



# Intersectoral Analysis in Humanitarian Interventions Planning

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The goal of this thesis was to examine ways to simplify the intersectoral analysis process in Save the Children International by improving the needs analysis practices. The primary objective was to explore the usability of a workshop-style approach to intersectoral analysis in humanitarian sector. The secondary objective was to explore possibilities of utilizing existing data and knowledge while reducing the need for primary data collection activities.

Crisis management is an increasingly important topic, since the need for humanitarian assistance, alongside costs to address them have been steadily rising, resulting in increased humanitarian suffering. Needs assessments are a vital part of crisis management, providing information on the humanitarian needs of crisis-affected populations. Nevertheless, needs assessments are time and resource-heavy efforts, and they may have undesirable outcomes, such as increased costs and assessment fatigue of the crisis-affected populations. Furthermore, existing data and knowledge are often not utilized to the full extent.

An interpretive research method was used in this study, with characteristics of an action research method. Document analysis was utilized to gain insight on the context concerning workshop designs and problem-solving methods. Qualitative data were collected by conducting four key informant interviews with analytical experts working in humanitarian organizations.

The results of this thesis indicate that the workshop-style approach to intersectoral analysis is useful in the humanitarian sector. Furthermore, the results of this thesis provide suggestions on best practices of organizing a workshop in the humanitarian context. The outcome of this thesis is the Intersectoral workshop template and accompanying Intersectoral workshop report template for the use of Save the Children International.

This thesis was rather a small-scale study, nonetheless the results showed workshops as potential methods for improving intersectoral analysis practices. Further research is needed on, whether the emphasis on needs analysis practices decrease the need for primary data collection.

Keywords: Humanitarian, crisis management, needs assessment, intersectoral analysis

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## 1 Introduction

Disasters are steadily increasing globally, and this trend is likely to continue in the future. Reasons for increasing disasters include population growth, rapid urbanization, environmental degradation, and the increasing number of people living in areas prone to disasters (International Federation of the Red Cross & Red Crescent IFRC 2019, 3; Balcik & Yanikoglu 2019, 40). According to the Global Humanitarian Overview (GHO), a yearly publication of the United Nations (UN), in 2023, there are 339 million people in need of humanitarian assistance globally, of which 230 million are targeted for assistance (GHO 2022). In 2019 there were 131.7 million in need for humanitarian assistance, of which 93.6 million people were targeted for assistance (GHO 2019). To deliver the planned humanitarian actions, the United Nations Office for Coordination of Humanitarian Affairs (UNOCHA) estimated budget has increased steadily in accordance with the rise in the number of people in need. In 2019, the required budget was 21.9 billion USD (GHO 2019), and in 2023, it had risen to 51.5 billion USD (GHO 2022).

Humanitarian crises are rather complex and varying events; therefore, crisis management efforts vary, depending on the nature and environment of the crisis. Humanitarian crises vary from exclusively natural disasters to exclusively man-made crises. (Labib, Reza Abdi, Hadleigh-Dunn & Yazdani 2022, 114.) According to Goldschmidt and Kumar (2016, 2), humanitarian crisis management refers to actions taken to mitigate the suffering of crisis-affected populations. Crisis management is often described as a cycle consisting of four activities: preparedness, response, rehabilitation, and mitigation. Efficient crisis management is vitally important for the overall quality of humanitarian interventions, as it decreases suffering of the crisis-affected populations.

The needs assessment process is widely accepted as integral part of the humanitarian cycle, as accurate and up-to-date data are a requirement for a successful humanitarian response (IFRC 2019, 3.) Needs assessment and analysis is a process intended to identify and evaluate the needs of crisis-affected population and it is considered part of the response phase of the crisis management cycle. A quality needs assessment enables humanitarian actors to allocate and prioritize resources effectively (UNOCHA n.d.). According to ACAPS (2014, IX), needs assessments are crucially important activities for successful programme planning, monitoring, and evaluating humanitarian interventions. Needs assessments enable high quality humanitarian assistance while increasing accountability to the population in need of assistance. However, needs assessments are still considered a critical weakness in humanitarian response. Organizations urgently need to improve how they conduct assessments.

This thesis aims at simplifying the intersectoral analysis process in Save the Children International by improving the needs analysis practices. The primary objective is to explore workshop-style approach to intersectoral analysis in a humanitarian context. The secondary objective is to explore possibilities of utilizing existing data and knowledge while reducing the need for primary data collection activities.

## 2 Quality in humanitarian sector

Quality is universally considered important in the humanitarian sector, and there are numerous initiatives to improve the quality of humanitarian interventions. Sphere is one of the most prominent initiatives, and many well-known humanitarian actors comply with Sphere's guidelines. Quality in the humanitarian sector is closely related to the basic rights of all humans such as the right to life and liberty. These inherent rights of all people are laid down in the international human rights law.

### 2.1 Human rights

Human rights were introduced by the UN on December 10, 1948, when the UN General Assembly drafted and proclaimed the Universal Declaration of Human Rights (UDHR). The UDHR consists of 30 articles that form the foundation of international human rights law. According to the UN:

Human rights are rights inherent to all human beings, regardless of race, sex nationality, ethnicity, language, religion, or any other status. Human rights include the right to life and liberty, freedom from slavery and torture, freedom of opinion and expression, the right to work and education, and many more. Everyone is entitled to these rights, without discrimination. (UN n.da.)

Evidently, human rights and humanitarian assistance are strongly linked, as crisis-affected populations are in exceptionally vulnerable position. Several articles in the UDHR are directly associated to humanitarian work, as these rights are often disrupted in times of crisis. Article 1 states:

All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood. (UN n.db.)

Article 3 states:

Everyone has the right to life, liberty, and the security of person. (UN n.db.)

Furthermore, article 22 states:

Everyone, as a member of society, has the right to social security and is entitled to realization, through national effort and international co-operation and in accordance with the organization and resources of each state, of the economic,

social, and cultural rights indispensable for his dignity and the free development of his personality. (UN n.db.)

Article 25 states:

1. Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability widowhood, old age, or other lack of livelihood in circumstances beyond his control. 2. Motherhood and childhood are entitled to special care and assistance. All children, whether born in or out of wedlock, shall enjoy the same social protection. (UN n.db.)

Lastly article 26 states:

Everyone has the right to education. Education shall be free, at least in the elementary and fundamental stages. Elementary education shall be compulsory. Technical and professional education shall be made generally available and higher education shall be equally accessible to all on the basis of merit. 2. Education shall be directed to the full development of the human personality and to the strengthening of respect for human rights and fundamental freedoms. It shall promote understanding, tolerance, and friendship among all nations, racial or religious groups, and shall further the activities of the United Nations for the maintenance of peace. 3. Parents have a prior right to choose the kind of education that shall be given to their children. (UN n.db.)

## 2.2 Quality enhancing initiatives

The Sphere project aims to improve the quality and accountability of humanitarian actions. It was established in 1997 by a group of humanitarian non-governmental organizations (NGOs), including the Red Cross Red Crescent movement (RCRC). Nowadays Sphere is widely used as a reference tool by NGOs, UN agencies, governments, and other actors in the humanitarian sector. (Sphere 2018, 4.) The flagship publication of Sphere is the Sphere Handbook (2018), which provides guidelines, such as the Humanitarian Charter, Protection Principle, and the Core Humanitarian Standards (CHS), with the CHS being the most relevant (Sphere 2018, 4-5).





Figure 1: Core humanitarian standards (CHS 2023c)

The Core Humanitarian Standards (CHS) are governed by two entities: the CHS Steering Committee, which advises the CHS Management Group. The Steering Committee consists of 12 professionals from diverse professional backgrounds and representing different organizations. CHS Alliance, Groupe URD, and Sphere are the three organizations holding the copyright of the CHS. The Management Group consists of the Executive Directors of the three organizations. (CHS 2023b.)

The CHS consists of nine commitments aimed at securing and enhancing the quality of humanitarian assistance received by the crisis-affected populations (see figure 1). The CHS serves as a tool for humanitarian organizations to assess and plan their actions while maintaining accountability to the populations in need of assistance. It was introduced in 2014 and has since become an important reference in humanitarian sector. (CHS 2023a, 1.)

Commitment One aims to increase the knowledge and rights of crisis-affected populations and involve them in the decision-making process of humanitarian interventions. The importance of overall information sharing is highlighted, with an emphasis on communication with different stakeholders, language selection, cultural sensitivity, and the presentation of easily understood information. Crisis-affected populations should be included in decisions concerning matters that concern them. Vital information such as access to assistance, should be provided to crisis-affected communities on a timely and efficient manner. (CHS 2023a, 4.)

Commitment Two aims to increase the timeliness and effectiveness of the humanitarian intervention based on the needs and priorities of crisis-affected populations. Effectiveness can be enhanced through extensive contextual analysis to scrutinize risks, vulnerabilities, and the resilience of crisis-affected populations. Humanitarian actions should be realistic and planned to address the priority needs of crisis-affected populations (CHS 2023a, 4.)

Commitment Three aims to increase the resilience and preparedness of crisis-affected populations for future crises. Humanitarian actors should actively provide possibilities and support the local actor's engagement during humanitarian interventions. Local governments and institutions often have existing data, plans, and important local knowledge that should be utilized. Humanitarian interventions should consider contingency planning and an exit-plan to increase the resilience of the crisis-affected population and reduce dependency on external assistance. (CHS 2023a, 5.)

Commitment Four aims to ensure that humanitarian interventions do not harm the crisis-affected populations or their environment in any way. Risks to the well-being of crisis-affected populations and their environment should be assessed and considered in any humanitarian interventions. Humanitarian actions should protect the culture and ecological environment of the crisis-affected population, as well as the local economy, people's safety, rights, and personal information. Appropriate measures should be taken in case any negative effects on the population are identified. (CHS 2023a, 5.)

Commitment Five aims to increase the transparency of humanitarian interventions and provide safe and effective tools to report misconduct or complaints. These tools should be as accessible and simple as possible to be truly useful for the crisis-affected population. Complaints should be responded to safely and quickly to ensure, that the dependability towards the organizations is not compromised. All complaints of misconduct should be referred to an appropriate party. (CHS 2023a, 6.)

Commitment Six aims to increase coordination and cooperation between humanitarian actors. Humanitarian interventions should be planned and carried out in cooperation with a wide variety of local, national, and international actors whenever possible. Existing plans and initiatives should be utilized when available. Unmet needs should be referred to relevant

organizations capable of taking action. Coordination between actors increases the quality, effectiveness, and coverage of an intervention. Regular monitoring and assessment activities should be carried out to ensure effectiveness of collaboration and coordination efforts. (CHS 2023a, 6.)

Commitment Seven aims to increase the adaptability and responsiveness of humanitarian actors based on input and lessons learned. All humanitarian actions should be based on existing data, assessments, and local knowledge. Priorities and feedback of the local people should be considered by collecting and analyzing monitoring data and implementation should be planned accordingly. Results of data should be shared with the local people to validate organizational decision-making. Humanitarian organizations should be flexible enough to adjust to changing circumstances, humanitarian needs, feedback, and complaints. Data, experiences, and knowledge should be shared widely throughout the humanitarian sector to increase the overall quality of humanitarian interventions. (CHS 2023a, 7.)

Commitment Eight aims to ensure the competence and sensitivity of humanitarian actors toward crisis-affected populations. To be able to work effectively and according to organizations commitments and values, the staff working in crisis settings need safety and security as well as support from the humanitarian organization when needed. Staff and partners working in crisis settings should understand and adhere to a code of conduct. A safe whistleblowing system should be in place to report concerns or misconduct, and corrective actions should be timely and effective when needed. (CHS 2023a, 7-8.)

Commitment Nine aims to increase the overall quality and ethics of humanitarian interventions by ensuring the resource management is efficient and effective. Any humanitarian actor should have the governance, staff, technical capacity, and resources to execute a quality humanitarian intervention. Resources should be used effectively and ethically, and measures should be in place to prevent or identify corruption or conflicts of interest. To ensure effective operation, accountability, and learning humanitarian organizations should conduct frequent programme and organizational audits, with the results shared to increase transparentness. (CHS 2023a, 8.)

According to the IASC (n.d.), the Grand Bargain is another initiative aimed at increasing the quality of humanitarian actions. The Grand Bargain was launched during the World Humanitarian Summit in 2016 in response to the High-Level Panel on Humanitarian Financing report from the same year. The report's recommendations included "to shrink the needs, deepen and broaden the resource base for humanitarian action, and to improve delivery". To achieve these goals, the report suggested "a Grand Bargain between the big donors and humanitarian organizations in humanitarian aid". In 2023 there are 66 signatories to The Grand Bargain, including 25 member states, 25 NGOs, 12 UN agencies, 2 Red Cross movements, and 2 Inter-Governmental Organizations.

One of the important outputs of the Grand Bargain is the Joint Intersectoral Analysis Framework (JIAF). The JIAF is a framework designed to guide structured intersectoral analysis for the creation of the Humanitarian Needs Overview (HNO) and the Humanitarian Response Plan (HRP) publications. The JIAF 1.0 was first piloted in 2020 and produced the HNO 2021. (JIAF 2021, 3.) The JIAF has seen several updates and JIAF 2.0 will likely be launched for the Humanitarian Programme Cycle (HPS) 2024 (JIAF n.d.). The JIAF 1.1 is described in the Needs assessments in humanitarian sector chapter.

### 2.3 Challenges in assessing quality

According to Robertson, Bedell, Lavery and Upshur (2002, 330), there are several factors complicating the assessment of effectiveness and efficiency in humanitarian sector. Especially factors inherent to physical and organizational environment of humanitarian crises such as political decisions, military actions, and natural disasters, are complex and variable in nature. These factors tend to be difficult to measure and are not generalizable to other contexts. Therefore, quantitative assessments of effectiveness and efficiency produce limited results at best. There is short-term quantitative outcome data available in most humanitarian settings, yet improvement and additions in the scientific base are required.

Traditionally evidence-based medicine relies on outcome-oriented evidence of effectiveness, such as mortality and morbidity, deriving from epidemiological data. The consequentialist statistical evidence refers to assessing outcomes based on quantitative data, such as epidemiological studies. These outcomes might be assessed in units such as morbidity and mortality per dollar spent. The data needed for such evidence might not be available or might be unreliable. Furthermore, consequentialist evidence doesn't take into account nonconsequentialist outcomes such as human rights. Actions such as documenting inequities and violations of human rights are difficult to convert into assessable outcomes, though they are important humanitarian evidence, nonetheless. These actions bear an inherent moral value and have significant potential for advocacy purposes as well. To arrive at a thorough understanding of humanitarian suffering, qualitative methods should be included alongside quantitative methods. (Robertson et al. 2002, 330-331.)

Planning evidence-based humanitarian interventions requires scrutiny of the aims of the intervention, assessing whether these aims are achievable, and finally making decisions about whether the intervention is justified. Ethical considerations such as justice and solidarity, are inherent part of humanitarian work, and therefore, they should be included in the planning phase of the intervention as well. (Robertson et al. 2002, 332-333.)

### 3 Crisis management

Crisis management has become an increasingly important topic, as humanitarian crises have been steadily increasing. According to the UN (GHO 2023; GHO 2019) the number of people in need of humanitarian assistance has risen by 157% in just five years. The budget needed for the delivery of planned humanitarian actions has also risen by 135% (see table 1). The prevalence of natural disasters and, therefore, the need for humanitarian assistance will likely keep increasing in future (Goldschmidt & Kumar 2016, 1; Balcik & Yanikoglu 2019, 40). Furthermore, the costs of implementing humanitarian interventions are expected to rise accordingly. These factors pose challenges for humanitarian organizations in addressing the needs of crisis-affected populations. Therefore, crisis management needs to evolve to meet these challenging circumstances. (Goldschmidt & Kumar 2016, 1.)

