

# HANDBOOK OF INTERNATIONAL AID AGENCIES

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# INTRODUCTION

This *handbook* is intended to give MSF volunteers a few essentials to help acquaint them—or better acquaint them—with the humanitarian organizations, UN agencies, and funding bodies whose actions have an impact on MSF missions, or whom they are likely to encounter. It is not, by any means, exhaustive. Indeed, the number of humanitarian NGOs amongst whom we work is so large, we cannot hope to cover every one. So we have decided to focus on the organizations and institutions with whom we most frequently have and maintain contact, or collaborate. Similarly, we have left out a few UN agencies that we encounter only rarely, though they might be a partner on a specific mission (e.g., FAO, FNUAP, and UNRWA). Finally, we have not listed every funding agency currently associated with MSF projects. We have only included the main ones, and some that are especially representative of the policy options and methods favored by funding agencies.

This *handbook* is not meant to set out a point of view, i.e., the “*MSF doctrine*” on a given NGO or international institution, other organizations’ humanitarian practices, or the gap between stated intentions and actual practice. That is why we have used information that each institution provides about itself, via its website, presentation brochure, or donor newsletter. To characterize each institution, we use three types of information, extracted from those sources:

1. The history of the organization and its founding principles, values, charter, mission, or mandate, whatever the case may be.
2. The institution’s structure and resources.

### 3. Its areas of intervention, programs, and operations.

We make no effort to describe the quality of the relationship between the MSF sections or international movement and these organizations. Volunteers will get to know these agencies better on a case-by-case basis; the manual gives them the general references upon which, in principle, these agencies rely for their decisions and operational practices. We hope this handbook will help shed light on these decisions and practices, which have a direct impact in the field and to which volunteers must react.

The proliferation of humanitarian actors since the early 1990s has undeniably been accompanied by both a significant increase in resources deployed and more complex relief operations. In response, MSF has developed specialized structures that are now essential to field operations: MSF-Logistique, Transfert, and Epicentre. MSF has also had to establish a wide variety of coordination, supervision and technical support mechanisms—a strategy shared by all humanitarian organizations. At the United Nations, this “capacity building” approach has created independent departments devoted solely to emergencies (the WHO’s Department of Emergency and Humanitarian Action, and UNICEF’s Office of Emergency Programmes), and an agency that coordinates humanitarian activities (OCHA, in 1992). The large NGOs (with budgets over €100M, or US\$130M), for their part, have created internal coordination mechanisms by setting up flexible “federations” or “confederations” to help rationalize their operational offices’ ever-growing number of interventions (SCF, CARE, MDM, etc.). Not to be outdone, the funding bodies have created “independent offices” within the cooperation agencies that are wholly dedicated to humanitarian action, or even a special agency, in the European Union’s case (ECHO). Information on these mechanisms can be found in the handbook.

In an effort to improve the next edition of the *handbook*, we welcome readers’ criticisms and suggestions.



## I. FUNDING BODIES

Funding bodies are public institutions, in contrast with private non-governmental organizations or foundations. They are governmental organizations or agencies belonging to multilateral institutions (e.g., World Bank, European Union). The role of funding bodies is to distribute the official development assistance (ODA) allocated by their parent institution. For example, ECHO is a funding agency of the European Union, and USAID is a funding agency of the U.S. government. While United Nations agencies can also be considered funding bodies, they are covered in a separate chapter.

The notion of official development assistance applies to donations and preferential rate loans given by the donor to its partners. This includes funds intended for humanitarian aid. We distinguish between bilateral and multilateral aid: customarily, bilateral aid is assigned directly by the donating entity to a beneficiary State, while multilateral aid goes through intergovernmental organizations. The definitions vary, however, from donor to donor, particularly when it comes to categorizing NGO grants as bilateral or multilateral. So states and public institutions, in general, multilateral organizations, and non-profit organizations can all be recipients of official development assistance. Funding bodies also occasionally seek out private businesses to implement development projects.

The political nature of the entities that award development aid must be emphasized. Official development assistance is only one facet of institutional actors' strategy; they have at their disposal other ways of affecting international relations. For example, the U.S. government considers diplomacy, defense and development assistance the three pillars of its foreign policy. There are a wide

range of policies for distributing funding, however, and development assistance is not always used for foreign policy leverage by a given institution.

As for humanitarian aid, the funding body's political agenda must be weighed against the imperative for impartiality and neutrality on the part of NGOs receiving funds. To free themselves from the constraints that certain donors might impose, NGOs diversify their funding sources.

The assortment of funding bodies chosen for this chapter is not all-inclusive. It describes the most important ones, and various approaches to development assistance and contributions for emergency relief.

# THE WORLD BANK

## 1. BACKGROUND: THE BRETTON WOODS INSTITUTIONS

### 1.1 THE WORLD BANK AND THE INTERNATIONAL MONETARY FUND

The World Bank (WB) and the International Monetary Fund (IMF) were created in 1944 at the Bretton Woods conference (United States). These institutions were “to place the international economy on a sound footing after World War II.”<sup>1</sup> The WB and IMF have different, yet complementary, objectives:

- The aim of the World Bank is to “*help integrate countries into the wider world economy and promote long-term economic growth that reduces poverty in developing countries.*”
- The IMF “*acts as a monitor of the world’s currencies by helping to maintain an orderly system of payments between all countries, and lends money to members who face serious balance of payments deficits.*”

Thus, “*the IMF is responsible for the dialogue with country authorities on macroeconomic and related structural issues, while the World Bank takes the lead on social and structural issues.*” Any IMF member country may call upon the Fund. In contrast, the World Bank lends only to developing or transition countries.

### 1.2 THE WORLD BANK GROUP

“*The term ‘World Bank’ refers only to the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA). The ‘World Bank Group’ includes, besides the IBRD and the IDA, three other agencies[...]*

- *The International Finance Corporation invests in viable private companies in countries where access to capital would otherwise be limited.*
- *The Multilateral Investment Guarantee Agency helps promote foreign direct investment in developing countries [...]*
- *The International Centre for Settlement of Investment Disputes [...]*

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1.All quotations are taken from the World Bank website, [www.worldbank.org](http://www.worldbank.org)

### 1.3 ADMINISTRATION OF THE WORLD BANK

Each of the 184 member countries of the World Bank is represented on the Board of Governors, which meets once a year. The Board delegates executive power to 24 Executive Directors. Of these, five “represent the member countries with the largest number of shares in the Bank: France, Germany, Japan, the United Kingdom, and the United States. The remaining 19 Executive Directors are elected by the other member states, divided into groups, in elections held every two years [...] There is a longstanding unspoken agreement among the Board of Directors that the President of the Bank be an American, while the Director General of the International Monetary Fund be a European.”

## 2. WORLD BANK STRUCTURES AND METHODS

“The World Bank employs more than 8,000 people in Washington, DC, and approximately 2,000 people in the field.” It allocates the bulk of its funds to States. Since 2000, these funds have been allocated according to Poverty Reduction Strategy Papers (PRSP).

The PRSPs are prepared by the member countries through a participatory process involving civil society as well as development partners—in particular, the World Bank and the IMF, which have institutionalized the PRSP concept. The aim is poverty reduction through macroeconomic, structural and social policies that promote growth by way of external financing.

### 2.1 THE INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT (IBRD)

The main idea: “The IBRD offers loans, policy advice and technical assistance to the governments of middle-income and creditworthy poorer countries. Its interest rates are well below those offered by commercial lending institutions.”

Resources: “The IBRD (known in capital markets as the World Bank) gets nearly all of its funds from the world’s capital markets by issuing bonds (15 billion in FY 2003).”

Management of profits: “At the end of its fiscal year, the World Bank often shows a surplus, stemming from the interest from certain loans and the fees it charges for

certain of its services. Part of this surplus is deposited with the International Development Association (IDA), a branch of the Bank that offers donations and interest-free loans to the world's poorest countries. The remainder of the surplus goes to debt relief and the creation of financial reserves, as well as to funding Bank initiatives during unexpected humanitarian crises.”

## 2.2 THE INTERNATIONAL DEVELOPMENT ASSOCIATION (IDA)

Created in 1960, “the IDA awards grants and interest-free loans to the world’s poorest countries to finance a wide range of programs aimed at reducing poverty, including measures to promote responsible governance, improve the climate for private investment, and bolster education and healthcare services for the poor.”

The main idea: “This type of loan offers a longer grace period and maturity than other, customary loans. With a typical soft term loan (called a ‘credit’) offered by the IDA, repayment of the principal is not required until 10 years after the credit agreement is signed. Repayment is spread out over 40 years. Consequently, in terms of present value, the borrower will only repay approximately 40% of a typical IDA credit.”

Resources: in its 14<sup>th</sup> commitment period (IDA 14, FY06-08), the IDA had a budget of €26 billion, of which €14 billion (60%) came from donors (United States, United Kingdom, Japan, Germany, France, Italy and Canada), and the rest from repayments from previous periods.

There are 81 potential beneficiary countries for IDA 14. The main eligibility criterion for 2006-2008 is annual per capita gross national income (GNI/GNP) less than or equal to 806. The degree of (in)solvency and state governance are also taken into consideration when allocating funds.

