the field already have field experience. It's no longer the case that a delegate can automatically count on a position at the headquarters after three or four years in the field. That depends entirely on the needs of the organisation. And likewise, employees at the headquarters must count on being sent back to the field after three to four years.

Laubacher-Kubat: IOM employees with an international contract are subject to the policy of rotation. This means that they are also posted to the headquarters only for a limited time, generally for about five to six years. Many, in particular younger colleagues, underestimate this aspect of working in IC. Those wanting a long-term career in IC have to be flexible. They should base their decision on a lifestyle, with all its advantages and disadvantages, rather than on a work location. Fieldwork is very concrete and you can have a big impact. The work at the headquarters is rather abstract and one often feels like a tiny cog in a wheel.

Is it even possible today for young people with little professional experience to find a position in IC in Geneva?

Burgener: It's certainly more difficult than previously for new graduates to find their first job. Humanitarian organisations make far greater demands on their future employees today than 10 or 20 years ago. However, graduates from development cooperation courses at the Graduate Institute in Geneva or the post graduate diploma at ETH, Zurich, are of interest to the humanitarian organisations.

Aeschlimann: That's true. Many of our employees have completed such courses. ICRC offers such graduates the possibility of an internship in certain areas, as do most other international organisations. However, as said before, we also require field experience before offering an actual job. The exception is for specialists in areas such as IT or human resources. Such people can be employed directly in a position in Geneva, even if they're relatively young.

¹ The opinions expressed in the interview are those of the individual participants and do not necessarily reflect the position of the organisations in which they work.

As you pointed out, the primary activities of organisations headquartered in Switzerland are in countries of operation. But an important part of their work is also carried out at the headquarters in Switzerland. This means that sooner or later your employees must also work in Geneva. Is it easy to move to Geneva?

Laubacher-Kubat: No, it's not. Settling in Geneva requires a lot of energy. It's a tough place. Geneva is expensive, finding an apartment or house is difficult and the city is socially segmented with the different parts being relatively closed. It requires a lot of time and effort to settle here.

Aeschlimann: I agree completely. I only met my neighbours for the first time after nine months. People from Geneva are very reserved. A part of the problem is the fact that Geneva is a transit stop for most international employees, so they generally seek relationships with people in the same situation.

Burgener: I had the same experience. Although settling in Geneva is easier if you have family and children. Having children makes it much easier to establish contact with other families. It's also easier to make contacts with locals if you're not living directly in the city.

So do IC employees tend to work in Geneva at the beginning or end of their career?

Aeschlimann: There's no general answer to that question. In view of the role of headquarters, these organisations of course look for people with a lot of experience and a very high level of competence. On the other hand, we offer internships, as do other organisations, and whoever makes a success of this can count on extending their employment in Geneva. However, except for a few specialist positions, employment in Geneva is always limited.

Laubacher-Kubat: We also offer internships. But, on the whole, we only employ people in Geneva who have professional experience. As an international, inter-governmental organisation, we also employ people who've represented their governments in positions of responsibility. But I would say generally that it's very important and instructive for those wanting a career in IC to spend a year or two in Geneva to experience the working mechanisms and impact of multilateral diplomacy.

If you could start your career again, would you do something different?

Laubacher-Kubat: I would do the same. Still, I've now decided to change my career so that I can «go home». If you want to pursue a career in IC, you have to be aware of what this entails. The work is extraordinarily interesting, absorbing and offers unique opportunities, but it also demands a very high degree of flexibility and commitment and throws up enormous challenges for family life.

Aeschlimann: Those who choose this career must be aware that they are doing a job. Young professionals are idealistic and hope to do something important. That is correct and valuable, but, at the end of the day, employment in IC is about an employer – employee relationship. The practice of rotation extracts a high price from the employee, and the employer cannot take responsibility for dealing with that.

Burgener: I would also take the same path, although I would complete my studies in Geneva. The universities here are very focused on the field of Humanitarian Cooperation and offer a very solid grounding in this.

cinfo thanks all participants for the interviews. It was conducted in German.

Jean-Pierre Kapp, freelance journalist,
30 January 2015



«Despite the decentralisation of jobs, the proportion of Geneva-based employees has increased slightly.»

Erika Laubacher-Kubat, IOM

«With the exception of some specialists, a posting in Geneva is always for a limited time period.»

Simone Aeschlimann, ICRC

New Education and Training Programmes in IC

2014

Université de Genève

Diploma of Advanced Studies Advocacy, Communication & External Relations
advocacy.unige.ch

Geneva centre for education and research in humanitarian action CERAH

Distance Learning Certificate of Advanced Studies:
CAS Designing Strategies and Projects for Humanitarian Action
CAS Communication, Advocacy and Negotiation
CAS Sexual violence in conflict and emergencies
www.cerahgeneve.ch → TRAINING → CAS: Certificates →
2) HDL – Designing Strategies and Projects for Humanitarian Action

2015

University of Geneva, Global Studies Institute

Master's in Middle-East Studies
Master's in Global Health
www.unige.ch → Université de Genève → Global Studies →
Master's Programs

swisspeace Academy

CAS Civilian Peacebuilding I, annual program
CAS Civilian Peacebuilding II, modular program
CAS Peacebuilding Methodologies
DAS Civilian Peacebuilding, modular program (in D program)
MAS Civilian Peacebuilding
academy.swisspeace.ch

Servizio Formazione Continua – SUPSI

CAS Cooperazione e sviluppo
www.supsi.ch → Offerta formativa → Advanced Studies → CAS
→ Elenco siti CAS → [CAS Cooperazione e sviluppo](#)

Zurich University of Applied Sciences ZHAW and cinfo – Centre for Information, Counselling and Training for Professions relating to International Cooperation

CAS Internationale Zusammenarbeit – Führen über Grenzen
www.weiterbildung.zhaw.ch → [Weiterbildung](#)
and www.cinfo.ch

2016

Geneva Academy of International Humanitarian Law and Human Rights

Master's in Transitional Justice
www.geneva-academy.ch

This list comprises the new IC-related programmes and trainings that cinfo is aware of. All further programmes may be found in the online-database of the trainings for IC at www.cinfo.ch



cinfo – the Centre for Information, Counselling and Training for Professions relating to International Cooperation (IC) – is a specialised service provider and the network platform for professionals and organisations involved in the IC job market and for persons who wish to become active in this field.



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