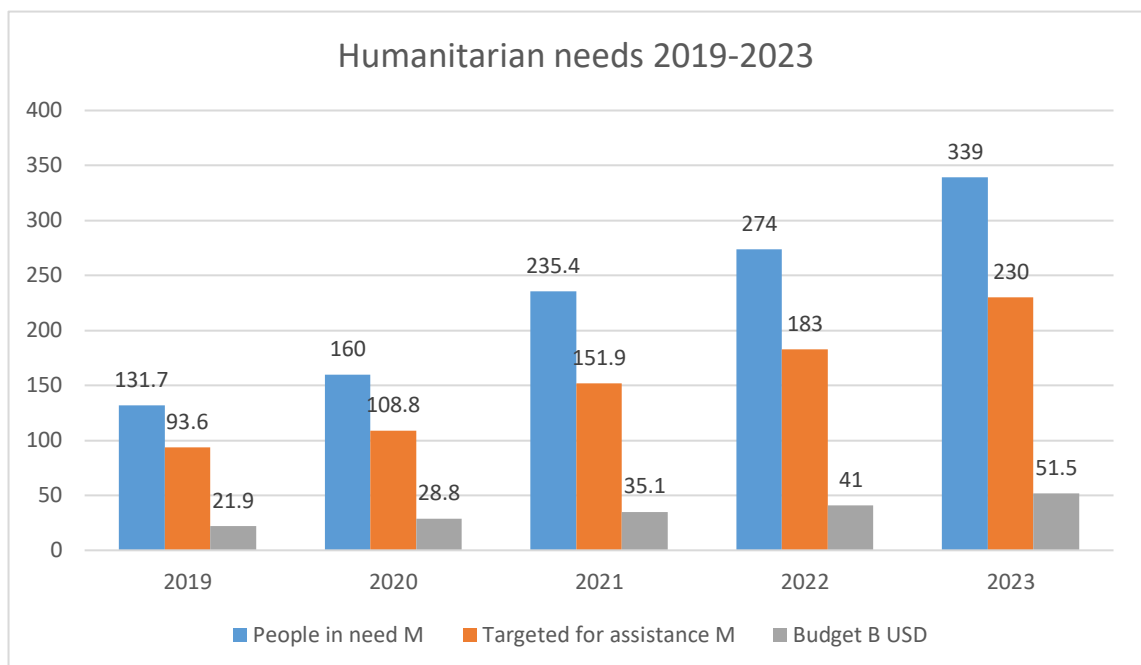


Table 1: Humanitarian needs 2019-2023 (GHO 2019; GHO 2020; GHO 2021; GHO 2022; GHO 2023)

According to Goldschmidt and Kumar (2016, 2), the crisis management cycle includes preparedness, response, rehabilitation, and mitigation (see figure 2). Goldschmidt and Kumar refer to a study by Toya and Skidmore (2007) in which they describe preparedness as any “activities and measures taken in advance to ensure effective response to the impact of hazards, including the issuance of timely and effective early warnings and the temporary evacuation of people and property from threatened locations”. Preparedness is traditionally seen as a responsibility of individual countries and local populations, although international measures to increase crisis preparedness have also been increased. The aim of crisis preparedness is to decrease the risk and vulnerability of populations to crises, addressing social,

physical, environmental elements. In the event of a crisis, response measures aim to mitigate loss of life, resources, and the environment, as well as the loss of social, economic, and political structure of the crisis-affected population. During the first 72 hour of a crisis, the initial response measures take place. After 72 hours, the sustained response period of approximately 90-100 days follows. Response measures mainly focus on life-saving efforts and mitigating the overall suffering of the crisis-affected population. Often, these efforts demand coordinated actions by governments, local communities, and NGOs. Although collaboration, coordination, and data sharing are collectively agreed to be critically important, as many of the humanitarian actors share the same funding pool and pursue favorable media attention, these cooperative measures are often not fully utilized. Rehabilitation refers to the longer-term efforts aimed at stabilizing the community. In research, the terms rehabilitation and recovery are used to describe the same phase of the crisis management cycle. In this thesis the term rehabilitation is used henceforth. The aim of rehabilitation is to normalize the lives of the crisis-affected population to the extent possible and to reduce the risk and harm of future crises. The rehabilitation phase is extremely important since it offers NGOs the possibility to build resilience of the communities. Nevertheless, the rehabilitation phase is often overlooked and under-funded phase in crisis management. The mitigation phase aims at either preventing the onset of a crisis or mitigating the consequences of a crisis for the affected population. Due to the complex nature of humanitarian crises, some are easier to mitigate than others. Cyclically appearing natural disasters and areas prone to disasters provide possibilities for mitigation planning.



Figure 2: Disaster management cycle (Catalyst 2030 n.d.)

According to Goldschmidt and Kumar (2016, 1), after the 2004 Indian Ocean Tsunami crisis management has been under development in many humanitarian organizations. It was

concluded, that during the humanitarian intervention there was a shortage of logistical expertise, the supply chain infrastructure was dysfunctional and a lack of co-operation and coordination among NGOs was identified. Humanitarian actors have since undergone strategic and operational improvements to refine their methods.

### 3.1 Crisis preparedness

Effective crisis preparedness requires contemplation on the basic characteristics of the crisis, such as geographical location, time, intensity, and frequency. Based on these characteristics, suitable prevention measures may be implemented. Risk assessments are important instruments for assessing the risks populations face when confronted with a disaster. High-quality risk assessments require a wide range of scientific data, due to the complex nature of humanitarian crises, in order to provide useful risk analysis. Governments are responsible for ensuring the safety of its citizens, and therefore crisis preparedness, especially risk assessments, should be integrated into governmental disaster planning. Crisis preparedness requires a significant amount of time, expertise, and resources. An important part of crisis preparedness is vulnerability reduction measures, such as vulnerability studies, environmental protection, public education, and early warning systems. Moreover, crisis preparedness includes research, data collation, planning, and forecasting. From an NGO's point of view, crisis preparedness includes procuring humanitarian supplies in advance enabling rapid mobilization of resources when needed. Additionally, crisis preparedness includes organizing crisis preparedness education and awareness if funding for such activities is obtained. Furthermore, humanitarian actors should take advantage of the experiences from past humanitarian interventions and create a knowledge management system to maximize the benefits of lessons learned. A knowledge management system among NGOs would be even better, though at the time of publishing the article (2016), no such system was in place. (Goldschmidt & Kumar 2016, 4-6.)

Generally international humanitarian aid is divided in two categories: Overseas Development Assistance (ODA) and humanitarian assistance. ODA aims at reducing poverty in developing countries, implementing projects that have long-term results. Humanitarian assistance delivers shorter-term, rapid humanitarian aid after a crisis. Humanitarian aid funding has been increasing due to high demand of aid, and consequently international humanitarian aid has turned into a multi-billion-dollar industry. Due to the increased funding, the number of NGOs working in humanitarian sector has multiplied. Unfortunately, this development has caused rather a chaotic environment, resulting in increased implementation costs, delayed implementations, and decreased impact of interventions. Therefore, coordination between humanitarian actors is vitally important, and indeed, there have been efforts to address the issue. Furthermore, inclusion of the crisis-affected populations and local governmental entities in the decision-making and planning processes is important to create ownership and to increase efficiency of the intervention. (Goldschmidt & Kumar 2016, 6.)

### 3.2 Response

According to Goldschmidt and Kumar (2016, 6-8), crisis response efforts commence after the onset of a crisis and once the crisis-affected nation requests humanitarian assistance. Only national aid actors, the military, and other governmental institutions are authorized to operate in crisis area prior to the request for assistance. Once the national and governmental actors discover that the scope of the crisis exceeds national capabilities, international humanitarian assistance is requested. A successful intervention requires understanding what kind of aid is needed, where it is needed, and how to deliver the aid to those who need it. Frequently, key information is difficult or impossible to obtain, and NGOs may have to base their decision-making in the response phase on presumptions. In these situations, NGOs respond to the crisis with established standard emergency supply. These supplies include telecommunications equipment, shelter and kitchen equipment, water supply equipment, as well as food and hygiene-related goods. Local communities, other NGOs, and any relevant external data sources available may be of great help in obtaining information on the needs of the crisis-affected population as well as the condition of the local infrastructure. Either local communities, local humanitarian actors, or international humanitarian actors need to perform a needs assessment and analysis in order to obtain the vital information on the crisis. The needs assessment and analysis enable international humanitarian actors to plan the response and allocate resources efficiently. The first 72 hours are the most critical in humanitarian interventions, which underpins the importance of crisis preparedness of the crisis-affected community or nation. The immediate response, however, is many times the most challenging phase for humanitarian actors. Considerable number of resources and personnel need to be mobilized and transported to the crisis area with compromised infrastructure and limited time. After the immediate response, sustained response follows, focusing on mitigating the suffering of the community. At this point media attention alongside funding usually decreases, forcing humanitarian actors to focus on efficiency.

### 3.3 Rehabilitation

Once the acute crisis is over, rehabilitation phase follows, focusing on reconstruction, restoring normalcy, and minimizing vulnerability of the community to future crisis. Repair and reconstruction of the infrastructure takes place in the rehabilitation phase. Not only rebuilding, but improving the infrastructure is an important factor in decreasing the vulnerability of the community to future crisis. The most important hindering factor to successful rehabilitation is insufficient funding. The response phase requires considerable number of resources, and many times the funding is scarce by this point of the crisis. Furthermore, not many funding institutions are eager to support the rehabilitation phase. The majority of humanitarian actors are indeed forced to withdraw from the crisis areas before the rehabilitation phase is finalized, due to the lack of resources or due to an emerging crisis elsewhere. Therefore, humanitarian



actors need to include robust plans for the rehabilitation phase in advance to mitigate the overall negative effects of the crisis to communities. Crisis-affected communities should be considered as stakeholders with specific needs and capacities instead of passive recipients of humanitarian aid. Furthermore, community-based methods support the local economy and enhances the cost-effectiveness, and so increases the overall resilience of the community. (Goldschmidt & Kumar 2016, 8-9.)

### 3.4 Mitigation

The overall aim of crisis management should be to reduce suffering and increase the resilience of communities. Mitigation efforts focus on preventing or decreasing the negative effects of future crisis and building resilience in the communities. The rehabilitation and mitigation phases overlap, as many efforts concerning improvement of infrastructure, legislation, and community-based planning are undertaken during the rehabilitation phase. Existing knowledge of previous crises should be used to facilitate planning and implementation during the mitigation phase. (Goldschmidt & Kumar 2016, 9.)

### 3.5 Success in crisis management

According to Goldschmidt and Kumar (2016, 10), there is a lack of standardized method for assessing crisis management performance and the impact of humanitarian assistance on the beneficiaries. Goldschmidt and Kumar (2016, 10), refer to a performance management study by Beamon and Balcik (2008) in which they describe effectiveness as “the extent to which customer requirements are met” and efficiency as “how economically the resources are utilized when providing a level of effectiveness”. However, in the humanitarian context, it is unclear to whom the term “customer” refers, whether it is the donor or recipient of the humanitarian aid. This begs the question of whom the humanitarian actors are ultimately serving.

Performance assessments are vital instruments for humanitarian actors to estimate methods used for improving performance. Due to the difficulties of measuring and evaluating humanitarian interventions, performance is frequently assessed based on factors such as donations, the portion of aid reaching the community, the resources allocated, and hours worked on the intervention, instead of the benefits gained by the community due to the intervention. A standardized method for assessing crisis management performance would benefit donors pursuing efficient methods of financing humanitarian interventions as well as guaranteeing the effectiveness and increasing the overall quality of humanitarian assistance. (Goldschmidt & Kumar 2016, 10.)

### 3.6 Humanitarian program cycle

According to UNOCHA (n.d.), the Humanitarian Programme Cycle (HPC) is a structured approach to the management of international humanitarian interventions. The HPC was developed by the IASC as an operational framework, and is divided into five actions, which should be conducted as thoroughly as possible, in cooperation with relevant humanitarian actors as well as national and local authorities. Emergency preparedness should be considered throughout the whole cycle, as it has a consolidating effect on the humanitarian interventions overall (see figure 3).

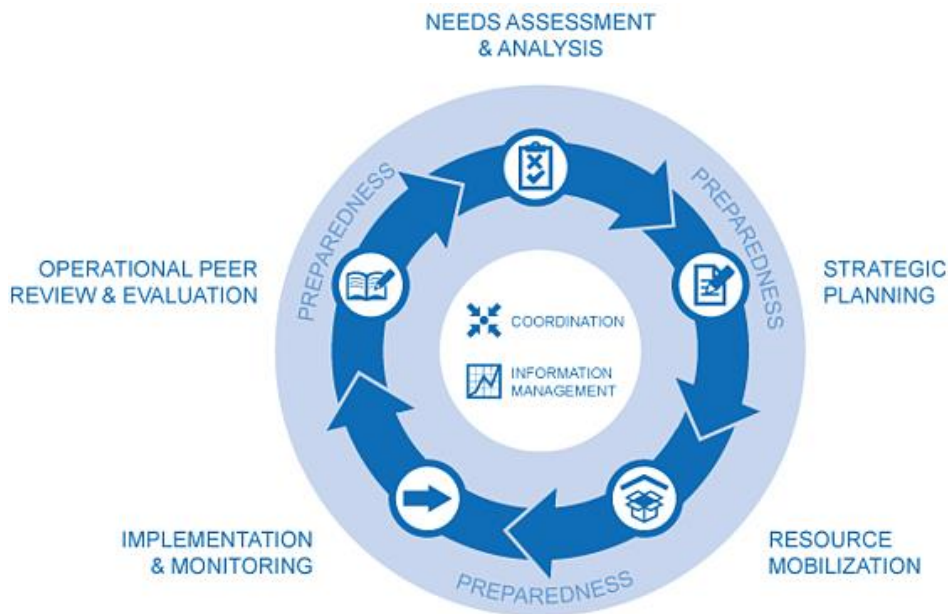


Figure 3: Humanitarian program cycle (UNOCHA n.d.)

The actions included in the HPC are needs assessment and analysis, strategic planning, resource mobilization, implementation, and monitoring, as well as operational review and evaluation. The actions described in the HPC are fundamentally interconnected and should be conducted in an integrated way using standardized tools. Needs assessment and analysis aim at identifying the crisis-affected populations and supporting evidence-based decision-making. Needs assessment and analysis are recommended to be conducted in cooperation with relevant stakeholders. Strategic planning is based on the needs analysis, and it includes concrete objectives and how to achieve them. The required budget for the humanitarian intervention is drafted as part of the planning. Resources such as materials, personnel, and funding are mobilized based on the strategic response plans. During and after the humanitarian intervention, agreed-upon goals and outcome indicators are monitored to ensure the effectiveness of the intervention, as well as to ensure appropriate use of resources to inform further decision-making. (UNOCHA n.d.)

Humanitarian interventions are often highly contextual, and so should be the use of the HPC. It is more of a minimum standard for humanitarian intervention management. National and local actors should be included in the decision-making, and any existing frameworks should be utilized. Furthermore, resources should be allocated to increasing resilience in crisis-affected populations during the intervention. Especially crisis preparedness is vital in disaster-prone areas or in other vulnerable situations. (UNOCHA n.d.)

### 3.7 The cluster approach

The cluster approach is a widely used global crisis management system, which “provides the coordination architecture for non-refugee humanitarian emergencies.” The UNHCR (2022) describes the cluster approach as a tool to facilitate coordination between actors in humanitarian interventions. Through coordination, more efficient humanitarian intervention can be achieved. NGOs or UN agencies have the leading responsibility of each cluster on a global level. Country level clusters should mirror global cluster strategy and are often co-led with governments and/or co-chaired with NGO partners. The cluster approach was first applied in 2005, and since then, it has been refined and altered several times (see figure 4).

According to the UNHCR (2022), the clusters described in the UN cluster approach are camp coordination and camp management, early recovery, education, emergency telecommunications, food security, health, logistics, nutrition, protection, shelter and water, sanitation, and hygiene (WASH). Sphere (2018, 16) describes, WASH, food security and nutrition, shelter and settlement and health as focal points of interest as interventions in these sectors are often lifesaving. Save the Children International works in various sectors, though it has four main focal points: health, education, child protection and food security and livelihoods (Save the Children 2023, 8-15).

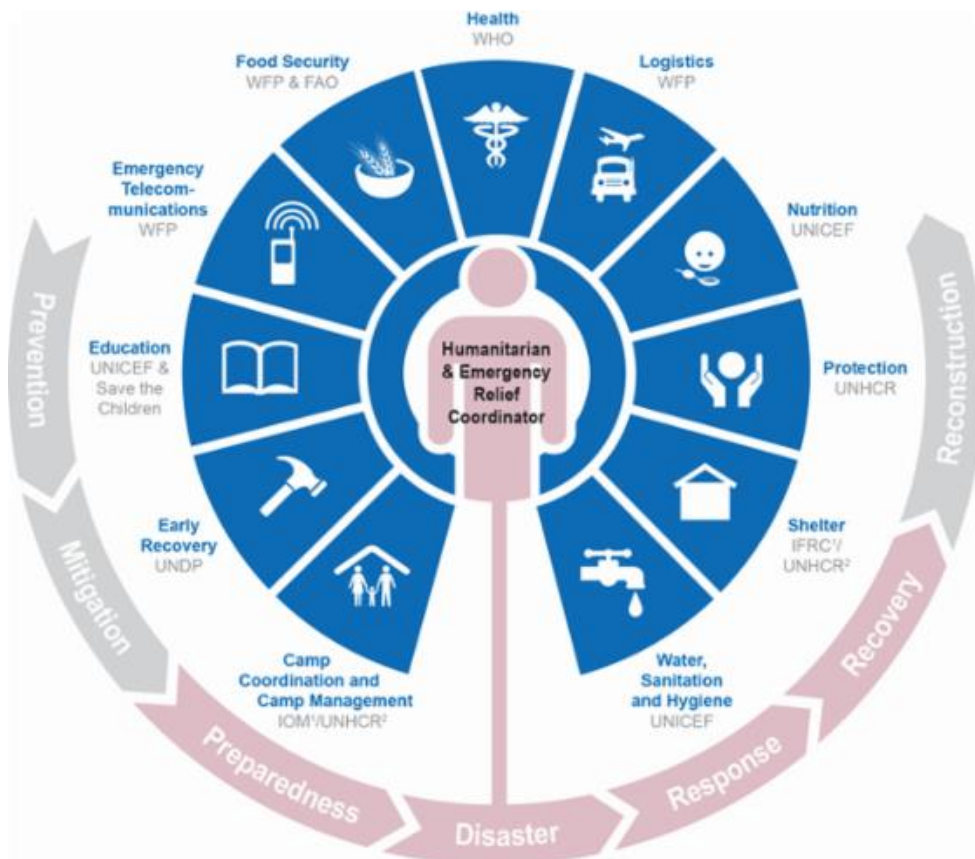


Figure 4: The UN cluster approach (UNHCR 2023)

#### 4 Needs assessments in humanitarian sector

##### 4.1 Humanitarian needs

There are many different approaches to defining humanitarian needs, and different humanitarian actors use different criteria to assess the needs. Redmond (2005, 4) lists humanitarian needs to include the following: drinking water, sanitation, food, shelter, medical needs, and international search and rescue teams. Non-medical needs are the most acute threats to life, even though medical needs are often seen as the most immediate threats to crisis-affected populations. The World Food Programme (WFP) describes essential needs as a varying list of goods and services needed by a household to ensure survival. Essential needs are not met if a household has been forced to resort to negative coping mechanisms or risking their health to ensure the minimum living standards. Essential needs are highly contextual and thorough consultation with the crisis-affected population is key to understanding the interconnected issues faced by the population. (WFP 2020, 1). The Humanitarian Coalition (n.da), describes food, shelter, Water, Sanitation and Hygiene (WASH) and non-food items such as “culturally appropriate goods and supplies to maintain their health privacy and dignity, to

meet their personal hygiene needs, to prepare and eat food and to achieve necessary levels of thermal comfort.”