## 3. METHODS AND AREAS OF INTERVENTION

World Bank areas of intervention: “In the 12 months prior to 30 June 2005, IDA aid targeted human development in various areas such as education, health care, the social safety net, clean water and sanitation (36%); law, justice and public administration (23%); industry (18%); infrastructure (14%); and agriculture and rural development (8%).”

### 3.1 THE WORLD BANK'S RELATIONSHIP WITH "CIVIL SOCIETY"

The main idea: *"for the past 20 years, the involvement of CSOs (civil society organizations, including NGOs) in World Bank activities has ranged from policy dialogue to operational collaboration; most importantly, this involvement is gradually increasing."*

Grants to civil society: *"The World Bank's primary activity is providing loans to states. But it has put in place numerous funding mechanisms for awarding grants to CSOs. These grants are furnished either directly, in the form of World Bank-run financing, or indirectly, via social funds run by the local authorities and financed by the World Bank. Over the last 15 years, the World Bank has financed more than 100 social funds in 60 countries, for a total of nearly €3.1 billion."*

### 3.2 SPECIFIC WORLD BANK INITIATIVES

- The Heavily Indebted Poor Countries (HIPC) Initiative is a joint World Bank-IMF initiative. *"Two thirds of heavily indebted poor countries (there are 29 HIPC countries) benefit from debt relief."*
- Education: *"[...] €1.9 billion, about half of which is intended for basic education. The Latin American and Caribbean region gets the lion's share (€755 million), followed by South Asia (€378 million) and Africa (€370 million)."*
- HIV-AIDS: *"One of the program's key functions is to lead the monitoring and evaluation efforts of UNAIDS (the Joint United Nations Programme on HIV/AIDS) partners, in order to help countries prepare national strategic plans with clear priorities and costs, to build capacity, and to strengthen national HIV/AIDS monitoring and evaluation."*
- Water;
- Women's rights;
- Private sector development;
- Better governance.

# THE EUROPEAN UNION (EU)

## 1. BACKGROUND

### 1.1 THE EUROPEAN COMMISSION

*“The European Commission represents and upholds the interests of Europe as a whole. It is independent of national governments. [...] The President of the Commission is appointed by the governments of the Member States, and then approved by the European Parliament. The other commissioners are nominated by their national governments in consultation with the incoming President, and must be approved by the Parliament. They do not represent the governments of their home countries. Instead, each of them has responsibility for a particular EU policy area.”<sup>2</sup>*

One commissioner (Louis Michel, from Belgium, for 2004-2009) is responsible for Development and Humanitarian Aid. Another (the Austrian Benita Ferrero-Waldner for 2004-2009) is Commissioner for External Relations and European Neighbourhood Policy.

### 1.2 THE STRUCTURE OF EU EXTERNAL AID INSTITUTIONS

#### 1.2.1 Operational implementation of European assistance: organizations

ECHO is the EU’s humanitarian aid department (see section 3), and EuropeAid is the development Co-Operation Office (see section 2).

#### 1.2.2 The Directorate-General for Development (DG DEV)

Its job is *“to initiate and formulate EU development policy as defined in Title XX of the Treaty establishing the European Community, and to coordinate relations between the EU and the African, Caribbean and Pacific (ACP) states and the overseas countries and territories (OCT). The DG DEV programs European Development Fund (EDF) resources and budget lines”* specific to the Commission.

#### 1.2.3 The European Development Fund (EDF)

Created by the Treaty of Rome in 1957, the EDF was thus the first instrument of European development cooperation. Since 1959, the EDF has been

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<sup>2</sup>.Unless otherwise noted, all quotations are available from [www.europa.eu](http://www.europa.eu)

administered according to Conventions (Yaoundé and Lomé, over several revisions). The Cotonou Agreement provides for €13.5 billion for 2000-2007. The EDF *“is funded by the Member States, is subject to its own financial rules and is managed by a specific committee.”* Nevertheless, as part of a greater European integration, the Fund’s programming falls to the DG DEV.

## 2. EUROPEAID CO-OPERATION OFFICE

### 2.1 EUROPEAID’S MANDATE

EuropeAid is the Commission’s operational department for development cooperation. It falls under the aegis of the EU’s Commissioner for External Relations and European Neighbourhood Policy. *“As part of its efforts to reform the management of external aid the Commission formally set up the EuropeAid Co-operation Office on 1 January 2001. EuropeAid Co-operation Office’s mission is to implement the external aid instruments of the European Commission, which are funded by the European Community budget and the European Development Fund.”*

### 2.2 BUDGET

EuropeAid has at its disposal the European Commission’s development budget (around €4 billion) and the European Development Fund’s budget (€3.511 billion in 2005).

### 2.3 COOPERATION WITH NGOS

The total EuropeAid budget destined for NGOs is €200 million. Since 2000, *“NGOs have had to submit proposals for projects for cofinancing in response to calls for proposals organised by the Commission [...]. Through the definition of priorities, [this system] also enables the Commission to target projects for financing more effectively, in particular by taking account of the priorities and focal sectors laid down by the European Union, while respecting the NGOs’ right of initiative [...].”*

*“As a rule, 90% of this heading’s funds is allocated to the cofinancing of various activities in developing countries undertaken by NGOs and their partners, and the remaining 10% is allocated to the cofinancing of activities to educate and raise the awareness of the European public in regard to development issues.”*



## 2.4 AREAS OF INTERVENTION

EuropeAid programs and projects are defined by:

- 6 regions: Southeast Europe; Eastern Europe and Central Asia; Southern Mediterranean and the Middle East; Africa, Caribbean and Pacific; Asia; and Latin America.
- 13 horizontal initiatives: democracy and human rights; elections; migrations; co-financing with NGOs; food security; environment and forests; antipersonnel landmines; gender; health; drugs; ACP-EU water facility; ACP-EU energy facility; and ACP-EU microfinance.

## 3. THE DIRECTORATE-GENERAL FOR HUMANITARIAN AID: EUROPEAN COMMISSION HUMANITARIAN OFFICE (ECHO)

### 3.1 GENERAL OBJECTIVES

ECHO is independent of the other European external aid institutions. “*The European Union’s mandate to ECHO [Regulation (CE) n° 1257/96] is to provide emergency assistance and relief to the victims of natural disasters or armed conflict outside the European Union.*” In addition,

- “*it carries out feasibility studies for its humanitarian operations;*
- *it monitors humanitarian projects and sets up coordination arrangements;*
- *it promotes and coordinates disaster prevention measures by training specialists, strengthening institutions and running pilot micro-projects;*
- *it gives its partners technical assistance;*
- *it raises public awareness about humanitarian issues in Europe and elsewhere;*
- *it finances network and training study initiatives in the humanitarian field e.g. the network on humanitarian action (NOHA).”*

ECHO’s principles: “*The implementation of European humanitarian aid is based on the fundamental principles of humanity, impartiality, neutrality and independence, in accordance with international law and more specifically with international humanitarian law and refugee law. In practical application of these fundamental principles, decisions to grant humanitarian aid are based solely on an assessment of the beneficiary populations’ needs and not on reasons of political expediency.*”

### 3.2 STRUCTURE AND RESOURCES

ECHO has no real operational structure. All of its actions are implemented via partners: NGOs, the ICRC or IFRC, and specialized UN agencies. The 2005 budget was distributed via 91 grant decisions.

#### 3.2.1 ECHO's budget

Besides the initial community budget, the ECHO budget provides a line for “*support expenditure*” and “*operational support and disaster preparedness operations [...]. ECHO may call upon the emergency aid reserve in relevant situations and according to specific needs. The amount available in this reserve for 2005 is €229 million [...]. Humanitarian and emergency assistance in ACP countries can in exceptional circumstances benefit from funds made available by the Cotonou ACP-EC Partnership Agreement [within the EDF framework].*”

#### ECHO's 2000 – 2005 budgets:

(Millions of euros)	2000	2001	2002	2003	2004	2005
1. Community budget	489	523	522	587	518	631
Initial budget	471	473	442	442	490	496
Mobilized reserve	18	50	80	145	28	135
2. EDF	3	21	17	14	52	23
<b>TOTAL</b>	<b>492</b>	<b>544</b>	<b>539</b>	<b>601</b>	<b>570</b>	<b>654</b>

#### 3.2.2 ECHO in the field

ECHO regional offices: New Delhi, Managua, Dakar, Amman, Nairobi, and Bangkok.

#### 3.2.3 Procedures for allocating funds

ECHO has three types of fund allocation procedures:

- *“The Primary Emergency Decision aims at covering the first immediate needs of the people concerned in the hours and days after the outbreak of a humanitarian disaster. These crises are unpredictable as to place, time and intensity.*
- *The Emergency Decision applies essentially to humanitarian crises already known, where humanitarian aid actions are already under way, but whose evolution is uncertain and unstable and which require a speed of reaction appropriate to the evolving needs. The predictability and ability to plan are limited but not inexistent.*
- *The Non-emergency Decision (Global Plan or ad hoc Decision) applies mainly to*

long duration and stable humanitarian crises that are evolving more slowly and more predictably. This allows aid planning over longer periods.”