Vulnerability is a term often referred to in humanitarian context. Nasar et al. (2022, 2), describe vulnerability as “the diminished capacity of an individual or group to anticipate, cope with, and resist and recover from impact or hazard”. According to the Humanitarian Coalition (n.db), vulnerable individuals or groups of people within a population possess decreased possibilities to resist and recover from life-threatening crisis. Vulnerability is often linked to poverty and examples of vulnerable groups are such as children, pregnant and nursing women as well as Internally Displaced People (IDP).

#### 4.2 Needs assessments

Needs assessments (NAs) are widely recognized to play a key role in understanding what the humanitarian needs are, who are in need and how to respond to the needs. Needs assessment generally include revision of existing data on the geographical areas and technical sectors of interest, data collection and analysis activities, and lastly publication of results including dialogue with others humanitarian actors working in the area. (ACAPS 2014, 4-6.)

Humanitarian actors have varying methods considering the execution of needs assessments, though general principles are mostly similar. ACAPS (2014, 2-3), describes needs assessment as a data collection and analysis tool, which aims at defining what kind of assistance is needed, where it is needed and when it is needed. High-quality needs assessment enables informed decision making and therefore facilitates prioritization of resources. According to The United Nations Refugee Agency (UNHCR), needs assessments include gathering and analyzing data regarding the needs, conditions, and capacities of people of interest. Needs assessment should take into account the needs of people regardless of their age, gender, social status etc. To reach the most beneficial outcome, people affected by the crisis should be involved in the needs assessment process. (UNHCR 2017, 11.)

Motives for conducting a needs assessment are such as to clarify the goals of an organization, to facilitate humanitarian intervention planning, to prepare proposals for funding institutions and to prioritize resource allocation. Results of a needs assessment can also be used for advocacy purposes, as well as to assess the effects of previous humanitarian actions. (ACAPS 2014, 2-3.) Furthermore, needs assessments have the potential to reveal differences in needs between groups of people such as men, women, and children and to reveal vulnerabilities or humanitarian needs of people belonging to minority groups. Needs assessments can also be used in long-term or protracted crises to inform humanitarian actors of possible gaps between the current status and the goals of the response. (UNHCR 2017, 11.)

The International Red Cross Red Crescent Movement (RCRC) has a long history of providing humanitarian aid, and it is widely considered as a reliable NGO. According to International Federation of the Red Cross and Red Crescent (IFRC), Enhanced Vulnerability and Capacity Assessments (EVCA) objective is to increase the resilience of communities through participatory assessment and analysis process. Focus of the assessment and analysis is on the risks communities face and on producing solutions for avoiding or dealing with the risks. EVCA is a joint effort of communities and the RCRC to identify the origin of the risks, who will be the most affected by the risks, possibilities of risk reduction and what actions can be taken to increase the capacity of people at risk. Aside from the assessment and analysis, there is an important learning and empowerment factor, due to the heavy participation and inclusion of the community in the process. (IFRC 2019, 3-4.)

Similarly, to needs assessments, there are varying types of needs analysis methods depending on the NGO as well as motives and goals of the analysis. ACAPS (2014, 25), describes analysis as combining and scrutinizing available data on a given context. Needs analysis often includes comparison of data from different geographical locations and different groups of people. According to Joint intersectoral analysis framework 1.1 (JIAF 2021, 53), multi-sectoral needs analysis refers to an approach where analysis is mainly conducted sector-by-sector in a straightforward and additive fashion. Sectors are regarded equal, though linkages between the sectors are not the main objective. Intersectoral approach aims at integrating sectoral information, and thus allowing a more comprehensive and holistic view to the humanitarian needs. Intersectoral analysis explores linkages in humanitarian needs across sectors and aims at identifying underlying causes of the humanitarian needs. The objectives of intersectoral responses are to increase well-being through holistic goals such as the UN Sustainable Development Goals. It is important to distinguish intersectoral analysis from multisectoral analysis since the objectives and methods are slightly different.

#### 4.3 Joint intersectoral analysis framework

Rarely the humanitarian needs of crisis-affected populations are simple and concerning only one thematic sector, such as WASH or food security. On the contrary in most cases the humanitarian situation is very complex, and the needs of the affected populations are diverse and intersectoral in nature. According to the JIAF (2021, 4), the framework is an approach to analyzing the intersectoral needs of crisis-affected populations. The JIAF aims at increasing inter-agency cooperation through the whole humanitarian program cycle and to identify and support the populations in greatest need of humanitarian aid. More specifically, the JIAF's objective is to collect the relevant information for strategic decision-making, response analysis and response planning, while maintaining people-centered, holistic practices in the core of the strategy.

According to JIAF (2021, 4-5), the approach consists of three elements: the conceptual framework, the analytical methodology, and the implementation process. The JIAF framework consists of five main pillars accompanied with several sub-pillars, that will enable organizing and visualizing information and to bring integrated structure to data collection (see figure 5). The first three pillars; Context, Event / Shock and Impact-pillars are used to describe the scope of the crisis, what are the geographical areas of interest and an estimation of the amount of people affected by the crisis. The fourth pillar, Humanitarian conditions is used to approximate the number of People in Need (PiN), as well as to identify the severity of humanitarian needs within the crisis-affected area or population. People in need sub-pillar considers three consequences of the crisis to the affected populations: living standards, coping mechanisms and physical and mental wellbeing. Assessing these three elements allows the estimation of the severity of needs, as well as the number of people in each severity levels from 1-5. The fifth pillar, Current and forecasted priority needs/concerns focuses on the most likely development of the crisis, as well as prediction of needs in the absence of assistance already being provided.

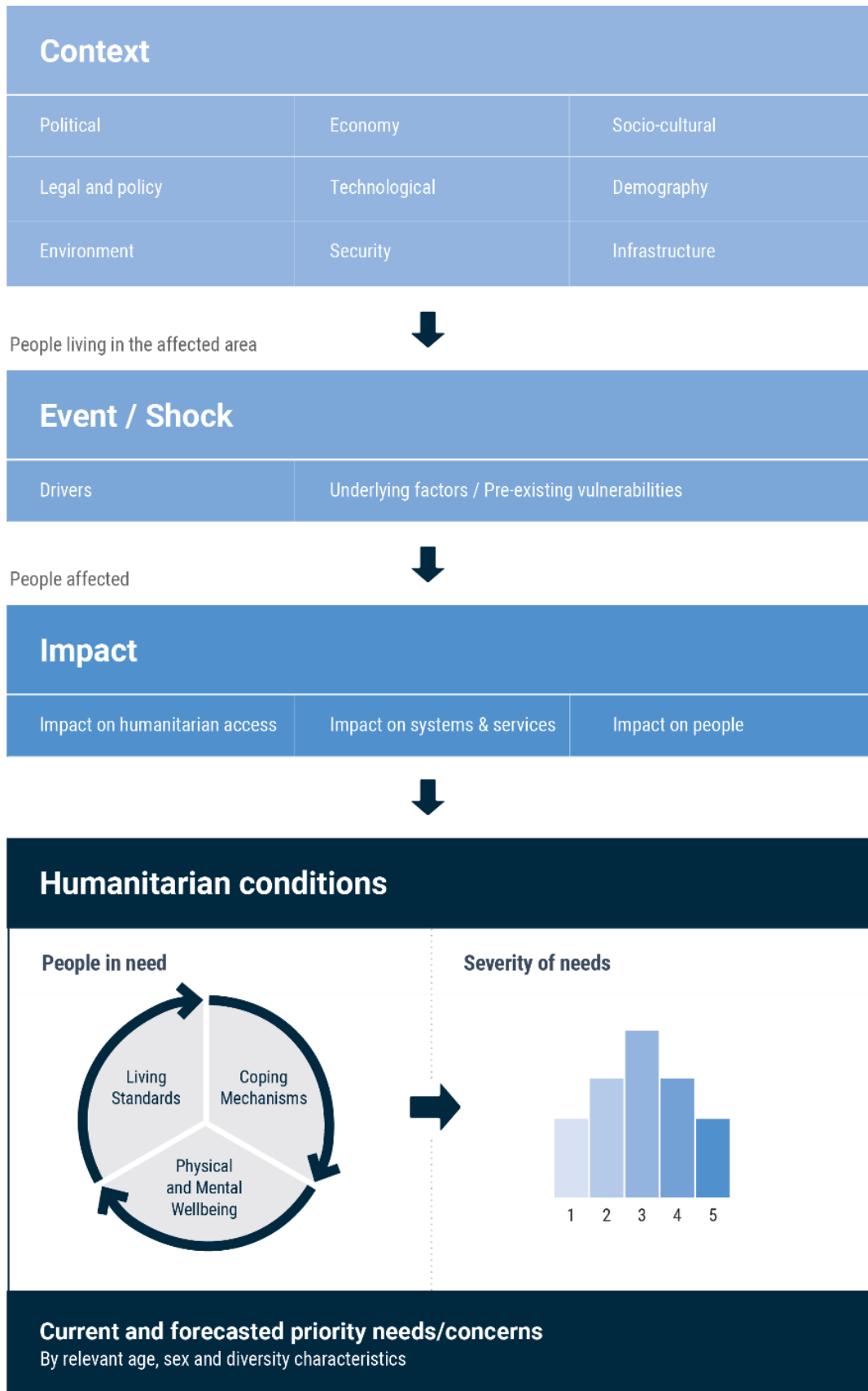


Figure 5: The JIAF 1.1 framework (JIAF 2021, 5)



The Context pillar consists of 9 sub-pillars: political, economy, socio-cultural, legal and policy, technological, demography, environment, security, and infrastructure. These 9 characteristics aim at describing the living conditions of the crisis-affected people, since contextual understanding is crucial for response planning and forecasting future crises. Event / Shock pillar aims at describing the nature of the crisis and the resulting effects on the area or population of interest. The Impact pillar aims at describing the effects of the crisis on the crisis-affected population concerning access to humanitarian assistance, systems, and services. Crises can impact humanitarian services in different ways such as impediments in access to services, restriction of movement, impediments in humanitarian aid actors to access crisis-affected populations as well as insecurity or hostilities. Crises may destroy or incapacitate key institutions or infrastructure, and it may affect local markets and prices significantly. Population-related impacts of crises are such as displacement, loss of lives or private property or increased gender-related concerns. Overall, the Context, Event / Shock and Impact pillars produce an understanding on the scope of the crisis, what has happened, where and to whom it affects. (JIAF 2021, 4-5.)

The result of conducting the JIAF is broad, country-specific, yearly publication the Humanitarian Needs Overview and the subsequent Humanitarian Response Plan. Therefore, the JIAF relies heavily on collected quantitative data and is rather complex a system to conduct. Since the focus of this thesis is on the needs analysis, rather primary data collection activities, the JIAF is not described in further details in this thesis.

#### 4.4 Save the children international

Save the Children International (SC) is a globally operating NGO focusing on children in need and their families. There are over 25 000 employees in Save the Children International, across 116 countries working in a variety of projects such as development programs, emergency response and advocacy of children's rights. In 2022 SC reached 48.8 million children overall, responded to 107 emergencies across 66 countries reaching 34.4 million people out of which 18.8 million were children. The main fields of work were health and nutrition, education, child protection and child poverty and resilience. Combined revenues of Save the Children International and its members in 2022 reached 2.5 billion USD. (Save the Children n.d.)

In 2023 SC aims at reaching approximately 30 million people in need including 17.3 million children and the organization has 4 primary response goals: Support Children to Have a Healthy Start in Life, Provide Education and Support Learning, Protect Children from Violence and Provide Safety Nets and Support Resilient Families. (Save the Children 2023, 4.)

Response goal 1, Support children to have a healthy start in life focuses on health and nutrition perspectives. SC aims at increasing integrated public health services and access to health and nutritional services as well as fighting the growing hunger crisis. SC has acknowledged the

importance of community involvement and continues to cooperate with and strengthen the existing health care services and facilities. (Save the Children 2023, 5.)

Response goal 2, Provide education and support learning aims at protecting well-being of children by increasing the availability, continuity, and quality of education. Education provides physical, psychological, and cognitive protection, and through education children can access other important services. Education is strongly linked to humanitarian needs such as financial status and safety of the family. SC emphasizes community involvement in the education aspect as well. (Save the Children 2023, 6.)

Response goal 3, Protect people from violence aims at incorporating child protection as well as mental health and psychosocial support in large-scale humanitarian operations. Important goals for SC are to protect children from safety risks such as sexual and gender-based violence, child marriage, child labor, and family separation. SC works widely through the protection sector from community level to the inter-agency level. (Save the Children 2023, 7.)

Response goal 4, Provide safety nets and support resilient families focuses mostly on food security and livelihoods by mitigating the effects of the growing hunger crisis. Through safety nets such as Cash and Voucher Assistance (CVA), in-kind food assistance and agricultural inputs SC aims at increasing economic resilience of households and decreasing reliance of households on negative coping strategies. CVA is a tool that is integrated in other sectors such as protection and education to ensure a comprehensive outcome. (Save the Children 2023, 8.)

## 5 Thesis goals and objectives

The goal of this thesis was to examine ways to simplify the intersectoral analysis process in Save the Children International by improving the needs analysis practices. The primary objective was to explore the usability of a workshop-style approach to intersectoral analysis in humanitarian sector. The secondary objective was to explore possibilities of utilizing existing data and knowledge, thereby reducing the need for primary data collection activities.

This thesis aims at answering the following research questions:

1. How can workshop-style approach to intersectoral analysis be utilized in the humanitarian sector?
2. How is intersectoral analysis workshop best organized for knowledge sharing purposes?
3. How does enhancing intersectoral analysis process affect the primary data collection needs in the humanitarian sector?

## 6 Methods

This thesis aimed at examining ways to simplify the intersectoral analysis process in Save the Children International by improving the needs analysis practices. This thesis had characteristics of an interpretive action research, using qualitative data collection and analysis methods. According to Bhattacharjee (2012, 107), interpretive research is a suitable method for studying context-specific processes. Action research design was chosen to guide the thesis process, due to the development aspect of this thesis. A product was designed for Save the Children International, which required combining research with practical procedures of the organization. Bhattacharjee (2012, 109), notes, the advantage of an action research is the possibility of problem-solving combined with insight creation, which makes it ideal for integrating research and practice. Document analysis method was utilized to gain insight on the research context as well as to guide in the exercise selection of the Intersectoral analysis workshop draft 1. Furthermore, qualitative data was collected, conducting four semi-structured key informant interviews, and analyzed using inductive content analysis method. Analyzed data was utilized in the development of the Intersectoral analysis workshop draft 2. This thesis was carried out in collaboration with Save the Children International. The results of this thesis and the Intersectoral analysis workshop alongside the Intersectoral analysis report template products developed in this thesis are designed for the use of Save the Children International.

### 6.1 Interpretive research

According to Bhattacharjee (2012, 105), interpretive research considers social reality to be strongly affected by the human experience, and therefore it should be examined within its socio-historic context. Since social reality is embedded within the social settings, interpretive research aims at explaining or interpreting the environment through rationalization. According to Bhattacharjee (2012, 109-110), action research is a qualitative yet positivist research method, and well suited for combining practice and research. Action research is an interactive research method, which examines a social phenomenon by introducing changes or actions into the phenomenon and examining the effects of the actions on the phenomenon. Rumsey, Stowers and Daly (2022, 1299-1300) describe participatory action research as action-oriented research method, which consists of increasing collective knowledge through cycles of reflection and repetition from ground up. Furthermore, structure of participatory action research enables revision or evolution of the research as it is developing. The most commonly used action research method is participatory action research. Participatory action research is conducted following five phases: Diagnosing, action planning, action taking, evaluating, and learning (see figure 6). Diagnosing phase includes recognizing and describing the problem in its context. Action planning phase includes identifying possible solutions for the problem and deciding on a plan of action. Action taking phase refers to the execution of the planned action. The evaluation phase looks into the executed action and to which extent it has resolved the problem. During

the learning phase, the comments and notes risen during the evaluation phase are scrutinized and evolved into improvements concerning the action. Action evaluation and learning phases may modify or change the action for more efficient solving of the problem. The action research cycle may be repeated several times with the adjusted actions to reach the most successful outcome. (Bhattacharjee 2012, 109-110.)