### **3.2.4 ECHO and its partners: Framework Partnership Agreements (FPA)**

*“The FPA is the instrument that sets the principles of partnership between ECHO and humanitarian organisations, defines the respective roles, rights and obligations of partners and contains the legal provisions applicable to the humanitarian operations financed by ECHO.”*

#### **ECHO’s main partners in 2005:**

- UNHCR: €51,158,136
- UN WFP: €39,778,002
- ICRC: €33,272,444
- UNICEF: €27,091,466
- UN OCHA: €12,296,925
- Oxfam-UK: €11,903,129
- ACF-France: €10,634,272
- WHO: €9,948,457
- IRC-UK: €8,613,785
- Save the Children-UK: €8,391,489
- UNRWA: €6,500,000
- MSF-Holland: €6,350,000

## **3.3 AREAS OF INTERVENTION**

### **3.3.1 Emergency aid: “global needs and forgotten crises”**

*“The identification of these populations [of greatest humanitarian need] is based on a parallel exercise: bottom-up assessments undertaken by DG ECHO’s geographical units and its field experts and top-down classification of developing countries according both to their degree of vulnerability as reflected by GNA (Global Needs Assessment) and the forgotten nature of crises as reflected by the FCA index (Forgotten Crisis Assessment).”*

### 3.3.2 ECHO's main sectoral priorities for 2006

- HIV/AIDS
- Children
- Gender issues
- Water and sanitation
- Link between relief, rehabilitation, and development

### 3.3.3 Disaster preparedness: DIPECHO

DIPECHO (Disaster Preparedness ECHO) is ECHO's disaster preparedness program. *"DIPECHO-funded projects cover training, capacity-building, awareness-raising, early-warning, and planning and forecasting measures."* DIPECHO projects are located primarily in the Caribbean, Central and South Asia, and the Andean Community, where ECHO has invested €17.5 million.

### 3.3.4 Security of humanitarian personnel

*"Efforts aiming to improve the overall security of humanitarian assistance personnel who work in more and more uncertain humanitarian environments, whether they be DG ECHO personnel or staff from implementing partners, will remain at the forefront of DG ECHO concerns in 2006."*

### 3.3.5 ECHO regional priorities:

#### 2005 (Tsunami + Pakistan earthquake)

- Africa: 37 %
- Asia: 38 %
- Latin America: 4%
- New Independent States: 6%
- Middle East, North Africa: 7 %
- Global: 8 %

#### 2004

- Africa: 52 %
- Asia: 20 %
- Latin America: 2 %
- New Independent States: 7 %
- Middle East, North Africa: 3 %
- Global: 10 %

# STATES

## UNITED STATES: US AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID)

### 1. BACKGROUND

#### 1.1 U.S. FOREIGN AID INSTITUTIONS

*“The U.S. Agency for International Development (USAID) is an independent agency that provides economic, development and humanitarian assistance around the world in support of the foreign policy goals of the United States.”*<sup>3</sup> Foreign aid reforms instituted by Secretary of State Condoleezza Rice place the Administrator of USAID in the position of Director of U.S. Foreign Assistance within the State Department.

The Peace Corps—created by John F. Kennedy in 1961 *“to serve their country in the cause of peace by living and working in developing countries”*<sup>4</sup>—is a federal agency. In 2006, there were 7,810 Peace Corps volunteers working in 75 countries. Their areas of intervention were water and sanitation, agriculture, education, AIDS prevention, information technology education, and new business development.

Presidential initiatives: *“The National Security Strategy of the United States of America places international development in line with defense and diplomacy as the third pillar of U.S. national security.”* In this spirit, President Bush has launched some initiatives, in particular: the Middle East Partnership Initiative, the Millennium Challenge Account, President's Emergency Plan for Aids Relief, Trafficking in Persons, Women's Justice and Empowerment in Africa, and Accelerating the Fight Against Malaria.

#### 1.2 FOREIGN AID IN U.S. FOREIGN POLICY

A report entitled *Foreign Aid in the National Interest: Promoting Freedom, Security and Opportunity* (USAID, 2003) states that *“Preempting threats and*

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3. Unless otherwise noted, all quotations are taken from [www.usaid.gov](http://www.usaid.gov)

4. [www.peacecorps.gov](http://www.peacecorps.gov)

*disasters is not the only reason that fostering development is in the U.S. interest. Successful development abroad generates diffuse benefits. It opens new, more dynamic markets for U.S. goods and services. It generates more secure, promising environments for U.S. investment. It creates zones of order [...] and it produces allies [...]."* The report identifies six priorities: promoting democratic governance, supporting economic growth, improving people's health, reducing conflict, providing humanitarian aid, and accounting for private foreign aid.

### 1.3 THE OVERALL U.S. FOREIGN AID BUDGET

At €6.53 billion, the USAID budget represents less than 0.5% of the U.S. federal budget. To this should be added the €696.5 million that USAID manages for the Agriculture Department. USAID may also administer Millennium Challenge Account funds. The State Department coordinates the Global HIV/AIDS Initiative budget of €1.55 billion. The Peace Corps' 2006 budget was €251 million.

## 2. USAID STRUCTURES AND RESOURCES (2006 BUDGET)

### 2.1 USAID'S OPERATIONAL ORGANIZATION IS MADE UP OF THREE MAIN BUREAUS:

- Bureau for Economic Growth, Agriculture, and Trade
- Bureau for Global Health
- Bureau for Democracy, Conflict, and Humanitarian Assistance

### 2.2 SPECIFIC PROGRAMS

**These define USAID action (€7,061 million):**

- Child survival and development: €1,853 million
- Economic Support Fund: €2,389.4 million
- Aid to the former republics of the Soviet Union (New Independent States): €379 million
- The Andean Counterdrug Initiative: €170 million
- AIDS programs: €477 million
- International Disaster and Famine Assistance: €516 million

- Transition initiatives: €256 million
- Food assistance, Food for Peace – Agriculture Department: €696 million

## 2.3 USAID AND ITS PARTNERS

*“The Global Development Alliance (GDA) links U.S. foreign assistance with the resources, expertise, and creativity of the private firms and nongovernmental organizations (NGOs) that provide a growing share of finance, human capital, and other resources for global development [...] USAID welcomes companies and NGOs as equals in the development project.”*

### 2.3.1 With NGOs and, in particular, with so-called “Faith-based organizations”

In 2004, U.S. and international NGOs received €2 billion from USAID. *“By matching dollar-for-dollar a PVO’s [Private Voluntary Organization] own resources, the Matching Grant Program supports PVO programs that are consistent with USAID’s evolving priorities [...] and geographic interests [...]. The NGO Sector Strengthening Program is a follow-on to USAID’s Matching Grant Program, which helped strengthen U.S. PVOs and their in-country partners.”*

*“Twenty-five percent of USAID’s partners are faith-based organizations.” “Although faith-based organizations (FBOs) may not use direct USAID funds for inherently religious activities, FBOs may continue to engage in religious activities as long as they are privately-funded, separate in either time or location from USAID activities, and voluntary for beneficiaries of the USAID-funded activity.”*

### 2.3.2 Eligibility of partners

Aside from the standard criteria of efficacy and transparency in the selection of NGOs, USAID has, notably, prohibited *“non-U.S., non-governmental organizations to which USAID provides family planning assistance funding either directly or through subawards from using their own or other, non-USAID donor funds to provide or promote abortion as a method of family planning.”*

### 3. USAID HUMANITARIAN ASSISTANCE

#### 3.1 OFDA: OFFICE OF U.S. FOREIGN DISASTER ASSISTANCE

*“The Office of U.S. Foreign Disaster Assistance (OFDA) is the office within USAID responsible for facilitating and coordinating U.S. Government emergency assistance overseas [...] In addition to emergency assistance, OFDA funds mitigation activities to reduce the impact of recurrent natural disasters and also provides training to build a country’s capacity for local disaster management and response”* The OFDA has €1,247.8 million:

- €688.5 million for the Food for Peace program (cash and food)
- €515.8 million for the International Disaster and Famine Assistance program
- €17.7 million for the Andean Counterdrug Initiative
- €14.5 million for the New Independent States of the former USSR
- €0.4 million for assistance to Eastern Europe and the Balkans
- €10.1 million for the Economic Support Fund

OFDA permanent field offices: Barbados, Costa Rica, Kenya, Nepal, Senegal, South Africa and Thailand.

DARTs (Disaster assistance response teams): *“If a large-scale, urgent, and/or extended response is necessary, OFDA will deploy a Disaster Assistance Response Team (DART) which provides specialists trained in a variety of disaster relief skills to assist the U.S. Chief of Mission and the USAID Mission (where present).”* USAID/DARTs are, in particular, in charge of coordination with the military.



# UNITED KINGDOM: DEPARTMENT FOR INTERNATIONAL DEVELOPMENT (DFID)

## 1. BACKGROUND

### 1.1 HISTORY

*“In 1997 the ODA [Overseas Development Administration] was replaced by the Department for International Development, headed by a Secretary of State with cabinet rank, assisted by (from June 2003) a Minister of State and (from 1997) a Parliamentary Under Secretary of State. The Secretary of State for International Development is formally responsible to Parliament for DFID”<sup>5</sup>.*

*“Eliminating world poverty is in Britain’s interests – and is one of the greatest moral challenges [it does] face. In 1997, the Labour Government established the Department for International Development, to underline [its] clear commitment to ending extreme poverty in the world. Since 1997, [it has] increased aid for developing countries by 140% in real terms, from €3.13 billion to €8.8 billion [in 2006] .”<sup>6</sup>*

### 1.2 STRATEGY

The 2006 strategy (White Paper) emphasizes DFID’s commitment to implementing the United Nations Millennium Development Goals.<sup>7</sup> In particular, it promises to devote 0.7% of Britain’s GNP to development as of 2013, to focus its assistance on the poorest countries, and to fight corruption and bad governance.