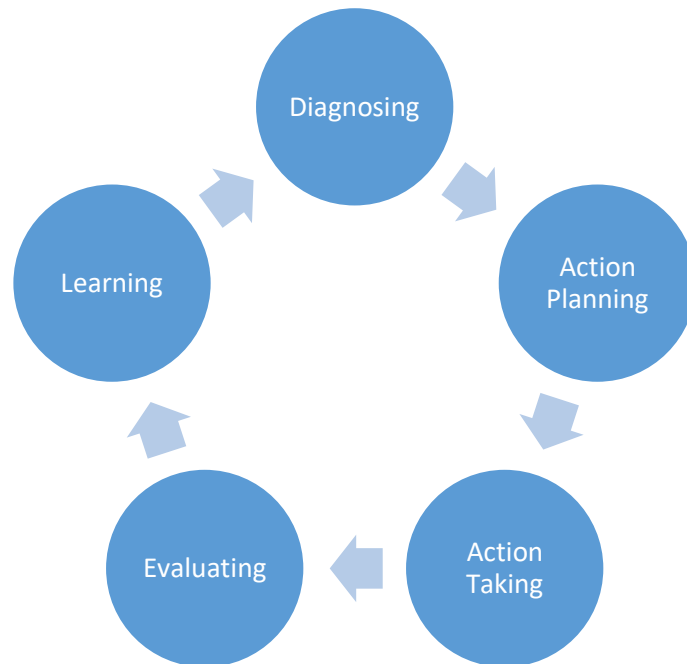


Figure 6: Action research cycle

## 6.2 Description of the thesis process

This thesis began with a thorough literature review to build the theoretical framework and to familiarize with the research topic, as suggested in the Rectors' Conference of Finnish Universities of Applied Sciences (Arene 2019, 17-18). The theoretical framework included scientific research, publications, and guidebooks by well-known humanitarian actors, with the emphasis on methods and protocols used for needs assessments and needs analysis practices in the humanitarian sector.

In preparation for the development of the intersectoral analysis workshop draft 1, a document analysis was conducted, focusing on different workshop designs as well as to examine best practices for knowledge sharing in workshop settings. Additionally different problem-solving methods were identified to enable the selection of exercises for the Intersectoral analysis workshop draft 1. The data was analyzed utilizing content analysis method. Based on the results of the document analysis, the intersectoral analysis workshop draft 1 was created. The exercises used in the workshop needed to be simple yet robust enough to provide useful conclusion on the humanitarian needs of a crisis-affected population. The workshop was

designed to be used in Mural workspace, an online platform to facilitate cooperation and visualization of the problems and needs in the humanitarian context. Mural workspace enables all participants to examine and take part in filling the exercises during the workshop and hopefully to reach a consensus on the needs of the crisis-affected population.

Qualitative data collection method was utilized by conducting four semi-structured key informant interviews to gain insight on the best practices regarding the use of workshops in humanitarian context as well as to receive feedback and recommendations on the Intersectoral analysis workshop draft 1. The key informants were analytics experts, some of which were working for Save the Children International and some for other humanitarian organizations. Collected data was analyzed utilizing content analysis method.

The intersectoral analysis workshop draft 2 was created based on the results of the data analysis of the key informant interviews. Furthermore, the accompanying Intersectoral analysis workshop report template was created for the use of Save the Children International and the facilitator of the workshop. The report template is designed to be filled after the workshop and can later be used in the decision-making process of humanitarian interventions planning, as well as shared with other humanitarian actors. The workshop drafts 1 and 2, as well as the Intersectoral analysis workshop report template are presented in the Results chapter.

Piloting is an important part of a research project to test the study design or research methods and to identify potential problems or impracticalities in these areas (van Teijlingen & Vanora 2002, 33; Bhattacharjee 2012, 25). Piloting was considered an important part of this thesis, and therefore the Intersectoral analysis workshop was planned to be piloted in a suitable project of Save the Children International. Due to time restrictions, it was not possible to organize, and so this method has not yet been implemented in practice.

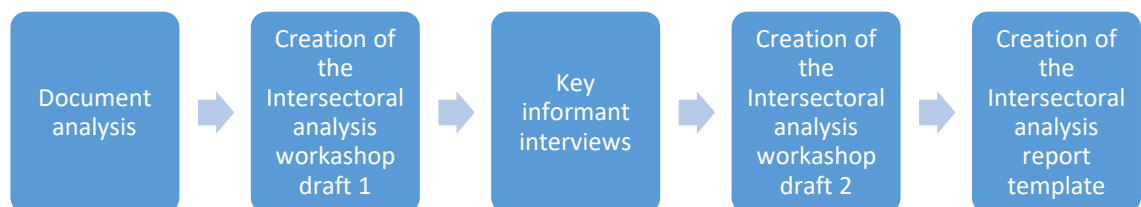


Figure 7: Description of the thesis process

## 6.3 Data collection

### 6.3.1 Document analysis

This thesis utilized document analysis method to increase understanding of the context and to examine the best practices to organize a workshop for knowledge sharing purposes. Furthermore, different problem-solving methods were reviewed to enable selection of exercises for the Intersectoral analysis workshop draft 1. According to Bowen (2009, 27-28), document analysis is an organized process for reviewing documents, which can be utilized in providing data on the context of the research. A variety of documents can be used in document analysis including books and background papers. A total of 31 documents were examined out of which 20 documents were found to be useful for this thesis. Data was mostly collected by conducting searches in research databases available in Laurea UAS including the Ebook Central, EmeraldPremier, Proquest Central, SAGE Premier and ScienceDirect. A total of eight peer reviewed research articles were found to be applicable to the humanitarian context. Furthermore, eight published guidebooks were examined out of which seven were published by well-known humanitarian actors were included in the document analysis to increase the real-life application of the method being developed. Additionally, one report by the WHO, one published book and two institutional guides were included in the document analysis.

Document analysis consist of three parts: Skimming, reading and interpretation. Skimming refers to quick or superficial examination of the document, reading refers to more comprehensive scrutiny of the document, and interpretation of the document refers to making larger inferences based on the documents. (Bowen 2009, 32.) Therefore, the documents were first skimmed to verify that, the information is applicable to the humanitarian context. The remaining documents were then examined thoroughly, coded, and analyzed. The data analysis process is described later in this chapter.

### 6.3.2 Key informant interviews

According to Bhattacharjee (2012, 38), qualitative research utilizes non-numeric data deriving from interviews or observation. Furthermore, Elo et al. (2014, 3) state that data collection is a vital part for guaranteeing the credibility of the content analysis. Therefore, it is important to consider carefully what kind of data will be collected and how to reach a successful content analysis. Since the objective of the data collection was to gain insight on the usefulness and best practices of the workshop-style needs analysis method, qualitative data collection including semi-structured key informant interviews was considered the most appropriate method. Four key informant interviews were conducted with experts working for Save the Children International, as well as other humanitarian organizations. The interviews took place in either Teams or Zoom, since the key informants were located in various countries. Semi-

structured approach to data collection was chosen, to enable more spacious environment for discussion.

The following questions were formulated in advance and posed in every interview:

1. How does your analysis unit operate?
2. How do you perform needs analysis in your organization or unit?
3. Do you have any experience in workshop-style intersectoral analysis?
4. Are there some analysis tools you could recommend for a workshop-style needs analysis?

Furthermore, the Intersectoral analysis workshop draft 1 was introduced in the interviews and feedback and recommendations were inquired concerning the workshop structure and exercises.

Key informant interviews took place in the late 2021 and early 2022. One of the key informants is an expert working for Save the Children International, who provided the author support and expressed the needs from the organization's viewpoint considering this thesis. The following key informant interviews provided significant number of recommendations and feedback as well as suggestions on possible experts to contact regarding further interviews.

#### 6.4 Data management

No personal data has been collected nor stored during the thesis process. The key informant interviews included discussions containing confidential information on the analysis practices of the organizations, and therefore data management has been a priority in this thesis. Key informant interviews with experts working for humanitarian organizations were immediately anonymized and later addressed anonymously. The data has been stored in a password-secured laptop solely used for the thesis process. The author is the solely responsible of the data management of the collected data. Participation for this thesis has been voluntary and the key informants were informed, that the project would produce a public thesis published in the Theseus database in addition to a study for the use of Save the Children International. More detailed data management plan can be found in the appendices section of this thesis (see appendix 2).

#### 6.5 Data analysis

##### 6.5.1 Document analysis

Collected data was analyzed using inductive content analysis method. According to Elo, Kajula, Tohmola and Kääriäinen (2022, 215) content analysis is a method providing means to illustrate and assess phenomena which is widely used a method to analyze qualitative data and in fact it is the most used method in Finland.

According to Elo and Kyngäs (2008, 108) the aim of content analysis is “to attain a condensed and broad description of the phenomenon, and the outcome of the analysis is concepts or categories describing the phenomenon”. Concepts and categories are often expanded to models or conceptual systems. Collected data is therefore, transformed into replicable conclusions to increase knowledge. According to Prior (2014, 360) as well as Elo and Kyngäs (2008, 107) content analysis can be utilized for analyzing interview data as well a variety of different written materials.

For the document analysis a total of 31 documents were examined out of which 20 were found to be relevant for this thesis. The documents reviewed included research and publications by humanitarian actors, internal documents as well as governmental agencies. Data was analyzed using content analysis method. First objective of the document analysis was to note, whether the method or content of the document was usable in humanitarian context. Initial coding of the documents was based on three objectives considering the document analysis, which were to find additional information on workshop designs, problem-solving methods, and potential exercises for the workshops. Guiding question when conducting the document analysis was Is this usable for intersectoral analysis workshop in humanitarian context? When a document did not meet these criteria, it was discarded (see table 2).

| Selected document  | Usable in humanitarian context | Initial coding          | Analyzed data   |
|--|--------------------------------|-------------------------|---|
| D.3.2 - Concept and methodology of Interactive Workshops (INMARK & EMF 2010)   | Yes                            | Workshop Design         | Benefits of workshops for creating an environment for innovation and change |
| The workshop as a qualitative research approach: Lessons learnt from a “critical thinking through writing” workshop (Ahmed & Asraf 2018) | Yes                            | Workshop Design         | Utilization of workshops in different contexts                              |
| Evidence-based models to support humanitarian operations and crisis management (Labib, Reza Abdi, Hadleigh-Dunn & Yazdani 2022)          | Yes                            | Problem-solving Methods | Problem-solving methods definition  |
| Problem Tree: A Problem Structuring Heuristic (Vesely 2008)  | Yes                            | Problem-solving Methods | Heuristics and description of the Problem Tree                              |



|  |     |                            |  |
|--|-----|----------------------------|--|
| Operational Guidance for Coordinated Assessments in Humanitarian (IASC 2012) | Yes | Exercises for the workshop | Description of the context analysis            |
| Five Whys and Five How's (ASQ n.d.)  | Yes | Exercises for the workshop | Best practices for utilizing the 5 Whys method |
| Problem Tree (IFRC 2018)   | Yes | Exercises for the workshop | Best practices to utilize the Problem Tree     |

Table 2: Examples of the analysis process

Based on the data analysis the general category, Practical aspects of Workshop Design was created. Furthermore, three main categories Workshop design, Problem-solving methods and Exercises for the workshop were created. Under the Problem-solving methods main category two sub-categories Creative Problem-solving and Heuristics were created. Lastly, under the Exercises chosen for the workshop main category, Context analysis, Fishbone Diagram, the 5 Whys and the Problem Tree sub-categories were created (see figure 8).

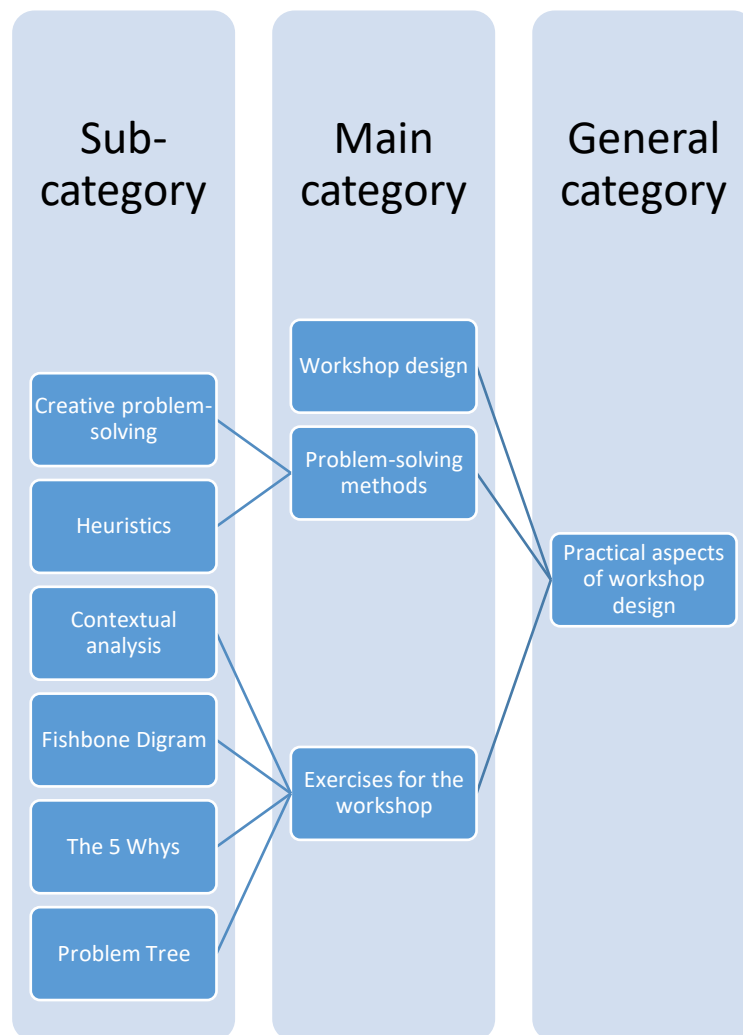


Figure 8: Visualization of the abstraction process

### 6.5.2 Key informant interviews

The data acquired from the key informant interviews was analyzed utilizing the content analysis method. Since there is not much scientific research on using workshop-style intersectoral analysis method in humanitarian interventions planning, this thesis utilized an inductive approach to content analysis. Inductive content analysis consists of three phases: preparation, organizing and reporting although no strict, systematic rules for the analysis exists (see figure 9). Preparation phase commences with the selecting the unit of analysis, which can be an either a word or a theme. It is important to contemplate what to analyze and to which extent, prior to the selection of the units of analysis. After the selection of the unit of analysis, an overall view of the data is compiled. Organizing the data involves open coding, categories, and abstraction. Notes and coding are identified from the data. Codes are further categorized and grouped under higher order categories. Data in different categories can now be compared to enable description of the phenomenon and ultimately creation of understanding and new

knowledge on the phenomenon. Abstraction refers to an overall illustration of the phenomenon of interest, by formulating categories. The analysis process as well as the results should be reported adequately, enabling the reader to assess the analysis process. (Elo & Kyngäs 2008, 109-111.)

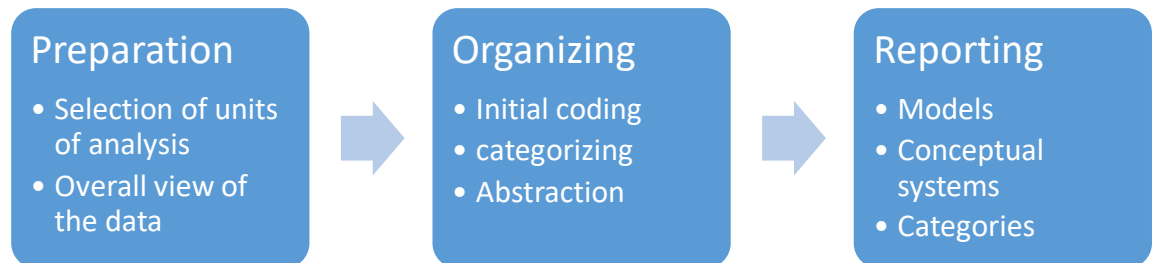


Figure 9: Content analysis process (Elo & Kyngäs 2008)

#### Preparation phase

The content analysis of the key informant interviews begun following the recommendations of (Elo & Kyngäs 2008, 109-111; Elo et al. 2014, 5-6). Once the data collection was completed, the data was first examined interview by interview. To visualize the data and to get a broader view, the data was merged together and scrutinized repeatedly to familiarize and to get an overall view of the data. Once familiarized with the data, the selection of the meaning units for the analysis followed, which were selected by identifying similarities in the data.