The DFID has developed a series of 10 principles of “*a new humanitarianism*.” They offer a particularly good illustration of the tension between the political will to bring about peace and stability and the impartiality inherent in humanitarian action:

*“We will seek to work with others whose efforts are also aimed at tackling the underlying causes of a crisis and building peace and stability.*

*“We will be impartial – our help will seek to relieve civilians’ suffering without*

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5. All quotations are taken from [www.dfid.gov.uk](http://www.dfid.gov.uk)

6. Tony Blair’s foreword, White paper 2006, DFID

7. See chapter II

discrimination on political or other grounds, with priority given to the most urgent cases of distress.

"We recognise that humanitarian intervention in conflict situations often poses genuine moral dilemmas. We will base our decisions on explicit analyses of the choices open to us and the ethical considerations involved, and communicate our conclusions openly to our partners."

## 2. STRUCTURE AND RESOURCES

### 2.1 PERSONNEL

The DFID employs 2,500 people, 50% of whom work in its 25 foreign offices.

### 2.2 BUDGET DISTRIBUTION (2004/05)

Britain's official development assistance (ODA) was €7,195 million in 2004-2005. The DFID's aid program represented €5,726.6 million, or 80% of ODA.

#### 2.2.1 Bilateral assistance (€3,201 million – 56%)

Sub-Saharan Africa receives €1,231 million. The other main recipients are India, Bangladesh and Tanzania. "The proportion of bilateral assistance (excluding humanitarian assistance) going to low income countries rose to 83% in 2004/05 (from 74% in 2003/04). DFID has a target to spend 90% of such aid in low income countries by 2006."

Of the total bilateral assistance budget, €347.6 million was dispensed by way of British civil society organizations, primarily the British Red Cross, VSO and Oxfam.

#### 2.2.2 Multilateral assistance (€2,244 million – 39%)

€1,339 million to the European Community's Development Programme  
 €307.4 million to the World Bank  
 €289.5 million to the United Nations

#### 2.2.3 Humanitarian assistance

"DFID's humanitarian assistance in 2004-2005 totalled €652million, €513 million of which was spent bilaterally and €138.7 million multilaterally.

The greatest single recipient of bilateral humanitarian assistance was Sudan (€116.4 million). Assistance to countries affected by the tsunami on 26th December 2004 amounted to €71.6 million (14% of all bilateral humanitarian assistance).”

### **2.3 Conflict, humanitarian and security department (CHASE)**

CHASE is the department responsible for managing humanitarian assistance within the DFID. *“CHASE’s role is to develop and maintain an overview of policy and provide advice and support on the following: Conflict prevention and resolution; Refugee and other forced migration issues; Human rights in conflict situations; Emergency response preparedness and contingency planning arrangements; Disaster and vulnerability initiatives; Use of military assets for humanitarian work; International systems and organizations [...].”*

## NORWAY: NORWEGIAN AGENCY FOR DEVELOPMENT COOPERATION (NORAD)

### 1. BACKGROUND

The Norwegian Agency for Development Cooperation (NORAD) is the only independent directorate under the Norwegian Ministry of Foreign Affairs. It has existed in its current form since 1968. Since 2004, foreign aid responsibilities have been shared: the Ministry directly manages bilateral assistance, and NORAD provides management control and advice, and funds the NGOs. In 2004, NORAD administered €218 million, and Norway's total ODA was €1.8 billion.

*“The principles of human equality and solidarity with other countries and peoples have been the most important ideals. [...] As one of the richest countries in the world, Norway has a moral obligation to alleviate suffering and promote humane living conditions in other parts of the world.”*

### 2. NORAD'S STRATEGY: NORWEGIAN ADDED VALUE

*“Within the overarching goal of contributing towards poverty reduction, Norway's development policy emphasizes the use of Norwegian competence [...]”*

This principle will take form in three priority areas:

- Natural resource management: the priority areas are petroleum (the “Oil for Development” program), the environment, hydropower, and fisheries. *“This is based on the current ‘Oil for Development’ programme. The focus is on anti-corruption, and on fair and transparent distribution of resources and revenues [...] with emphasis on local, national and international governance.”*

- Equality, inclusion, and economic rights: *“To promote equality between men and women and among population groups, NORAD will approach economic development from an equity perspective, both in politically stable partner countries and in partner countries affected by conflict [...]”*

- Conflict-sensitive development cooperation and peace-building: *“The absence of serious, violent conflict is a prerequisite for development and poverty reduction. Conflict-sensitive cooperation entails awareness of how violent conflicts affect development assistance and how humanitarian and other assistance may have a positive or negative impact on conflicts. NORAD will further develop expertise relating to conflict-sensitive assistance and the role of women in conflicts, and acquire more knowledge of how development assistance can reduce conflicts and promote peace-building [...]”*

### **3. NORAD STRUCTURE AND RESOURCES (2004 FIGURES)**

#### **3.1 GEOGRAPHIC DISTRIBUTION**

- Africa: 47.45%
- Asia and Oceania: 15.88%
- Europe: 0.22%
- Latin America: 11.45%
- Middle East: 2.36%
- General: 22.64%

#### **3.2 DISTRIBUTION BY AREA OF INTERVENTION**

- Health, education and social issues: 46.6%
- HIV/AIDS: 3.2%
- Economic development and trade: 20.6%
- Good governance: 19%
- Environment and energy: 5.2%
- Emergency assistance and other: 5.4%

#### **3.3 NGO FUNDING**

Norwegian NGOs: €135 million  
International NGOs: €12.7 million  
Local NGOs: €1.78 million  
Regional NGOs: €1.83 million

## **CANADA: CANADIAN INTERNATIONAL DEVELOPMENT AGENCY (CIDA)**

### **1. BACKGROUND**

#### **1.1 HISTORY**

CIDA was created in 1968 to administer the bulk of Canada's official development assistance to Africa, the Middle East, the Americas and Asia. In 1995, CIDA was given responsibility for administering programs aimed at Central and Eastern Europe and the former Soviet Union. CIDA reports to the Minister of International Cooperation.

#### **1.2 STRATEGY**

In 2005, publication of Canada's International Policy Statement: A Role of Pride and Influence in the World made the Millennium Development Goals the centerpiece of CIDA's strategy.

*“The purpose of Canada’s Official Development Assistance is to support sustainable development in developing countries, in order to reduce poverty and to contribute to a more secure, equitable, and prosperous world. Canada’s development cooperation policy and programs will:*

- *advance Canadian values of global citizenship, equity, and environmental sustainability, as well as Canadian interests regarding security, prosperity, and governance;*
- *deliver visible, durable impact on the world’s key development challenges as identified in the Millennium Development Goals (MDGs); [...]*

*Humanitarian assistance will remain a key part of Canada’s international engagement.”*

### **2. STRUCTURE AND RESOURCES**

Total CIDA 2005 – 2006 budget: €1,925 million.

Human resources: 1,528 full time staff.

## **2.1. BREAKDOWN BY PROGRAM (2006)**

- Bilateral (“geographic”) programs: €998 million (52%)
- Canadian Partnership programs (which support partnerships between Canada’s voluntary-sector organizations and private sector, on the one hand, and those of developing countries, on the other, insofar as these partnerships square with CIDA’s mandate and objectives): €203 million
- Multilateral programs (the Program against Hunger, Malnutrition and Disease; Humanitarian Assistance; Peace and Security; International Financial Institutions; United Nations, Commonwealth, and La Francophonie programs): €665.4 million
- Policy coherence (€41.2 million)
- Engaging Canadians (€18.9 million)

## **2.2. CIDA PRIORITIES (2006)**

- Health, especially HIV: €430.3 million
- Basic education: €238.5 million
- Governance: €392.5 million
- Private sector development: €234 million
- Tsunami relief and reconstruction: €27.8 million

## **2.3. NGO FUNDING (2003-2004)**

CIDA funds Canadian NGOs, non-governmental institutes (universities, research institutes, etc.) and international NGOs. In all, these contributions come to €147.24 million, including €6.4 million in in-kind food aid.

## **3. HUMANITARIAN ASSISTANCE**

### **3.1 TOTAL CIDA HUMANITARIAN ASSISTANCE (2004-05):**

**€220.8 MILLION**

### **3.2 HUMANITARIAN VALUES**

*“Four general principles guide [the Agency’s] efforts:*

- **Humanity:** Central is saving human lives and alleviating suffering wherever it is found.
- **Impartiality:** Actions must be implemented solely on the basis of need, without discrimination between populations or within an affected population.
- **Neutrality:** Humanitarian action must not favour any side in an armed conflict or other dispute where such action is carried out.
- **Independence:** All actors' humanitarian objectives must be autonomous from their political, economic, military, or other objectives in the affected areas.”



# JAPAN: MINISTRY OF FOREIGN AFFAIRS

## 1. BACKGROUND

The Ministry of Foreign Affairs (MoFA)<sup>8</sup> manages the bulk of Japan's ODA (€3.63 billion in 2006).

*“The objectives of ODA are to contribute to the peace and development of the international community, and thereby to help ensure Japan's own security and prosperity.” “Asia, which can have a major impact on Japan's stability and prosperity, is a priority region for Japan. [...] Japan will prioritise its assistance for other regions on the basis of the [ODA] charter, giving consideration to the needs for assistance and the state of development.”*

## 2. STRUCTURE AND RESOURCES

### 2.1 JAPANESE ODA AGENCIES AND PROGRAMS (2006 BUDGET)

The Japan International Cooperation Agency (JICA) is in charge of bilateral donations (budget: €1.22 billion). The Japan Bank for International Cooperation (JBIC) is in charge of bilateral loans (budget: €199.5 million). Japan contributes €412.3 million to multilateral bodies.

Numerous budget lines allocate grants (Grant Aid) within the framework of bilateral assistance, or by way of NGOs. These allocate a total of €1.36 billion, in particular:

- Prevention and treatment of infectious diseases: €86.4 million
- Water and environment: €164.2 million
- Demining and humanitarian assistance for victims: €19.9 million
- Child health and development: €105 million
- Japanese NGO projects: €19.3 million
- Disaster prevention and reconstruction: €133 million
- Emergency assistance loans: €159.5 million
- Food aid: €81.8 million
- Other sectors: €436.2 million

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8. [www.mofa.go.jp/](http://www.mofa.go.jp/)

## 2.2 NGO PARTNERSHIPS:

*“In the Foreign Ministry’s solid relations with NGOs, there is the aspect of ‘collaboration’ or the utilization of human resources and know-how of NGOs in the implementation of ODA projects, as well as the aspect of ‘support’ through ODA for activities carried out by NGOs themselves. Thus, in order to enhance these aspects of the partnership, the Foreign Ministry believes it is important to strengthen ‘dialogue’ with NGOs.” “The basic format of this financial assistance consists of :*

- *Support for economic and social development cooperation activities [...]*
- *Assistance in NGOs Partnership Projects*
- *Grant Aid for NGO Emergency Humanitarian Assistance Projects [...]*
- *Assistance in transportation costs for recycled goods*
- *Micro-credit capital assistance;*
- *Assistance for anti-personnel landmine-related activities.”*

# **GERMANY: GTZ (DEUTSCHE GESELLSCHAFT FÜR TECHNISCHE ZUSAMMENARBEIT / GERMAN TECHNICAL COOPERATION)**

## **1. BACKGROUND:**

### **1.1 GTZ STATUTES AND MISSIONS:**

*“GTZ has the corporate form of a “GmbH” (closed limited company) in the private sector.” “It is organised as a private company owned by the German Federal Government. [It does] work on a public benefit basis, using all funds generated as profits exclusively for projects in international cooperation.”*

### **1.2 GTZ WORLDWIDE**

GTZ intervenes in more than 130 countries in Africa, Asia, Latin America, in the countries of Eastern Europe and the Commonwealth of Independent States. It has offices in 67 countries. The vast majority of funds go to sub-Saharan Africa (€213.6 million) and Asia (€192.8 million).

## **2. STRUCTURE AND RESOURCES**

### **2.1 RESOURCES**

Of a total annual revenue of €875 million in 2005, 79% came from projects and programs conducted for public clients such as BMZ [the Ministry of Economic Cooperation and Development] and other federal ministries. Income from contracts with other clients and financial institutions—for the most part international—and private sector businesses constitutes the remaining 21%.

### **2.2 PARTNERSHIPS**

In addition to development banking institutions, *“GTZ cooperates successfully with political foundations, the two major Christian churches and numerous NGOs at national and international level [...].” “Cooperation with the private sector is becoming increasingly important. In the past five years [GTZ has] launched some*

300 Public-Private Partnership (PPP) projects [...] in over 60 countries throughout the world.”

### 3. AREAS OF INTERVENTION

DEA (Development-oriented Emergency Aid):

*“Development-oriented Emergency Aid (DEA) [...] follows a dualistic approach: Those people who have been affected by conflicts or disasters should receive immediate and effective relief. Furthermore DEA implements the basic structures for sustainable development after the acute crisis. Key competences of DEA are: Emergency Aid, Food Aid, Refugee Aid; Crisis-preventive Reconstruction; Disaster Risk Management.”*

2005 budget: €52.5 million.

Other areas:

- Rural development;
- Economic development and employment;
- Environment and infrastructure;
- Good governance;
- Social development;
- Cross-sectoral themes (gender, crisis prevention, HIV/AIDS, emergency aid, poverty, food and nutrition security, etc.)

## **APPENDIX: LIST OF PRINCIPAL FUNDING BODIES:**

### **International funding bodies:**

World Bank: [www.worldbank.org](http://www.worldbank.org)

ECHO: [http://ec.europa.eu/echo/index\\_en.htm](http://ec.europa.eu/echo/index_en.htm)

EuropeAid: [http://ec.europa.eu/europeaid/index\\_en.htm](http://ec.europa.eu/europeaid/index_en.htm)

### **State funding bodies:**

Germany: GTZ: [www.gtz.de/en/](http://www.gtz.de/en/)

Australia: AusAID: [www.ausaid.gov.au/default.cfm](http://www.ausaid.gov.au/default.cfm)

Belgium: DGCD: [www.dgcd.be](http://www.dgcd.be)

Canada: CIDA: [www.acdi-cida.gc.ca](http://www.acdi-cida.gc.ca)

Denmark: [www.um.dk/en](http://www.um.dk/en)

France: [www.afd.fr](http://www.afd.fr)

United States: USAID: [www.usaid.gov](http://www.usaid.gov)

Ireland: [www.dci.gov.ie](http://www.dci.gov.ie)

Japan: Ministry of Foreign Affairs: [www.mofa.go.jp](http://www.mofa.go.jp)

Norway: NORAD: [www.norad.no](http://www.norad.no)

Netherlands: Ministry of Foreign affairs: [www.minbuza.nl/en/home](http://www.minbuza.nl/en/home)

United Kingdom: DFID: [www.dfid.gov.uk](http://www.dfid.gov.uk)

Switzerland: [www.sdc.admin.ch](http://www.sdc.admin.ch)

Sweden: Swedish International Development Cooperation Agency:  
[www.sida.se](http://www.sida.se)

## II. THE UNITED NATIONS (UN)

### INTRODUCTION

#### 1. HISTORY

Between September 21 and October 7, 1944, representatives from the USSR, Great Britain, the United States and China reached an agreement on the goals, structure and operation of a worldwide organization of nations. In 1945, representatives of 50 countries met in San Francisco for the United Nations Conference on International Organization and drew up a Charter defining the objectives of the future United Nations organization: to maintain international peace and security and the economic and social advancement of all peoples. The Charter provides for the creation of the main bodies of the United Nations.

The United Nations came into being on October 24, 1945, with the Charter's ratification by 51 States. The same year, the General Assembly adopted the Universal Declaration of Human Rights. The United Nations has been headquartered in New York since 1949.

In May 1948, the first UN observer mission was created to oversee application of the ceasefire in Palestine. In 1956, the first peacekeeping force was deployed to end the Suez Canal crisis. In 1988, UN peacekeeping forces (by that point there had been a total of 7 missions since their creation) received the Nobel Peace Prize. Between 1948 and November 2006, 61 peacekeeping operations had been launched.

#### 2. UNITED NATIONS ORGANS

##### 2.1 THE PRINCIPAL ORGANS

The General Assembly: *“The General Assembly is the main deliberative organ of the United Nations. It is composed of representatives of all member states [192 as of 2006], each of which has one vote.”* It must *“elect the non-permanent members of*

*the Security Council and the members of other United Nations councils and organs and, on the recommendation of the Security Council, to appoint the Secretary-General.*<sup>9</sup>

The Security Council: it is made up of five permanent members (United States, Russia, China, Great Britain, and France) who have veto power, and ten members elected by the General Assembly for two years. The Security Council is the only organ whose decisions are binding on member States. Its basic function is to maintain international peace and security.

The Economic and Social Council (ECOSOC): *“The ECOSOC was established under the United Nations Charter as the principal organ to coordinate the economic and social activities of the UN and of its specialized bodies and institutions. [...] The Economic and Social Council has 54 members elected by the UN General Assembly for three years. It makes its decisions by simple majority, each member having a single vote.”*

Among ECOSOC's subsidiary organs there are various technical commissions, expert bodies, and forums. On 15 March 2006, the General Assembly replaced ECOSOC's Human Rights Commission with the Human Rights Council, a subsidiary organ of the GA with headquarters in Geneva.

According to the Charter, *“the Economic and Social Council may make suitable arrangements for consultation with non-governmental organizations which are concerned with matters within its competence. [...] More than 1500 non-governmental organizations have been granted consultative status with the Council. [These NGOs] may send observers to public meetings of the Council and its subsidiary organs, and submit written communications concerning the Council's work. They may also consult the UN secretariat on subjects of common interest.”*

The International Court of Justice (ICJ): *“The International Court of Justice (ICJ) is the principal judicial organ of the United Nations (UN). [...] The seat of the Court is at the Peace Palace in The Hague (Netherlands).”* The Court has a two-fold mission: *“to settle, in accordance with international law, legal disputes submitted to it by States and to give advisory opinions on legal questions referred to it by authorized United Nations organs and specialized agencies.”*

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9. Unless otherwise noted, the following quotations are taken from [www.un.org](http://www.un.org)

The Secretariat: it is headed by the Secretary-General of the United Nations, and employs approximately 8,900 civil servants recruited from 160 countries. It serves the other principle organs of the UN, and administers their policies and programs. In addition to New York, the Secretariat has offices in Geneva, Vienna, and Nairobi.