#### Organizing phase

After familiarizing with the data and choosing the units of analysis, the organizing phase begun with initial coding of the meaning units. 87 meaning units were developed from the data. The meaning units were then coded into 37 initial codes. Out of the 37 initial codes five main categories and 9 sub-categories were developed. During the abstraction part of the organizing phase the categories were named and further compared with the data. The generic category above the main and sub-categories evolved to workshop-style approach to intersectoral analysis. The main categories created were Key features of a workshop-style intersectoral analysis, Challenges in workshop-style intersectoral analysis, Feedback on the workshop draft 1 and Recommendations for the workshop draft 2. The created sub-categories were Feasibility, Usability, Time-consuming, Preparation required by the participant/facilitator, Exercises chosen for the workshop, Piloting, Content of the workshop draft 2, Accessibility, Ownership. After creating the categories, the data was examined further, to verify the validity of the formed categories. Minor changes were made accordingly. Examples of the content analysis are shown in the table 3. Organizing phase of the content analysis is further described in the Results chapter of this thesis.

| Meaning unit  | Initial code              | Main category   | Sub-category                      | Generic category                                  |
|---|---------------------------|---|-----------------------------------|---|
| The goal of the workshop should be “what we need to know - How to get there” for the end-product to be usable.  | Clear objective           | Key features of a workshop-style intersectoral analysis | Usability                         | Workshop-style approach to intersectoral analysis |
| Some preparation is probably needed, when using this type of analysis method. Either the workshop-facilitator or key-participants need to prepare for the workshop. | Preparation               | Challenges in workshop-style intersectoral analysis     | Preparation required              | Workshop-style approach to intersectoral analysis |
| The Fishbone analysis exercise is most likely not useful for the workshop given the complex nature of humanitarian crisis.  | Feedback on the exercises | Feedback on the workshop draft 1                        | Exercises chosen for the workshop | Workshop-style approach to intersectoral analysis |
| Only after piloting the tool, you can judge whether it works or not.  | Piloting                  | Recommendations for the workshop draft 2                | Piloting                          | Workshop-style approach to intersectoral analysis |

Table 3: Examples of the analysis process

#### Reporting phase

The reporting phase of this inductive content analysis is described in the results chapter of this thesis. Visualization of the categories created in the organizing phase is presented in the figure 10.

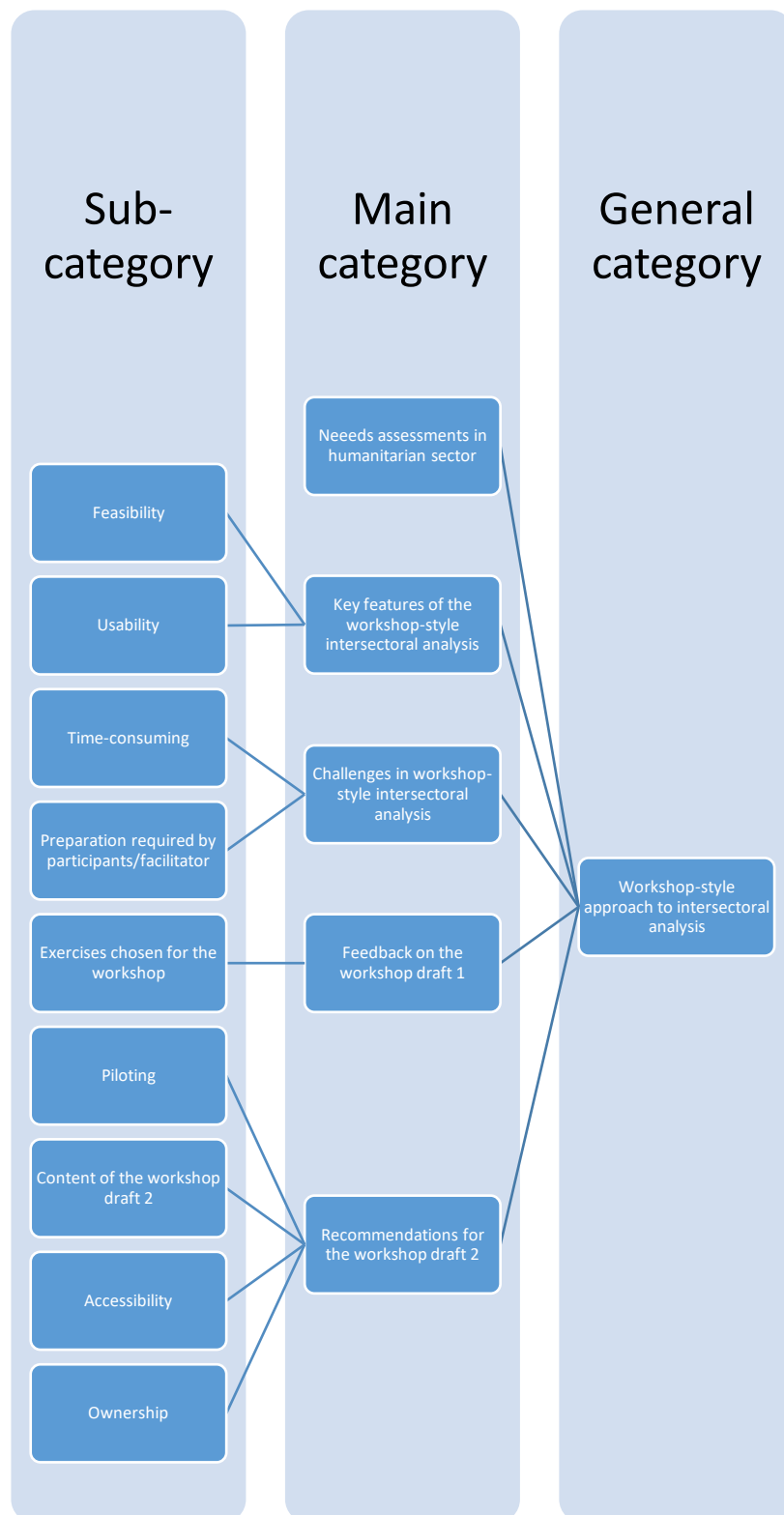


Figure 10: Visualization of the abstraction process

## 6.6 Intersectoral analysis workshop draft 1

Based on the results of the document analysis, Intersectoral analysis workshop draft 1 was created. The Intersectoral analysis workshop utilized creative problem-solving and heuristic problem-solving methods. The workshop aims at holistic view on the humanitarian needs, scrutinizing the intersectoral nature of the needs rather than sector by sector. The objective of the intersectoral analysis workshop is to identify the humanitarian needs in the crisis-affected population and focus on the cross-cutting or intersectoral aspect of the needs. This objective is pursued by completing four group-work exercises with accompanying discussions to consolidate the inferences made during the exercises. The workshop will provide recommendations for implementation purposes, but the main focus of the workshop is on the identification of the humanitarian needs. Results of this thesis indicate that clear structure of the workshop is important for successful outcome, and therefore, consists of only four exercises. Furthermore, the perspective is narrowed step by step starting from a broad contextual analysis and continuing with more specific root cause analysis methods.

The Intersectoral analysis workshop was designed using Mural Workspace, an online platform to facilitate cooperation and visualization of the problems and needs in the humanitarian context. Mural workspace enables all participants to examine and take part in filling the template in real-time. The structure of the workshop is designed to be simple and clear consisting of four exercises. The workshop consists of Contextual analysis, two root cause analysis exercises: the Fishbone Diagram and the 5 Whys as well as the Most affected by the crisis? exercise. The objective of the Contextual analysis exercise is to identify threats to the well-being of children in nine key contextual sectors. The threats identified in different sectors can be linked using connectors to visualize potential inter-linkages between sectors. The objective of the Fishbone exercise is to identify causes to the humanitarian needs of the crisis-affected population. Once the Fishbone exercise is completed, a discussion on the completed exercise is facilitated. The Objective of the 5 Whys exercise is to scrutinize the root causes of the problems identified in the Contextual analysis and the Fishbone exercises. The objective of the Most affected by the crisis? exercise is to identify which communities, towns or cities are the most affected by the crisis. Moreover, severity of the crisis can be assessed with this exercise. A geographical map of the crisis-affected area is suggested to be added in the blank section at end of the Mural template to increase the visualization aspect of the workshop. Furthermore, all of the participants can include relevant documents to the Mural template, such as needs assessments, research or any other relevant data for all the participants to scrutinize and to be used as references of the workshop (See figure 11).

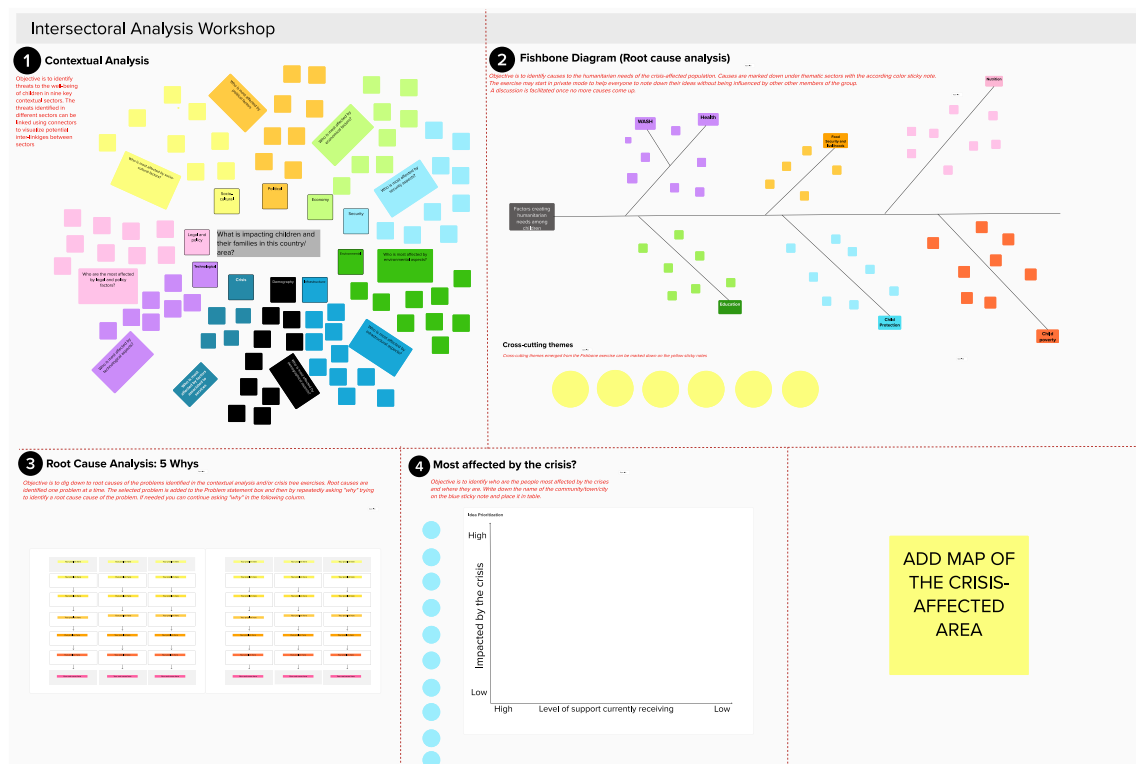


Figure 11: Intersectoral analysis workshop draft 1

## 7 Results

The results chapter of this thesis describes the categories formulated using the content analysis method for the document analysis as well as the key informant interviews. The content analysis of the document analysis produced three main categories, six sub-categories and the general category was named Practical aspects of workshop design. The main categories formulated included Workshop design, Problem-solving methods, and Exercises for the workshop. Sub-categories included Creative problem-solving, Heuristics, Contextual analysis, Fishbone Diagram, The 5 Whys, and Problem tree. The content analysis of the key informant interviews produced five main categories and nine sub-categories. The general category was named Workshop-style approach to intersectoral analysis. The main categories included Needs assessments in humanitarian sector, Key features of the workshop-style intersectoral analysis, Challenges in workshop-style intersectoral analysis, Feedback on the workshop draft 1 and Recommendations for the workshop draft 2. The sub-categories included Feasibility, Usability, Time consuming, Preparation required by the participants/facilitator, Exercises chosen for the workshop, Piloting, Content of the workshop draft 2, Accessibility and Ownership (see figure 10). Examples of the data are described to illustrate the data analysis process and the results. The key informants were all experts working for humanitarian organization either as analysts or had expertise in analytical field. Based on the results of the key informant interviews as well

as the document analysis, the second draft of the Intersectoral analysis workshop and the Intersectoral workshop report template for Save the Children International were created, both of which are presented later in this chapter.

### 7.1 Document analysis

The results of the document review indicate that, workshops have been used in the humanitarian sector, as they enable an environment for innovation and change. Workshops have been used in various ways, due to the versatility of the method. Workshops may be used for combining and utilizing knowledge within the project. Furthermore, workshop method is suitable for multi-stakeholder projects due to the participatory methodology. Structured proceedings and visual techniques were found to facilitate the participants communication and rationalization of ideas. Furthermore, a clear structure in which the perspective is narrowed step by step increases combination of creativity and resulting in concrete results.

Health or humanitarian aid-related intersectoral analysis workshops are rather scarcely documented. The World Health Organization (WHO) has used workshops as a method for conducting inter-sectoral analysis several times in different contexts. The structure and preparations of the workshop were described as rather complex. The WHO recommends 10 sessions to be included in the workshop, over two or three days. Two facilitators are recommended to lead the workshop and to navigate the discussion for maximal outputs. Furthermore, participants are requested to provide food and nutrition related data from their area, which obviously requires preparation by the participants beforehand.

Problem-solving methods are used in many if not all industries and there are several problem-solving methods and tools available. Two general problem-solving methods, creative problem-solving (CPS) and heuristics were identified as useful in humanitarian context. The CPS method was described as a method to approach existing knowledge in a creative and innovational way. The CPS includes rearrangement of existing knowledge to aid in new, specific problem-related actions. Creativity is increased by the existing knowledge on the subject a person has, since knowledge needs to be recombined and organized in a new way to result in new knowledge and ideas. Useful knowledge concerning creativity, may contain other elements as well, not only from the specific sector or industry of which the problem concerns. Therefore, wide spectrum of knowledge may increase the creativity of an individual. Since most humanitarian crises are rather complex in nature and include a variety of humanitarian needs in challenging circumstances, creative problem-solving is very relevant in humanitarian context.

Heuristics were seen as logical strategies for problem-solving without rigid logical rules. Heuristics may be used for problem-solving as well as problem structuring, both of which are very relevant considering the intersectoral analysis workshop. Heuristics were found to be



effective in problems deriving from real life contexts and in situations where the problem is well structured as well as ill structured.

Based on the results of the thesis, context analysis is an exercise widely used in the humanitarian sector. Context analysis was described as a tool to attempt understanding broader humanitarian situation in a given area. Furthermore, it was seen useful for improving understanding of priority needs in a given area and therefore it enables better-targeted humanitarian assistance. Context analysis has been used by many of the well-known humanitarian actors such as the IASC and UNICEF in different settings. Context analysis observes economic, social, and political factors contributing to humanitarian situation in a given context. Important information to include in the context analysis draft were geographic areas of interest, available demographics, social and political history summary, and recent events of interest. Inadequate contextual understanding was seen as an important limiting factor in humanitarian interventions in urban environment. Context analysis not only enables understanding the complex dynamics of a crisis, but it can also reveal factors enabling or hindering efficiency in humanitarian intervention. Furthermore, based on the data analysis there is a lack of a tool, that would cover all the key factors to an effective assessment, therefore, a combination of analysis tools should be used to minimize information gaps. Context analysis should analyze political, economic, social and the built environments in order to gain a comprehensive understanding of system issues in a given context. Furthermore, cooperation and coordination when conducting context analysis were underlined as well as sharing the results of the analysis in order to maximize the humanitarian benefits.

Based on the data analysis, the Fishbone Diagram is one of the most commonly used problem-solving tools. Fishbone Diagram is used to identify root causes to a problem, and it combines brainstorming with a distinctive mind map. The Fishbone Diagram starts with the identification of the problem followed by appropriate factors linked to the problem. Since problem-solving in highly contextual, relevant factors need to be considered based on the context. Once the problem and the factors contributing to the problem are identified, a brainstorming session is conducting. The aim of the brainstorming is thorough identification of causes to the problem connected to each named factor on the diagram. Brainstorming should be carried out as thoroughly as possible, to the extent of identifying the causes of causes whenever possible. After the brainstorming, analyzation of the problem and its causes follows. Completed Fishbone Diagram enables planning of appropriate measure to address the problem.

The data analysis indicates, the 5 Whys is simple yet effective a problem-solving method to identify root causes of a problem, and it can be utilized with most problems. There are three fundamental elements to successfully use the method: Accurate and complete statements of problems, absolute honesty in answering the questions and determination to reach to the root

causes of the problem. The 5 Whys method was seen best used in combination with other problems-solving methods such as the Fishbone Diagram.