## 2.2 THE UNITED NATIONS FAMILY OF ORGANIZATIONS

The “*subsidiary organs*” are commissions or committees that work directly for the principal organs. They are not considered legal entities. The subsidiary relationships are a delegation of powers under the authority of the principal organ. The “*related organizations*” (like the World Trade Organization (WTO) or the International Atomic Energy Agency (IAEA)) have “*non-subsidiary relationships*” with the GA and Security Council. That is, they cooperate with the principal organs, but are autonomous. The “*specialized institutions*” have non-subsidiary relationships with ECOSOC. These include the Food and Agriculture Organization (FAO), the UN Educational, Scientific and Cultural Organization (UNESCO), the World Health Organization (WHO), and the World Bank.

## 2.3 PROGRAMMES AND FUNDS

The Programmes and Funds, just like the research and training institutes and other UN bodies (UNAIDS, or the High Commissioner for Human Rights, for example), cooperate with ECOSOC and have “*subsidiary relationships*” with the General Assembly. They are, therefore, outgrowths of it, and not legal entities in their own right.

### **To list just a few:**

- UNCTAD: United Nations Conference on Trade and Development
- UNDCP: United Nations International Drug Control Programme
- UNEP: United Nations Environment Programme
- UNICEF: United Nations Children's Fund
- UNDP: United Nations Development Programme
- UNFPA: United Nations Population Fund
- HCR: High Commissioner for Refugees
- WFP: World Food Programme



### 3. THE NEW UN OBJECTIVES

#### 3.1 THE MILLENNIUM DEVELOPMENT GOALS (MDGs)

In 2000, the UN General Assembly adopted eight objectives to be achieved by 2015:

- Eradicate extreme poverty and hunger
- Achieve universal primary education
- Promote gender equality and empower women
- Reduce child mortality
- Improve maternal health
- Combat HIV/AIDS, malaria and other diseases
- Ensure environmental sustainability
- Develop a global partnership for development

*“These [...] Millennium Development Goals (MDGs) – which range from halving extreme poverty to halting the spread of HIV/AIDS and providing universal primary education, all by the target date of 2015 – form a blueprint for the advent of a better world.”*<sup>10</sup> There are 18 specific targets and 48 indicators associated with the MDGs.

#### 3.2 HUMANITARIAN ASSISTANCE AT THE UNITED NATIONS

In 1984, Ethiopia was in the grip of famine. In response, Secretary-General Javier Perez de Cuellar created the Office for Emergency Operations in Africa (OEOA). Its mission is to coordinate relief efforts. In 1991, the General Assembly created the Department of Humanitarian Affairs and the position of Emergency Relief Coordinator (ERC), to which the Secretary-General gave Under-Secretary status. The Department of Humanitarian Affairs became the Office for the Coordination of Humanitarian Affairs (OCHA) in 1998.

Noting the “gaps” in humanitarian interventions, in 2005 the Secretary-General promised reforms aimed at increasing the efficiency of the UN humanitarian response. These reforms have primarily taken the form of two measures: first, strengthening the role and authority of the UN Humanitarian Coordinator; and second, redefining the coordination processes and chain of

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10. [www.un.org/millenniumgoals/](http://www.un.org/millenniumgoals/)

responsibility of the various UN agencies. The solution that has been implemented is known as the “Cluster Approach.”

The idea behind the Cluster Approach is to designate one responsible agency (“cluster lead”) per activity sector. At the global level, they would lead Working Groups and anticipate crises in order to better respond to them. At the country level, identification of a responsible agency allows coordination of humanitarian action by activity sector, and assigns ultimate responsibility to ensure action and funding in case of a gap. Within the framework of this reform, OCHA acts as general coordinator of the intervention.

Agency responsibility by area of intervention:

- |  |  |
|--|--|
| 1. Camp Coordination and Camp Management | UNHCR for conflict-generated IDPs  |
| 2. Emergency telecommunications          | OCHA for supervision,<br>UNICEF for data collection services,<br>WFP for security of telecommunications services |
| 3. Early recovery                        | UNDP   |
| 4. Emergency Shelter                     | UNHCR and IFRC   |
| 5. Health                                | WHO  |
| 6. Logistics                             | WFP  |
| 7. Nutrition                             | UNICEF   |
| 8. Protection                            | UNHCR for conflict-generated IDPs  |
| 9. Water and sanitation                  | UNICEF   |

A guidance note written by the Secretariat’s Policy Committee, and adopted in January 2006, details the political objectives of the reform. In particular, the note affirms the subordination of UN humanitarian assistance to the political objectives of its peacekeeping missions. It also states that the reform should create an effective coordination mechanism between UN agencies and humanitarian actors outside of the UN system. Such coordination should be based on a shared definition of priorities, and on the desire of “*all actors to contribute to the achievement of common goals.*”

# OFFICE FOR COORDINATION OF HUMANITARIAN AFFAIRS (OCHA)

## 1. BACKGROUND

In December 1991, the United Nations General Assembly adopted Resolution 46/182, creating the Department of Humanitarian Affairs—which became OCHA (the Office for Coordination of Humanitarian Affairs) in 1998—and the position of ERC (Emergency Relief Coordinator), to which the UN Secretary-General assigned the status of Under-Secretary-General for Humanitarian Affairs.

The job of the latter is to coordinate emergency humanitarian assistance—in the field, particularly, and by consultation with the Inter-Agency Standing Committee; to bring problematic humanitarian situations to the attention of the political organs—the Security Council, in particular; to assist the Secretary-General in coordinating and implementing policies, while ensuring a response in activity areas that do not fall within the specific mandate of any given agency. The Emergency Relief Coordinator is appointed by the UN Secretary-General.

*“OCHA was established to facilitate the work of operational agencies that deliver humanitarian assistance to populations and communities in need. The UN Humanitarian Coordinator (HC) has the overall responsibility for ensuring coherence of relief efforts in the field. OCHA supports the HC in needs assessment, contingency planning and the formulation of humanitarian programmes. OCHA also provides response tools, advocacy and information services.”<sup>11</sup>*

## 2. STRUCTURE AND RESOURCES

*“The core functions of OCHA are supported by 1,140 staff members in New York, Geneva and in the field. OCHA’s budget for 2006 is \$128,445,299, of which about 10 percent or \$12,795,992, comes from the regular UN budget and the remainder (more than \$115 million, including projects and field activities) from extra-budgetary resources donated by Member States and donor organizations”. To carry out its mandate, OCHA created:*

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11. <http://ochaonline.un.org>

## 2.1 THE IASC (INTER-AGENCY STANDING COMMITTEE)

*“OCHA carries out its coordination function primarily through the Inter-Agency Standing Committee, which is chaired by the ERC. Participants include all humanitarian partners, from UN agencies, funds and programmes to the Red Cross Movement and NGOs. [...] The IASC develops humanitarian policies, agrees on a clear division of responsibility for the various aspects of humanitarian assistance, identifies and addresses gaps in response, and advocates for effective application of humanitarian principles.”<sup>12</sup>*

*“The IASC’s overall objective is inclusive coordination, while maintaining a relatively limited number of ‘members’ to ensure functionality and focus.”* To the humanitarian assistance reform adopted in 2005-2006 is to be added a new definition of the IASC's role. The aim of that project is to strengthen, under UN leadership, coordination of the “humanitarian system,” that is, coordination between UN and international NGO (“non-UN”) actors. To this end, there are plans to broaden the IASC to included some NGOs.

## 2.2 THE CAP (CONSOLIDATED APPEALS PROCESS)

Consolidated Appeals, prepared by the Humanitarian Coordinator, are appeals for voluntary donor contributions in order to respond to specific emergencies. *“A consolidated appeal is when several Agencies together appeal for funds for the same crisis. It is a snapshot of a situation and identifies who does what and where.”* The CAP does not collect funds and then redistribute them; it is a pooling of funding requests: *“The CAP is not a funding channel. All appealing agencies, UN and NGO, should follow up directly with their donors.”* Consolidated appeals are re-evaluated annually, and donors receive a review performed mid-way through the cycle (in July).

*“The Flash Appeal is a tool for structuring a coordinated humanitarian response for the first three to six months of an emergency. The UN Humanitarian Coordinator triggers it in consultation with all stakeholders. The Flash Appeal is issued within one week of an emergency. It provides a concise overview of urgent life saving needs, and may include recovery projects that can be implemented within the timeframe of the Appeal.”*

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12. [www.humanitarianinfo.org/iasc/default.asp](http://www.humanitarianinfo.org/iasc/default.asp)

## 2.3 THE CERF (CENTRAL EMERGENCY RESPONSE FUND)

The CERF is an emergency reserve that is supposed to be €391 million. The General Assembly established the Fund on 15 December 2005 to enable rapid response to “humanitarian crises.” The CERF is managed by the ERC to “*promote early action and response to reduce loss of life; enhance response to time-critical requirements; strengthen core elements of humanitarian response in under-funded crises.*” It is funded by voluntary contributions. “*CERF is intended to complement —not to substitute— existing humanitarian funding mechanisms such as the UN Consolidated Appeals.*” As of June 2006, the possibility of NGO access to the CERF had not been clearly established.

## 3. AREAS OF INTERVENTION

### 3.1 COORDINATION AND INFORMATION TOOLS

#### 3.1.1 ReliefWeb: [www.reliefweb.int](http://www.reliefweb.int)

The *ReliefWeb* website came online in October 1996. It is administered by OCHA as an information-sharing and coordination platform in complex emergencies. “*ReliefWeb maintains three offices in three different time zones (New York, Geneva, and Kobe) to update the web site around the clock [...]. The total budget for the project is USD 2 million (2005), the bulk of which is supported by voluntary contributions by donors.*”

*ReliefWeb* also provides:

- “A database that contains nearly 300,000 maps and documents dating back to 1981.
- Funding appeals for complex emergencies and natural disasters and financial tracking of responses to funding requirements
- On-line library of reference materials covering humanitarian policies and issues of global nature
- Information of practical use for relief professionals, including a sectoral or thematic listing of “communities of practice”, listings of job opportunities and training opportunities, and a contact directory of humanitarian organizations.”

### 3.1.2 Humanitarian information centres:

[www.humanitarianinfo.org](http://www.humanitarianinfo.org)

OCHA creates the HICs, as needed, for complex emergencies.

### 3.1.3 Integrated Regional Information Networks (IRIN):

[www.irinnews.org](http://www.irinnews.org)

The concept of a regional information network appeared in 1995, in order to provide news about events in the Great Lakes region after the 1994 Rwandan genocide. The network has been posting information bulletins on this region and on Zaire (now the DRC) since 26 October 1996.

Currently, IRIN's main function is to provide the “*humanitarian community*” with news and analysis of armed conflicts, the fate of civilian populations, NGO programs and UN engagements. IRIN covers sub-Saharan Africa, the Middle East, and Central Asia.

## 3.2 OCHA IN THE FIELD

*“The structure of OCHA’s field presence varies in size and scope depending on the demands of the emergency. In both natural disasters and complex emergencies, the USG/ERC, in consultation with the IASC, determines when and how OCHA responds at the onset of a crisis, and then periodically reviews the coordination arrangements once the mission is underway.*

*OCHA typically becomes involved in the initial response to a crisis only when and if it reaches such proportions that it requires a multi-sectoral international response.”*

*“When faced with the threat of a full-blown crisis, the USG/ERC, in consultation with the members of the IASC, may identify the need to designate a humanitarian coordinator, who becomes the most senior UN humanitarian official on the ground for the emergency, accountable to the USG/ERC for ensuring a quick, effective and well-coordinated assistance. The appointment of an HC signals both the need for a full-time coordinator of the humanitarian response during the crisis and the need for a long-term humanitarian presence in the country.”*

The role of the Humanitarian Coordinator within the UN system was described, in 2006, by the Secretary-General in a guidance note on “*integrated missions*.” The document clearly indicates that humanitarian action is to be subordinate to the objectives and strategy of peacekeeping missions.

This places the UN Humanitarian Coordinator under the authority of the Special Representative of the Secretary-General, and this representative reports to the Department of Peacekeeping Operations (DPKO). In the direction of humanitarian responses, this department thus has a more predominant role than does OCHA.

## WORLD FOOD PROGRAMME (WFP)

### 1. BACKGROUND

#### 1.1 HISTORY

The WFP was created in 1961 by the UN General Assembly. It began operations in 1962 in response to several catastrophes that year (earthquake in Iran, hurricane in Thailand).

Its mandate, as established in 1993, includes three goals:

- to save lives in emergencies such as natural disasters and political crises,
- to improve nutrition and quality of life of the world's most vulnerable people at critical times in their lives,
- to help the poor obtain means of production and to promote their independence.

The WFP conducted several large scale operations in the early 2000s, in particular, a regional operation for six southern African countries facing a food emergency (in 2002 and 2003) and an emergency operation in 2002-2003 in the Horn of Africa. WFP interventions rely on a network of logistics bases in Africa (Accra), Europe (Brindisi), the Middle East (Dubai), and Latin America (Panama).

The WFP is the cluster lead for the logistics sector.

#### 1.2 EXECUTIVE

Since 1996, the WFP has been run by a 36-member Executive Board. The Executive Director is jointly named by the UN Secretary-General and the Director-General of the FAO for a five-year term. The Executive Director heads the WFP Secretariat.

### 2. STRUCTURE AND RESOURCES

#### 2.1 FUNDING

In 2004, WFP expenditures came to €2.42 billion. *“In 2004, the USA was the most substantial donor, with more than US\$1 billion given to WFP activities. The European Commission was the second largest contributor, with over US\$200*



million donated over the same period, followed by Japan with almost US\$136 million [...] WFP relies entirely on voluntary contributions to finance its humanitarian and development projects [...]. Donations are made either as cash, food such as flour, beans, oil, salt and sugar, or the basic items necessary to grow, store and cook food - kitchen utensils, agricultural tools, warehouses. Since it has no independent source of funds, all donations either in cash or in-kind must be accompanied by the cash needed to move, manage and monitor WFP food aid." The WFP participates in the CAP, and is eligible for CERF funds.

## **2.2 PERSONNEL AND NGO PARTNERSHIPS**

In 2005, the WFP had over 10,500 employees, 91% of them in the field. A portion of its work is subcontracted to some 2000 NGOs. "Non-Governmental Organizations (NGOs) provide invaluable help to WFP both in distributing food and monitoring and assessing the risk of hunger." A few large NGOs have signed MoUs with the WFP (including Save the Children, CARE, CRS, ACF, and World Vision). Local NGOs may sign ad hoc agreements with the WFP.

## **2.3 NATURAL DISASTER EARLY WARNING SYSTEMS: WWW.HEWSWEB.ORG**

The WFP, mandated by the IASC, developed the HEWSweb (Humanitarian Early Warning System) service, a website designed to anticipate and organize responses to natural disasters. "The HEWSweb service has dedicated pages for each type of hazard (...). This includes dedicated pages for drought, floods, storms, locust, volcanoes, earthquakes, weather, El Nino, other hazards and socio political developments." Food security is, therefore, not the only focus of this early warning system, which automatically compiles data provided by WFP partner agencies.

## **3. AREAS OF INTERVENTION (% OF 2004 EXPENSES)**

### **3.1 EMERGENCY RESPONSE AND REHABILITATION (58%)**

The first three months of the emergency: "To cover their immediate needs, WFP Country Directors can borrow up to \$US500,000 from the agency's Immediate Response Account (IRA). The IRA is a special account funded multilaterally to buy

and transport food to the victims that has to be replenished.”

From 3 to 24 months: “the Country Director draws up an Emergency Operation or EMOP before making an appeal to the international community for funds and food aid.”

After 24 months: “WFP’s Protracted Relief and Recovery Operations (PRRO) help sustain disaster-hit communities as they re-establish livelihoods and stabilise food security. [...] WFP’s PRROs can include one or more of the following components.

- Food for education and training
- Extended relief
- Relief for refugees
- Food for recovery”

### 3.2 DEVELOPMENT (9%)

“Five ways in which WFP development aid helps poor families to invest in their future:

- **Nutrition:** [...] WFP development aid focuses on the nutrition needs of young children and expectant and nursing mothers.

- **School feeding**

- **Building for the Future:** [...] has extensive experience in covering the short-term food needs of the vulnerable, giving them time and resources to build new houses, learn new agricultural skills, buy new technology and, ultimately, build a better future.

- **Disaster Mitigation:** [...] In countries plagued by natural disasters, WFP’s development activities deliberately include contingency planning to enhance its ability to respond to emergencies.

- **Sustainable Livelihoods [...].”**

### 3.3 DIRECT AID TO STATES (27%) AND OTHER (6%)

The WFP provides assistance to governments, at their request. It monitors how it is used.

# THE HIGH COMMISSIONER FOR REFUGEES (HCR) AND THE INTERNATIONAL ORGANIZATION FOR MIGRATION (IOM)

## 1. THE HCR<sup>13</sup>

### 1.1 HISTORY

The HCR was created on 14 December 1950 by UN General Assembly Resolution 458. It was originally intended to last three years. At that time, only people whose refugee status had been recognized before World War II, and those who had been subject to the events of that war, were considered refugees under the HCR's authority.

The Convention relating to the Status of Refugees, adopted in 1951, entered into force in 1954. The 1967 Protocol put an end to the geographical and time restrictions limiting the application of the Convention to refugees of the Second World War. By 2006, 145 States had signed at least one of these two texts that provide a basis for the HCR's action and define who is refugee, their rights, and the obligations of the States. The HCR received the Nobel Peace Prize for its work on behalf of European refugees in 1954, and on behalf of Asian refugees in 1981.

### 1.2 MANDATE

A refugee is anyone who, *“owing to well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group or political opinion, is outside the country of his nationality and is unable, or owing to such fear, is unwilling to avail himself of the protection of that country...”* (1951 Convention).

The HCR is a subsidiary organ of the UN General Assembly. Its mandate is to ensure the (legal) protection of refugees and respect for the right of asylum. Three UN General Assembly resolutions have, however, broadened its authority: it has a duty to provide material assistance to refugees, to use its *“good offices”* in the event of massive population displacements, and to expand its activities to the special case of internally displaced persons (IDPs). The HCR also monitors the situation of refugees returning to their countries and

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13. [www.unhcr.org](http://www.unhcr.org)

IDPs returning to their homes. According to the HCR, in 2005 the agency was helping more than 20 million people.