Based on the data analysis, the Problem tree exercise is a heuristic, most effectively used in the initial phase of a complex and ambiguous problem structuring process. Several well-known humanitarian actors such as the UNICEF and the RCRC movement have used the Problem tree exercise in humanitarian contexts. The problem tree is used for identifying, prioritizing, and visualizing problems, since it portrays causes and effects to a problem of interest. Problem tree was seen as a tool used for assessing cause, effect, and interconnectedness of different features of an issue or a problem. Properly conducted problem tree helps to dig into the root causes of a problem and thus to understand the context and factors contributing to the problem. The main outputs of a problem tree exercise include assessing cause and effect of a hazard, identifying impacts of a hazard and pinpointing root causes. The Problem tree can be used for examining one or several problems, ideal number of problems under examination being from one to three. Discussion following the conflict tree exercise was seen just as important as the building of the actual tree since, during the discussion, the fruitful analysis takes place. The root causes and impacts of the conflict are interconnected, and deeper understanding of these connections can guide the planning of interventions. Sustainable and long-term results can be obtained once the root causes of the conflict or humanitarian need are stated and addressed.

## 7.2 Key informant interviews

### 7.2.1 Needs assessments in humanitarian sector

Several key informants confirmed that in humanitarian field, existing data could be utilized more efficiently and frequent needs assessments including data collection activities are common.

There are several challenges considering needs assessments in the organization, that apply more widely within the humanitarian sector. These challenges have been the focus of on ongoing efforts to ensure improvements considering the quality of needs assessments.

In the humanitarian sector there can be strong focus on data collection when planning for humanitarian interventions. This is important however organizations can miss the opportunity to properly analyze existing information both internally and externally available. This can result in large assessment and primary data collection activities, which are time consuming and can cause assessment fatigue.

Existing contextual knowledge and data could be capitalized more effectively and thus potentially decreasing the need to collect primary data. Furthermore, there is a need to increase coordination and planning between thematic sectors in order to better understand the overall needs in a given context. As the humanitarian sector is structured in sectoral clusters this can create silos, and mean the organizations are not able to easily understand intersectoral needs.

### 7.2.2 Key features of the workshop-style intersectoral analysis

Most of the key informants had no experience of workshop-style approach to intersectoral analysis. However, all of the key informants had experience in analytical assessments in humanitarian field of work. None of the key informants rejected the idea of workshop-style approach to intersectoral analysis, and most of them considered it an interesting approach and worth to explore. Since none of the participants had experience in workshop-style approach to intersectoral analysis, the focus of the analysis shifted to best practices and recommendations on the execution of the approach.

A key informant concerned workshops as useful tools in humanitarian sector and frequently used in the organizations she represents. According to the key informant, analysis is mostly carried out sector by sector in the organization.

Analytical workshops are widely used in the organization, though used in different settings. The workshops have mainly sectoral focus.

Feasibility and usability were issues, that came up in all of the interviews. Feasibility in this context refers to practical aspects of the workshop such as structure, content, and accessibility of the workshop. The key informants considered that the workshop should be simple enough not to be overwhelming yet robust enough to produce satisfying outcome. Furthermore, there may be Usability refers the usefulness of the outcome as a result of the workshop. For the workshop to useful, it needs to provide robust outcomes to match the data collection activities. Nonetheless the workshop needs to simple enough, so that experts with limited resources and time are able and willing to use it.

Usability was concerned to be strongly linked to feasibility when designing the workshop. Clear objectives for the workshop were seen as an import factor for the success of the workshop. According to several key informants, humanitarian crises are complex and time to be used for the workshop will most likely be limited. Therefore, the time used for the workshop needs to be spent effectively and on the right issues.

It is crucial for all of the participants to have a clear objective of what needs to be accomplished with the workshop.

### 7.2.3 Challenges in workshop-style approach to intersectoral analysis

According to the key informants there are several issues, that might hinder the usefulness of workshop-style approach to intersectoral analysis. Workshops in general were seen as a rather time-consuming efforts therefore, the use of a facilitator was recommended.

Facilitation of the workshop is required because workshops are time-consuming exercises. The exercises chosen for the workshop need to be carefully

contemplated to make most use of the workshop, and a facilitator can guide the time management.

Several key informants further considered preparation for the workshop to be required. Either the workshop facilitator or a key participant such as experts working in the crisis-affected area should gather background information to support the decision-making during the workshop. Furthermore, since workshops were considered time-consuming efforts, parts of the workshop template might be filled in advance and revised or supplemented during the workshop to save time.

In my experience, workshops require preparation work, to reap the most benefit out of the session. Usually, it is either the workshop facilitator or key participants to the workshop who does the preparation work.

#### 7.2.4 Feedback on the workshop draft 1

Generally, the concept of a workshop-style approach to intersectoral analysis was perceived as interesting and worth exploring. Although several issues were raised concerning the workshop draft 1, that was introduced in all the interviews.

Overall structure of the workshop draft 1 as well as the exercises chosen for the workshop were discussed in all the interviews. A key informant interview revealed the potential problems of several exercises chosen for the workshop draft. The Fishbone Diagram was considered not usable for the workshop due to the complexity of the humanitarian crises and the needs of the crisis-affected populations. Furthermore, a key informant addressed concern regarding the Complexity map exercise.

The Fishbone Diagram is not suitable in this context. Most countries or populations suffer from several problems, which makes it hard or impossible to utilize the Fishbone.

Complexity map (Contextual analysis) might be too complex an exercise to be utilized in workshop-style settings. It might be too time consuming and overwhelming.

A key informant highlighted the importance of clear objectives of the workshop, rather than individual exercises chosen for the workshop. Furthermore, different problems may require different methods for a successful outcome.

Methods of the workshop are not the most important factor. It is crucial for all of the participants to have a clear objective of what needs to be accomplished with the workshop.

Furthermore, clear definition of impact of the crisis to the crisis-affected population was concerned a factor to be added to the workshop.

Impact of the crisis should be defined in the Contextual analysis tool. It is important for the implementation planning.

#### 7.2.5 Recommendations for the workshop draft 2

Key informant interviews provided several recommendations for improvements to the workshop draft 1. There was a consensus among the interviewees, that piloting is extremely important in the development of an analysis method. Piloting was considered an important way of identifying the strengths and weaknesses of the analysis tool.

Only after piloting the tool, you can judge whether it works or not.

Several rounds of testing and revision of the workshop is most likely needed to develop a useful and effective analysis tool.

Suggested attendance of the workshop was discussed in most of the interviews. Key informants agreed on several key experts to be invited to take part in the workshop. Relevant Monitoring, Evaluating, Accountability and Learning (MEAL) experts were concerned a key participant to the workshop. Furthermore, experts working in relevant fields in the crisis-affected area, in other words the country offices of the organization should obviously join the workshop, since they are the experts in key positions implementing the humanitarian plans. Also, experts from regional office of the organization were suggested to be invited.

Relevant people from the country office and MEAL-team should obviously attend. Experts from regional office should be invited as well.

Recommendations for content of the workshop draft 2 were discussed in most of the interviews. The planning of the workshop was considered an important part, to clarify the objectives of the workshop. Outlining the objectives would help guiding the facilitation of the workshop and it would improve the time management as well, since the topics of conversation would be carefully defined.

The most important outcome of the workshop should be “what we need to know - how to get there”. So the objectives of the workshop should be very clearly defined.

Objectives should be prioritized according to what we need to know. Most urgent needs, background, current situation, and aggravating factors to the humanitarian crisis should at least be discussed.

Accessibility was considered an important factor for the development of the workshop. Participants for the workshop include personnel working in developing countries or even in countries where severe humanitarian crises are ongoing. Therefore, a potential hindering factors might include fluctuating internet connection, unstable political situation, and decreased access to personnel with expertise in certain areas. The workshop structure should, therefore, be flexible enough to be used in different environments.

Accessibility is important to consider when developing the workshop. Different steps or structures might be required considering the staff at country office and member office levels.

Furthermore, ownership was considered an important factor for a successful outcome of the workshop. Organizing and facilitating the workshop was considered a challenging duty and therefore the facilitator needs to believe in the method and the outcome of the workshop.

For the success of the workshop, ownership of the workshop is required by the participants and the workshop facilitator.

### 7.3 Outcome of this thesis

Based on the data analysis results of the key-informant interviews, a revision of the Intersectoral analysis workshop draft 1 was made and Intersectoral analysis workshop draft 2 was created. Most notable modifications were removing the Fishbone Diagram and the most affected by the crisis exercises and creating and adding the Crisis tree and Priorities of the crisis-affected populations exercises to the workshop. The crisis tree exercise is a modified version of problem tree exercise.

The results of this thesis revealed the potential problems in utilizing the Fishbone Diagram exercise in the intersectoral analysis workshop. Therefore, the Fishbone Diagram was replaced with another root-cause analysis tool, a modification of the Problem tree, re-named as Crisis tree and modified by the author. The problem tree exercise was seen as a versatile tool which can be utilized in different contexts and thus it can be modified to address the needs of the issue of interest. The objective of the crisis tree is to explore one or more crisis-related problems and to distinguish the causes and impacts of the problem. The Crisis tree exercise helps structuring and visualizing the problems faced by the crisis-affected populations. The priorities of the crisis-affected populations exercise aim at including communities affected by the crises to the decision-making process. Inclusion of the crisis-affected communities is universally seen as important to increase the effectiveness of the humanitarian intervention and it is a central part to of the CHS Commitment 7. The objective of the exercise is to explore the problems and key priorities of the crisis-affected populations by geographical location. Furthermore, this exercise may provide useful information on data gaps concerning the priorities of the crisis-affected populations. The Contextual analysis exercise was revised to include geographical location of the people most in need of humanitarian assistance as well as key priorities of the crisis-affected populations. The Final version of the workshop is presented in the next chapter of this thesis (see figure 12). Individual exercises are presented more closely in the appendix section of this thesis.

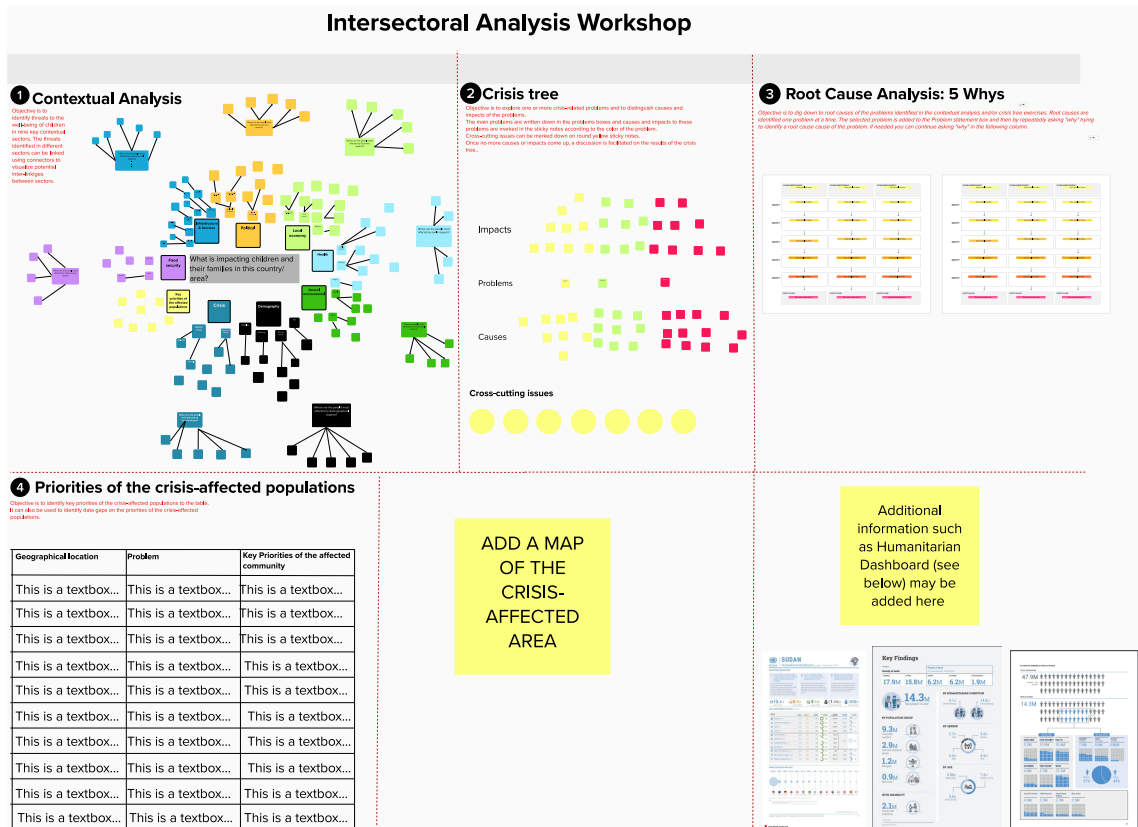


Figure 12: Intersectoral analysis workshop draft 2

To accompany the Intersectoral workshop, Intersectoral analysis report template was also created by the author to simplify the use of the workshop. The report template is designed to be filled by the workshop facilitator or a key participant of the workshop, either during or after the workshop has taken place and work as a summary of the outcomes of the workshop. The overall structure of the report follows the structure of the workshop to facilitate the filling of the report. Furthermore, the report template includes guiding sections for the facilitator such as research questions and the objectives of the workshop.

The report template consists of executive summary, methodology, context, causes and impacts of the crisis, priorities of the crisis-affected populations, key findings, recommendations, and annexes parts (see figures 13-15). Executive summary is a brief outline of the entire report including background of the crisis, summary of findings and scope of humanitarian needs. Methodology section consists of objectives, description of the workshop, participants, who took part in the workshop, scope of the analysis and description of limitations of the findings. Context section describes the findings identified in the Contextual analysis exercise. The findings are categorized under the same headings than in the workshop. Causes and impacts of the crisis section describes the findings from the Crisis tree and the 5 Whys exercises. Priorities of the crisis-affected populations section of the report describes the views of crisis-affected populations on the most important humanitarian needs in their communities. Furthermore, this

exercise may be used in mapping data gaps on the needs of the crisis-affected populations if the data is not available. Key findings section describes the outcomes of the workshop and, it should answer the questions “Who are most in need for humanitarian assistance?”, “Where are the people in need of humanitarian assistance?” and “What are the humanitarian needs in these areas?”. Recommendations section describe the recommendations of the workshop participants on the implementation to addressing the humanitarian needs. Furthermore, potential information gaps and data collection needs may be described in this section. Lastly a PDF-file of the filled workshop Mural alongside any internal or external sources used as references in the workshop are included in the annexes section to validate the inferences made during the workshop.





# I-S Analysis Workshop Report Template

## Executive summary

- Brief summary of the entire report
  - o Background including humanitarian situation
  - o Summary of findings
  - o Scope of the needs

## Methodology

- Objective
  - o To identify root causes of the needs, underlying issues, overlaps and the wider context of the area/country
  - o Research questions
    - What are the impacts of the crisis?
    - Who are most in need?
    - What are the needs of the affected populations?
    - What are the root causes for the needs?
    - Are there overlaps in needs?
    - What are the drivers/underlying issues affecting/creating/upholding the needs?
- Workshop structure
  - o Description of the tools used
- Participants
  - o Relevant Technical Specialists
  - o MEAL
  - o Local organisations
  - o Governmental representatives
  - o Advocacy + comms (At least to share results with)
- Scope of the analysis, research questions
  - o Geographical
  - o Thematic
- Limitations
  - o Findings based on secondary data



Figure 13: Intersectoral analysis report template

- Biases of experts involved in the workshop
- Results are highly dependable on the workshop structure ie. participant participation

### Context

- description of factors impacting children and the locations where the impact is the biggest
  - Political
    - Structure
      - governmental-level
      - community-level
    - Inter-communal factors
  - Economy
    - Occupations & livelihoods
    - Land tenure
    - Markets
  - Health
    - Health services
    - Morbidity
    - WASH
  - Environmental
    - Natural resources
    - Weather conditions
  - Demography
    - Disability
    - Ethnicity
    - Gender issues
    - Age
  - Crisis
    - Recent crises
      - Man-made
      - Natural
    - Patterns of conflict
  - Key priorities of the affected populations
  - Food security
    - Water
    - Food aid
  - Infrastructure & services
    - Education
      - School attendance
      - Literacy rate
    - International capacities
      - Responses

Figure 14: Intersectoral analysis report template

- Proposed partnerships
  - National capacities
    - Current and proposed partnerships
  - Access to services
  - Housing
- Geographical scope of the crises

### Causes and impacts of the crisis

- Crisis tree
  - Drivers of the crisis and underlying factors
  - Scope of the crisis
  - Impacts of the crises to children and their families
- Cross-cutting issues
- The 5 Whys
  - Root causes of the identified problems

### Priorities of the crisis-affected populations

- What are priorities of crisis-affected population
  - Location
  - Problems
  - Key priorities

### Key findings

- Who are most in need?
- Where are the people in need?
- What are their needs?

### Recommendations

- Humanitarian needs and proposed responses
- Information gaps and data collection needs

### Annexes

- Mural pdf
- Sources used

Figure 15: Intersectoral analysis report template

## 8 Discussion

The goal of this thesis was to examine ways to simplify the intersectoral analysis process in Save the Children International by improving the needs analysis practices in humanitarian interventions planning phase. The primary objective was to explore the usability of a workshop-style approach to intersectoral analysis in the humanitarian sector. The secondary objective was to explore possibilities of utilizing existing data and knowledge, while reducing the need for primary data collection activities. This thesis had the characteristics of an action research method. Document analysis method was utilized to increase understanding on the context and to guide in the creation of the intersectoral analysis workshop. Furthermore, qualitative data collection method was utilized by conducting four semi-structured key informant interviews to gain insight on the usefulness of the workshop-style method to intersectoral analysis. Data analysis was conducted using inductive content analysis method. Based on the data analysis of the document analysis three main categories and six sub-categories were created. Furthermore, based on the data analysis of the key informant interviews, five main categories and nine sub-categories were created. In this chapter the results of the thesis are discussed reflecting on previous research. Furthermore, limitations, trustworthiness, ethical and legal considerations of the study as well as recommendations are discussed in this chapter. The results of this thesis are discussed following the main categories created based on the data analyses of this thesis.

The results of this thesis indicate that data collection activities linked to humanitarian interventions planning are frequent and they may also have undesirable effects such as assessment fatigue. The need for humanitarian assistance has steadily increased and consequently the funding for humanitarian activities has expanded (see table 1). Furthermore, due to socio-economic factors such as population growth and urbanization, losses in human lives and materials have increased (Balcik & Yanikoglu 2019, 40). According to Goldschmidt and Kumar (2016, 6), the number of humanitarian actors has hence increased although cooperation between humanitarian actors is considered challenging. Furthermore, frequency of disasters is expected to increase in the future along with increased costs and suffering of crisis-affected populations. Improving crisis management has potential to decrease suffering, to increase the effectiveness of humanitarian interventions and to reduce overall costs of humanitarian crises (Goldschmidt & Kumar 2016, 10). Several key informants confirmed that humanitarian organizations tend to rely heavily on data collection activities, rather than exploring the full potential of existing data and knowledge. Nonetheless according to a key informant, there are ongoing efforts to ensure Save the Children International improves the quality of needs assessments.

The results of this thesis, as well as previous research indicate, that workshops are a suitable method in the humanitarian context. According to INMARK (2010, 8), participatory methodologies such as workshops aim at creating an atmosphere favorable for innovation and

change as well as inclusion of the stakeholders and communities in decision-making processes. Furthermore, participatory methodologies can be utilized for “Integration of knowledge and valorization of the collective intelligence within the project” and “Formulation of multi-stakeholder projects (network) for local development, sustainability and innovation”. According to Lauttamäki (2016, 164-165), clear structure and objectives are important factors in increasing motivation among participants and increase trust in the method. A structure in which the perspective is narrowed step by step works well for combining creativity and resulting in concrete results. Therefore, the intersectoral analysis workshop designed in this thesis is rather simple including only four exercises. Furthermore, according to INMARK (2010, 8), structured proceedings and visual techniques facilitate the participants communication and rationalization of ideas therefore, the intersectoral analysis workshop is designed to be used in Mural workspace. Using the Mural workspace enables visualization of the workshop exercises and cooperation in real-time.

None of the key informants had experience of workshop-style intersectoral analysis therefore, the focus of the interviews shifted to best practices and recommendations for developing the concept. Nevertheless, the key informants found the idea of workshop-style approach to intersectoral analysis interesting and worth exploring, though several challenges were identified such as time consumption and preparation required for the workshop. According to Ahmed and Asraf (2018, 1505-1506), workshops may be used successfully in wide array of areas such as professional development programmes, to teach reading, writing, and thinking, to promote critical thinking among students as well as a data collection tools in research. Therefore, workshops appear to be versatile and a useful method to explore for intersectoral analysis context. According to INMARK (2010, 6) workshop are both time consuming and time saving efforts. Thorough organizational preparation is required since workshops involve many experts and preparation. Yet workshops may save time, since the outcomes can be powerful, and they have the potential to mobilize energy and knowledge of diverse actors and experts. When considering the time and resource requirements for data collection activities, workshops are significantly easier to organize. Assuming, that all the necessary data is available for a successful outcome of the workshop. Therefore, the time consuming and requirements of preparation work factors were considered in this thesis, yet the potential benefits of the workshop-style approach exceeded the inconvenience of organizing the workshop. Preparatory work necessary for the workshop includes selecting a date for the workshop, selecting, and calling in of relevant participants to the workshop, pre-filling the most important context-specific information, choosing and organizing a potential facilitator, filling the workshop template, and finally sharing the workshop report to relevant experts and stakeholders. Feasibility and usability were concerned as important factors of the workshop by the key informants, and it has been a cornerstone of the workshop design. The Intersectoral analysis workshop is an attempt to develop a method, that is simple enough for it to be feasible, yet

robust enough to produce credible outcomes based on scientific facts. The workshop includes only four exercises therefore, the time needed to carry out the workshop is manageable.

According to Luttamäki (2015, 164-165), each stage of a workshop should have clear structure and determined objectives to motivate the participants. Therefore, objectives and instructions have been included in the workshop Mural template, which are visible during the whole workshop. Furthermore, the order of the exercise is determined so that information acquired from previous exercise may be refined or scrutinized further in the following exercises. Discussions during, between and after each exercise are highly desirable since that is when the analysis takes place.

According to Luttamäki (2015, 164-165), trust in the method's potential to produce robust results is essential for motivating participants and to focus on the relevant task at hand. Bartella, Lupini, Romanelli and Font (2021, 10) state, that for successful collaboration in workshop-settings, trust and strong relationships are essential. The issues of ownership and trust in the workshop to produce relevant outcome was concerned important by several key informants. From a practical viewpoint, ownership is also required as a key participant, or a facilitator is needed to guide the discussion and later to fill the workshop report. The workshop Mural template is designed to be filled during the workshop with the contribution of all the participants. Preferably the facilitator could be the expert or experts in charge of the humanitarian operations in the crisis-affected area or a MEAL expert.

The Intersectoral analysis workshop designed in this thesis, has characteristics of both the creative problem-solving (CPS) and heuristic problem-solving methods. Yang et al. (2022, 849), describe CPS in real-life environment as rearrangement of existing knowledge to aid in new, specific problem-related actions. Creativity is increased by the existing knowledge on the subject a person has, since knowledge needs to be recombined and organized in a new way to result in new knowledge and ideas. Useful knowledge concerning creativity, may contain other elements as well, not only from the specific sector or industry of which the problem concerns. Therefore, wide spectrum of knowledge may increase the creativity of an individual. Since most humanitarian crises are rather complex in nature and include a variety of humanitarian needs in challenging circumstances, the CPS is very relevant in humanitarian context. According to Abel (2003, 53-54), heuristics in the problem-solving context refer to "experientially derived cognitive rules of thumb" that serve as guides in problem-solving processes". Heuristics help clarifying choices to be made for addressing complex problems. Heuristic problem-solving has been proved to be effective in problems deriving from real life contexts and in situations where the problem is either well-structured or ill-structured. The CPS and heuristics were combined to meet the needs of the humanitarian context and to create optimal structure of the workshop for intersectoral analysis.

The results of this thesis as well as previous research indicate that contextual understanding is important for increasing intersectoral perception needed for successful humanitarian interventions planning. Since most communities consist of people of different ages, genders, ethnic, cultural, and economic groups, it is important to consider a wide spectrum of factors when analyzing the context of the community (IFRC 2019, 4). The Global Partnership for the Prevention of Armed Conflicts (GPPAC 2015, 9) describes context analysis as a tool to attempt understanding broader humanitarian situation in each area. Context analysis observes economic, social, and political factors contributing to humanitarian situation in each context. The IASC (2012, 11) recommends context analysis for improving understanding of priority needs in each area and therefore it enables better-targeted humanitarian assistance. According to Meaux and Osofisan (2016, 7-8) inadequate contextual understanding is an important limiting factor in humanitarian interventions in urban environment. On more practical note, context analysis tools used in urban environment should enable people-centered approach including crisis affected populations into the assessment process. The tool should take into consideration different levels in a population, as well as interconnected nature of an urban environment consisting of political, socio-economic infrastructural levels. The tool should be rather simple and carefully designed so that it can be used in varying emergency settings. (Meaux & Osofisan 2016, 25-26.) Contextual understanding is considered an important factor in this thesis, since it is a requirement for successful intersectoral analysis. Contextual analysis exercise designed for this thesis is a modification of documented context analysis exercises and it includes factors affecting the crisis-affected populations such as political, demographic, thematic sectors, and history of recent crises in the area.

According to Redmond (2005, 1321), the most important humanitarian needs of crisis-affected populations are drinking water, sanitation, food, shelter, medical needs as well as international search and rescue teams. Since this workshop might be used in different settings, not only in the primary stages of sudden-onset crises, several other factors have been added to the exercises. The aim of the Intersectoral analysis workshop is to identify and explore intersectoral humanitarian needs and interlinkages between the needs therefore, categorization of factors impacting the population needs to be broad. Furthermore, based on the key informant interviews, specific location of the crisis-affected populations section was added under each impact box in the Contextual analysis exercise. According to Luttamäki (2015, 166), pre-set variables have resulted in feedback from the workshop participants. Due to time-restrictions and expected concrete outcomes, these are nonetheless found to be necessary. This issue has been considered in this thesis as well, and the author considered pre-set variables necessary for the workshop design. The pre-set variables in the Contextual analysis exercise have been chosen based on literature and recommendations from the key informant interviews. Furthermore, the pre-set variables help facilitating the discussion and decrease the workload of the workshop facilitator. Since the intersectoral analysis workshop is an effort including

several experts, time restrictions will most likely affect the workshop execution and the pre-set variables provide a base for discussion. The workshop template is editable by all the participants, and so important variables and categories can be added or discarded whenever necessary.

The results of this thesis indicate that the 5 Whys exercise is usable in the humanitarian context. According to Serrat (2009, 307-310), the 5 Whys is a simple, yet effective problem-solving method and it can be utilized with most problems. Furthermore, the 5 Whys method works especially well in group-settings. The most important factors identified in the Fishbone Diagram are designed to be analyzed further in the 5 Whys exercise of the Intersectoral analysis workshop. The 5 Whys exercise was chosen for the Intersectoral analysis workshop draft 1 to support the Fishbone Diagram and adding further depth to the root cause analysis aspect. Contextual understanding coupled with the root cause analysis exercises increase the holistic understanding of the suffering faced by the crisis-affected populations.

The results of this thesis as well as previous research indicate that the Fishbone Diagram is a simple yet effective problem-solving method. According to Koripadu and Venkata Subbaiah (2014, 91-92), Fishbone Diagram or Ishikawa Diagram is one of the most commonly used problem-solving tools. Furthermore, according to the United States Department of Health (n.d.) the Fishbone Diagram is useful in underpinning the focus on the causes of the problem instead of the effects of the problem. The Fishbone diagram was chosen for the Intersectoral analysis workshop draft 1 since it is simple yet effective a root cause analysis tool. The Fishbone Diagram is modifiable since the problem and the factors contributing to the problem can be applied to the humanitarian context. The key informant interviews provided several aspects for re-development considering the workshop draft 1, especially the exercises chosen for the workshop. Several key informants strongly expressed the inoperativeness of the Fishbone Diagram and the Most affected by the crisis exercises. Therefore, these exercises were discarded and replaced with Crisis tree exercise, which offers the possibility of exploring causes and impacts of several problems simultaneously as well as the Priorities of the crisis-affected populations exercise. The main issue considering the Fishbone Diagram was, that only one problem can be examined during the exercise. Typically, crisis-affected populations suffer from multiple problems and their effects therefore, the exercise was not seen usable in the humanitarian context. For purposes of intersectoral analysis, root cause analysis is extremely important to gain a holistic view of the origins of the suffering faced by the crisis-affected populations. Since Fishbone Diagram was discarded from the workshop draft 2, another root cause analysis exercise was needed, and the problem tree exercise was chosen and re-named as Crisis tree. Problem tree is a widely used problem-solving method, utilized by many of the well-known humanitarian organizations, such as the RCRC and the UNICEF (IFRC 2018, 1; UNICEF 2016, 17-18). According to Vesely (2008, 70), the problem tree is a method for identifying and visualizing problems, which should be a multi-stakeholder group exercise. The benefits of the



problem tree exercise compared to the Fishbone Diagram is that several problems can be analyzed at the same time (GPPAC 2015, 48). The discussion during the exercise is just as important as the outcome of the exercise, since during the discussion, analysis takes place. According to Vesely (2008, 69-70), problem tree is a heuristic, most effectively used in the initial phase of a complex and ambiguous problem structuring process. The problem tree is used for identifying, prioritizing, and visualizing problems, since it portrays causes and effects to a problem of interest. Furthermore, the IFRC (2018, 1), describe problem tree as a tool used for assessing cause, effect, and interconnectedness of different features of an issue or a problem. Properly conducted problem tree helps to dig into the root causes of a problem, and thus to understand the context and factors contributing to the problem. The main outputs of a problem tree exercise include assessing causes and effects of a hazard, identifying impacts of a hazard and pinpointing root causes. The problem tree was chosen as a potential exercise for the Intersectoral analysis workshop since it examines root causes of a problem and provides a possibility of exploring the causes and impacts of the crisis or a problem to the crisis-affected population. Furthermore, the problem tree may be utilized to examine several problems at the same time. Ideal number of problems under scrutiny is from one to three. The importance of discussion is highlighted since the fruitful analysis takes place during this discussion. (GPPAC 2015, 48-49.)

According to Goldschmidt and Kumar (2016, 7), inclusion of the crisis-affected populations is very important in the decision-making process, when planning for a humanitarian intervention, to increase accountability and efficiency of the intervention. However, this information does often not come directly from the crisis-affected population, but from a variety of sources such as, local sources, the media and other humanitarian actors working in the area. This information might also be available through internal sources. Therefore, the Priorities of the crisis-affected populations exercise was added to the workshop draft 2. Variety of experts taking part in the intersectoral analysis workshop have the chance to include their knowledge on the priorities of local communities to guide the decision-making process. In case no relevant information is available, this exercise serves as evidence of a data gap on the subject.

Key informant interviews provided several recommendations for the workshop draft 2, such as piloting, issues concerning the content of the workshop draft 1, accessibility to the workshop and ownership of the workshop. Piloting is an important part of a research project (van Teijlingen & Vanora 2002, 33; Bhattacharjee 2012, 25). Pilot studies refer to either a feasibility study or to a testing of a research component such as a data collection method in preparation of the study. Feasibility study refers to a small-scale trial run of the actual study conducted in the future. The benefits of pilot studies include information gained in advance of the potential flaws in the research design and whether the methods or components of the research are inappropriate. Piloting might commence with in-depth interviews or focus group discussions on the content of a research tool and continue to pilot of the method. (van Teijlingen & Vanora

2002, 33.) Piloting was also seen as an important factor to consider in several of the key informant interviews. Since both research and the key informant interviews suggest the importance of piloting, the plan of this thesis included piloting of the Intersectoral analysis workshop. Relevant key informants were enquired whether they have information on possible projects in which piloting could be executed. Unfortunately, due to time restrictions, piloting was not possible to execute. In case Save the Children International is willing to continue the development of this method, piloting or a feasibility study is recommended.

Accessibility was considered important by the key informants. Due to time restrictions, it was not possible to develop workshops with different designs to increase accessibility. However, the Intersectoral workshop report template might be used as a stand-alone exercise since it contains a summary of the important factors to take into consideration during the workshop. In case of compromised internet-connection, the report template might be used as a base for the workshop. The pre-set variables of the Contextual analysis exercise can be found in the workshop report template and the crisis tree, the 5 Whys and the Priorities of the crisis-affected populations exercises can easily be drawn on paper if necessary. However, in this case all the participants need to be in the same location and the visualization aspect present in the Mural workspace is absent.

According to Luttamäki (2016, 167), selection of participants with relevant knowledge is vital for successful outcome concerning workshops, alongside workshop structure and the role of the facilitator. Recommendations concerning the participants was discussed in several of the key informant interviews. The following experts were suggested to be invited to the workshop: relevant technical specialists, representatives from the MEAL -team, local humanitarian organizations and governmental instances as well as advocacy and communications experts.

### 8.1 Limitations of the study

Time restrictions was the most important limiting factor of this study. Traditional action research often includes diagnosing, action planning, action taking, evaluation and learning (see figure 4). To reach the most fruitful outcome, the action research cycle should be completed multiple times. (Bhattacharjee 2012, 109-110.) Due to time restrictions piloting and revision of the method was not possible to organize. Therefore, the author highly recommends further research on the subject, especially piloting the intersectoral analysis workshop to explore the usability of the method in humanitarian context. Time restrictions affected the data collection as well. The qualitative data collection consisted of four key informant interviews and therefore provided limited data for analysis. With a larger data collection sample, a more comprehensive analysis may have been conducted. For example, none of the key informant had previous experience in workshop-style intersectoral analysis sessions. It is worth noting, that the literary

review revealed very little documented research or examples of workshop-style approach to intersectoral analysis in the humanitarian context.

Due to time restrictions, piloting the approach was not possible to organize. Furthermore, following the re-escalation of the war in Ukraine in February 2022, Save the Children International has allocated significant resources in Ukraine. The budget for humanitarian aid in Ukraine was 2,6M USD with a total reach of 22 290 people in 2022 (Save the Children 2021, 23). In 2023 the budget increased to 133M USD with a total reach of 802 120 people (Save the Children 2023, 19). Understandably the focus of the organization and the working life partner of the author was in the imminent humanitarian crisis. Regardless the war in Ukraine affected the progress of the thesis.

## 8.2 Trustworthiness

Bhattacharjee (2012, 112-113) refers to criteria by Lincoln and Guba (1985), that may be used for assessing the quality of interpretive research. These criteria are dependability, credibility, confirmability and transferability and they have been applied through the whole thesis process. Elo et al. (2014, 1) include authenticity along with dependability, credibility, confirmability, and transferability to describe trustworthiness of a qualitative content analysis. Furthermore, to increase trustworthiness of the qualitative content analysis the most important issues relate to data collection method, sampling strategy, selection of the study unit, categorization and abstraction, representativeness, and reporting of the findings. All these aspects have been carefully considered in this thesis.

Dependability or originality may be confirmed if two researchers independently come into the same conclusion using the same set of evidence or when a researcher examining the same or similar phenomenon on another occasion comes to the same or similar conclusion. A researcher should provide ample information considering the phenomenon of interest as well as the social environment it is part of. (Bhattacharjee 2012, 112.) Therefore, background and context has been thoroughly introduced in this thesis. Credibility and dependability of this thesis is ensured by using relevant research articles and guidebooks by well-known humanitarian actors with extensive experience in the subject.

Credibility in interpretive research may be confirmed if readers agree on the conclusion of the research. Details of the methods used in the research and overall demonstration of the competence of the researcher and the quality of the study, increase the credibility of the study. (Bhattacharjee 2012, 112.) Credibility in this thesis was ensured by conducting the research in a systematic way and describing it thoroughly. The field notes of the key informant interviews were immediately anonymized and stored in a password-secured computer. Results of this thesis have been described with relation to research in the discussion chapter to certify credibility and confirmability.

Research findings are confirmable, when other researchers or more importantly the study participants come to the same conclusion independently. Since interpretive research relies heavily on the human experience, the confirmability of a research is also judged by the participants views of the conclusion. (Bhattacharjee 2012, 112-113.) The author has aimed for neutrality throughout the entire thesis process. However, the sample for data collection was rather small, yet highly relevant for data analysis, which may affect confirmability and credibility of this thesis.

Interpretive research can be considered transferable if the findings can be applied to other environments. Transferability of a research can be increased by offering ample details throughout the whole research process and so giving the readers the possibility of assessing the transferability independently. (Bhattacharjee 2012, 113.) To increase transferability and credibility of this thesis, the research process has been thoroughly described and examples of data collection and analysis have been included. It is worth noting, this thesis works as a development project for Save the Children International and so the findings are rather context-specific, and the needs of the organization have been guiding the process.

Trustworthiness of this study was considered through the whole thesis process. This thesis has been written following the guidelines of Laurea University of Applied Sciences and it has been supervised by an appointed supervisor from the Laurea University of Applied Sciences.

### 8.3 Ethical and legal considerations

According to the Finnish National Board on Research Integrity (TENK 2019, 8), fundamental rights such as right to life, freedom, privacy, and personal integrity are inherent and laid down in Finnish legislation, such as the Finnish Constitution. These rights need to be considered while conducting research. Furthermore, researchers need to follow the general ethical principles for research. Firstly, researchers are required to respect the dignity and autonomy of human research participants. Secondly researchers are required to respect material and immaterial cultural heritage and environment and lastly researcher needs to conduct research without causing significant risks, damage or harm to participants or any other subject of research.

All European Academics (ALLEA 2023, 5), describe reliability, honesty, respect, and accountability as fundamental principles of research integrity, which are the basic pillars of quality research. Reliability should be present throughout the research to ensure the quality of research. Research should be planned, conducted and eventually the results of the research should be presented in transparent, unbiased, and honest way. Respect should be shown to colleagues, research participants and those who are affected by the research as well as to society, cultural heritage, and the environment. Lastly the researcher should show accountability throughout the research, as well as its potential impacts on society.

This thesis is not medical scientific research, but a development project for Save the Children International. According to TENK (2019, 19), there are several factors in a research design when an ethical review statement is required. When research is conducted without an informed consent from the participants. When research involves physical or mental health components. When the focus of the research is on persons under the age of 15. When research includes participants to be exposed to strong stimuli. Lastly when research possibly threatens the safety of the participants or the people closest to them. Since this thesis includes none of these statements, no ethical review statement is required. Furthermore, this thesis has been written according to the guidelines of Laurea University of Applied Sciences to avoid research misconduct and plagiarism. A plagiarism detection system, Urkund has verified the originality of this thesis. (Laurea UAS 2020, 12-15.)

Key informant interviews with experts working for humanitarian organizations are conducted and addressed anonymously. Participation has been voluntary, and the key informants have been informed, that the project would produce a public thesis in addition to a study for the use of Save the Children International.

The author was working as a non-paid researcher for Save the Children International part of the time while conducting this study. No conflict of interest has been identified, to deteriorate the impartiality of this study. No funding for this thesis has been received nor applied for.

#### 8.4 Recommendations

This thesis provides the intersectoral analysis workshop template and the accompanying workshop template for the use of Save the Children International. It is up to the judgement of the organization to choose, whether the approach is taken into the process of becoming an official Save the Children International analysis method, to develop the tool further or to choose not to use it. It is worth noting, that due to time restrictions this approach has not been piloted in humanitarian settings. Piloting is highly recommended for assessing the potential of the method.

Since the objective 1 of this thesis is to reduce the collection of primary and focus on the use of existing data and knowledge, further research is likely needed to assess the effects of reducing the collection of primary data on the quality of humanitarian interventions. Since the objective 2 of this thesis is to explore the usability of a workshop-style approach to intersectoral analysis, internal assessments are likely needed to evaluate the feasibility and effectiveness of the workshop-style intersectoral needs analysis method in Save the Children International. On a wider context, further researcher is needed on the effectiveness and feasibility of workshop-style approach intersectoral analysis in humanitarian sector.

According to Goldschmidt and Kumar (2016, 7-8), collaboration between humanitarian actors as well as populations and governments is vital for increasing the effectiveness of humanitarian interventions, lowering implementation costs, and decreasing human suffering. Therefore, when implementing this workshop, cooperation should be emphasized and participants should include internal personnel, relevant representatives from governmental agencies as well as the crisis-affected populations. The possibility of including relevant humanitarian organizations working in the crisis-affected area is highly recommended in the future.

## 9 Conclusions

Based on the results of this thesis, there is a need for further development considering needs analysis practices in the humanitarian sector. Humanitarian crises are steadily increasing, and the overall need for humanitarian assistance exceeds the global budget for humanitarian interventions. More effective needs analysis might increase efficiency and quality of humanitarian interventions, resulting in decreasing human suffering. Primary data collection activities are often dominant sources of data for needs analysis, rather than potentially existing data and knowledge.

The results of this thesis indicate that workshops are potential methods for conducting intersectoral analysis. Participatory methods enable knowledge sharing, problem-solving in complex settings, and cooperation with different stakeholders. These factors are present in virtually every humanitarian crisis. Generally, workshops are rather time-consuming activities that often require preparation and other organizational efforts. Nonetheless, research and the results of this thesis suggest that many well-known humanitarian actors utilize workshops in different contexts in the humanitarian sector. There are, however, some aspects that should be taken into consideration when utilizing workshops in humanitarian settings such as the feasibility and usability of the workshop. The workshop should be simple yet robust enough to produce concrete results, and the objectives of the workshop should be clearly defined. Participation selection is vitally important in creating an atmosphere where relevant knowledge may be shared with relevant people. Cooperation with different stakeholders is highly desirable to increase the effectiveness of the humanitarian intervention. Furthermore, the method should be adaptable, so it can be also used in challenging circumstances such as crisis-affected countries.

Primary data collection linked to humanitarian needs assessing and humanitarian interventions planning is certainly significant. Although data collection activities are time and resource-heavy efforts and may lead to undesirable problems such as assessment fatigue in crisis-affected populations. Further research is needed to determine whether more efficient utilization of existing knowledge and data decreases the need for primary data collection. Furthermore,

cooperation between stakeholders working in the humanitarian sector should be increased to maximize the benefits of humanitarian interventions for crisis-affected populations.

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## Appendix 1: Abbreviations

ACAPS - Author, Context, Audience, Purpose, Significance (Name of an organization)

CHS - Core Humanitarian Standards

CPS - Creative problem-solving

CVA - Cash and Voucher Assistance

EVCA - Enhanced Vulnerability and Capacity Assessment

GPPAC - Global Partnership for the Prevention of Armed Conflict

IASC - Inter-Agency Standing Committee

IDP - Internally Displaced People

IFRC - International Federation of the Red Cross and Red Crescent Societies

JIAF - Joint Intersectoral Analysis Framework

MEAL - Monitoring, Evaluation, Accountability and Learning

NGO - non-governmental organization

PiN - People in Need

RCRC - Red Cross Red Crescent movement

TENK - Finnish National Board on Research Integrity

UDHR - Universal Declaration of Human Rights

UNOCHA - United Nations Office for the Coordination of Humanitarian Affairs

VCA - Vulnerability and Capacity Assessment

WASH - Water, Sanitation and Hygiene



## Appendix 2: Data management plan

### 1. General description of data

This thesis is not medical research, but a development study for Save the Children International, and consists of literary review and four key informant interviews. The literary review will reuse scientific studies, publications, and guidebooks from different authors. No actual data sets nor data produced in previous studies will be used.

Key informant interviews are semi-structured conversations with experts working for different humanitarian organizations.

### 2. Ethical and legal compliance

The General Data Protection Regulation (GDPR) 2016/679/EU and the Finnish Data Protection Act 1050/2018 were obeyed throughout the whole data management process. No personal data is collected nor processed for this thesis.

According to TENK (2019), there are several factors in a research design when an ethical review statement is required. When research is conducted without an informed consent from the participants. When research involves physical or mental health components. When the focus of the research is on persons under the age of 15. When research includes participants to be exposed to strong stimuli. Lastly when research possibly threatens the safety of the participants or the people closest to them. (TENK 2019, 19.) Since this thesis includes none of these statements, no ethical review statement is required.

### 3. Documentation and metadata

Since data will only be collected through key informant interviews documentation will be rather simple. The key informant interviews are anonymized to and referred to with numerical values such as key informant 1.

### 4. Storage and backup during the research project

Thesis, key informant interviews as well as other material will be stored in the computer of the author. Backup files are stored in the servers of Laurea UAS and in a USB flash drive. The author of the thesis is the only person responsible for the storing the data.

#### 5. Opening, publishing, and archiving the data after the research project

The key informant interviews are conducted anonymously and though referred to in the thesis. Original interview documents will be disposed of after finalizing the thesis. The thesis will be published in Open Repository Theseus.

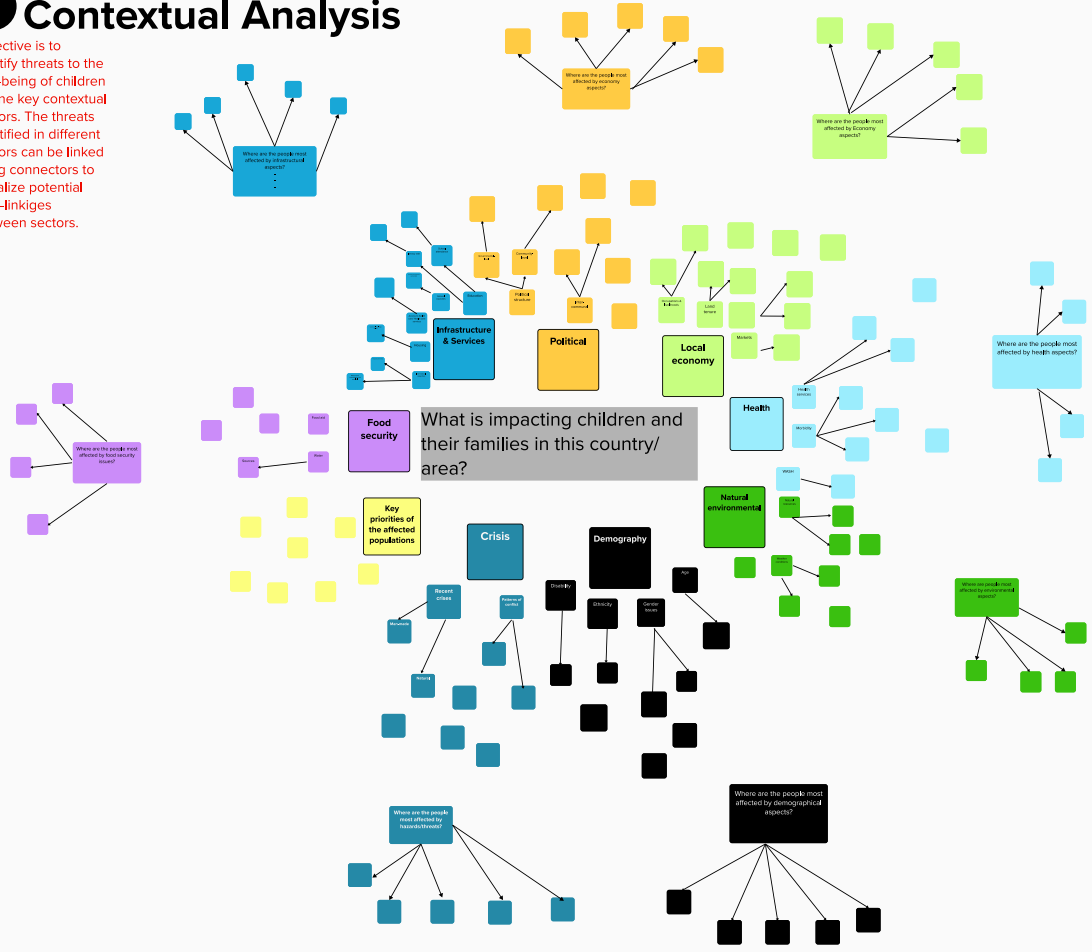
#### 6. Data management responsibilities and resources

The author solely is responsible for data management of this thesis. Apart from the thesis no data will be stored thus no further resources are needed. The finalized Thesis will be available in the Open Repository Theseus.

### Appendix 3: Intersectoral analysis workshop exercises

## 1 Contextual Analysis

Objective is to identify threats to the well-being of children in nine key contextual sectors. The threats identified in different sectors can be linked using connectors to visualize potential inter-linkages between sectors.



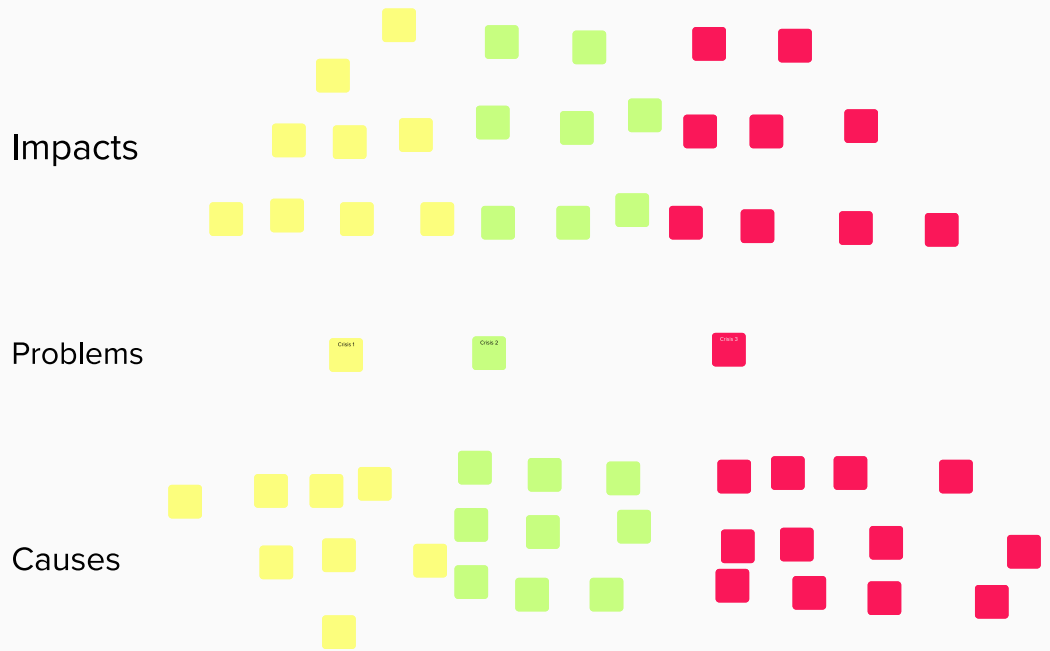
## 2 Crisis tree

Objective is to explore one or more crisis-related problems and to distinguish causes and impacts of the problems.

The main problems are written down in the problems boxes and causes and impacts to these problems are marked in the sticky notes according to the color of the problem.

Cross-cutting issues can be marked down on round yellow sticky notes.

Once no more causes or impacts come up, a discussion is facilitated on the results of the crisis tree..



### Cross-cutting issues



### 3 Root Cause Analysis: 5 Whys

Objective is to dig down to root causes of the problems identified in the contextual analysis and/or crisis tree exercises. Root causes are identified one problem at a time. The selected problem is added to the Problem statement box and then by repeatedly asking "why" trying to identify a root cause cause of the problem. If needed you can continue asking "why" in the following column.