Under the Cluster Approach, the UNHCR is the lead for three sectors: camp coordination and management (refugees and IDPs), emergency shelter (with the IFRC), and protection of IDPs in conflict situations.

## 2. STRUCTURE AND RESOURCES

### 2.1 EXECUTIVE

The Executive Committee is composed of 70 member States. *“Although established by ECOSOC, which elects its members, the Executive Committee functions as a subsidiary organ of the General Assembly.”* It meets once a year to examine and approve programs and budgets, to advise, and to discuss. Its Standing Committee is responsible for overseeing the work between ExCom’s annual meetings. The High Commissioner for Refugees is elected by the UN General Assembly for a five-year term.

### 2.2 PERSONNEL

The UNHCR employs 6,500 people, and has 263 offices in 116 countries. Its headquarters is in Geneva, Switzerland.

### 2.3 BUDGET

The total UNHCR budget in 2005 was €850 million. States’ contributions to this budget are voluntary. The largest donors, on average, between 1990 and 2005 were the United States (28.5%), the European Union (12.8%), and Japan (11.8%). The HCR participates in OCHA’s Consolidated Appeals Process.

## 3. AREAS OF INTERVENTION

### 3.1 LEGAL PROTECTION OF REFUGEES

*“With a primary mandate of protecting refugees’ rights, UNHCR strives to preserve the lives, freedoms and fundamental liberties of displaced populations. Some of its*

*principal protection activities include the screening, registering and monitoring of incoming and repatriating refugees, status determination of asylum seekers, distribution of identification documents, legal counselling on asylum and naturalization, training workshops for host government authorities on humane treatment of refugees, and dialogue with local law enforcement authorities to prevent harassment, extortion and violence against refugees.”*

### **3.2 OPERATIONS: EMERGENCY ASSISTANCE AND CAMP MANAGEMENT**

The UNHCR is responsible for management, coordination and organization of refugee and IDP camps. It intervenes on behalf of refugees and displaced persons in areas such as shelter and domestic needs, health and nutrition, water and sanitation, education, and employment opportunities. To do this, the UNHCR cooperates with other UN agencies and contracts out a large part of its operations, especially in the camps, to NGOs: “*Annually, UNHCR channels 20% – 25% of its entire budget through more than 500 NGOs....*”

### **3.3 PROTECTION OF INTERNALLY DISPLACED PERSONS (IDPs)**

The legal vacuum surrounding the condition of the internally displaced prevents the UNHCR from implementing true protection programmes. The UNHCR assesses the protection needs, reports on the security conditions of IDPs, and tries—in partnership with other agencies—to mount a response.

### **3.4 LONG-TERM UNHCR ASSISTANCE**

The UNHCR implements a variety of solutions for refugees: “*repatriation to the home country, local integration in the host country, or resettlement in a third country.*” However, they seem to favour the repatriation approach: “*UNHCR works with their country of origin and host countries to help the refugees repatriate in safety and dignity.*” The UNCHR also monitors the internally displaced who return home. In any case, “*UNHCR is committed to the principle of participation, believing that refugees and others who benefit from the organisation’s activities should be consulted over decisions which affect their lives.*”

### 3.5 PREVENTION

*“UNHCR seeks to reduce situations of forced displacement by encouraging states and other institutions to create conditions which are conducive to the protection of human rights and the peaceful resolution of disputes. In pursuit of the same objective, UNHCR actively seeks to consolidate the reintegration of returning refugees in their country of origin, thereby averting the recurrence of refugee-producing situations.”*

## 4. INTERNATIONAL ORGANIZATION FOR MIGRATION

In 1951, the Provisional Intergovernmental Committee for the Movement of Migrants from Europe (PICMME) was created in order to find resettlement countries for the 11 million people uprooted by World War II. It was renamed the Intergovernmental Committee for European Migration (ICEM) in 1952, the Intergovernmental Committee for Migration (ICM) in 1980 and, finally, the International Organization for Migration (IOM) in 1989.

Henceforth, the organization was the institution responsible for worldwide management of migratory flows. The IOM describes itself as the leading international organization acting alongside governments and civil society *“to advance understanding of migration issues, encourage social and economic development through migration, and uphold the human dignity and well-being of migrants.”*<sup>14</sup>

It has an annual budget of approximately €782 million, and employs nearly 5,400 people in more than 100 countries throughout the world.

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14. [www.iom.int](http://www.iom.int)

# UNITED NATIONS CHILDREN'S FUND (UNICEF)

## 1. BACKGROUND

### 1.1 HISTORY

The United Nations International Children's Emergency Fund (UNICEF) was created in 1946 to come to the aid of children threatened by famine and disease in the wake of World War II. In 1950, its mandate was renewed and broadened to include all developing countries. In 1953, UNICEF became a permanent organ of the United Nations under the name United Nations Children's Fund, but kept the acronym UNICEF. UNICEF was awarded the Nobel Peace Prize in 1965.

### 1.2 MANDATE

UNICEF is a subsidiary organ of the UN General Assembly. According to the first article of its mission statement: *"UNICEF is mandated by the United Nations General Assembly to advocate for the protection of children's rights, to help meet their basic needs and to expand their opportunities to reach their full potential."* UNICEF bases its action on the Convention on the Rights of the Child, which the UN General Assembly adopted in 1989. Armed with this mandate, UNICEF intervenes in many situations, including the most complex emergencies.

## 2. STRUCTURE AND RESOURCES

### 2.1 EXECUTIVE

*"Guiding and monitoring all of UNICEF's work is a 36-member Executive Board made up of government representatives. They establish policies, approve programmes and decide on administrative and financial plans and budgets. Members are elected by the United Nations Economic and Social Council, usually for three-year terms."*

The Executive Director is named by the UN Secretary-General.  
A third of UNICEF's resources are raised by 37 National Committees.

## 2.2 PERSONNEL

*“Some 88 per cent of the organization's approximately 7,200 posts are located in the field. There are eight regional offices and 126 country offices worldwide [...]”*  
UNICEF has its headquarters in New York, and offices in Geneva.

## 2.3 NGO PARTNERSHIPS

*“Civil society organizations, including international non-governmental organization (NGO) partners, are closely involved in UNICEF's work in 155 countries where UNICEF is active. NGOs are also consulted at headquarters in the formulation of policy.*

*Currently, UNICEF has formal agreements with hundreds of NGOs in 160 countries around the world, ranging from large networks such as the Save the Children Alliance to village water committees.”*

## 2.4 BUDGET

2006 resources: €2,159 million, of which 50% were from voluntary government contributions, 38% from the private sector, 4% from NGOs, 3% from the UN, 3% from other international organizations, and 2% from other sources.

In 2005, UNICEF spent €1,717 million (not including support costs):

### **By region:**

- South Asia: 22%
- Eastern and Southern Africa: 19%
- Western and Central Africa: 18%
- Middle East and North Africa: 17%
- East Asia and Pacific: 13%
- The Americas and the Caribbean: 5%
- Other: 6%



**By focus area:**

- Early childhood development: 38%
- Educating girls: 22%
- Immunization Plus: 19%
- Child protection: 10%
- HIV/AIDS: 8%
- Miscellaneous: 3%

### 3. AREAS OF INTERVENTION

#### 3.1 EMERGENCIES

*“UNICEF’s Office of Emergency Programmes (EMOPS) is the focal point for emergency assistance, humanitarian policies, staff security and support to UNICEF offices in the field, as well as strategic coordination with external humanitarian partners both within and outside the United Nations system.”*

In the cluster approach, UNICEF is the lead for water and sanitation, nutrition, and data collection. In the field—in addition to the above—UNICEF vaccinates children and families.

#### 3.2 DEVELOPMENT

UNICEF’s areas of expertise and intervention in development issues are identical to those for emergencies. We should, however, add areas such as gender equality—especially in education, youth HIV/AIDS prevention, and large immunization and health care access campaigns.

## WORLD HEALTH ORGANIZATION (WHO)

### 1. BACKGROUND

#### 1.1 HISTORY

*“The World Health Organization, the United Nations specialized agency for health, was established on 7 April 1948. WHO’s objective, as set out in its Constitution, is the attainment by all peoples of the highest possible level of health. Health is defined in WHO’s Constitution as a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.” The WHO Constitution also states that “the enjoyment of the highest attainable standard of health is one of the fundamental rights of every human being.”*

#### 1.2 MANDATE

As stated by Article 2 of its Constitution, one of the main functions of the World Health Organization (WHO) is *“to act as the directing and co-ordinating authority on international health work.”* From this mandate stem the organization’s research and prevention efforts, its qualitative and quantitative standards, collaboration with health care actors, technical assistance, etc. Particular weight is given to infectious diseases. In the cluster approach, the WHO is the health group lead.

### 2. STRUCTURE AND RESOURCES

#### 2.1 EXECUTIVE

*“The WHO is run by the 192 member States that meet at the World Health Assembly. The Health Assembly is composed of delegates representing the Member States. Its main functions are to approve the WHO program and budget for the following 2-year fiscal period, and to set out the major directions of the organization’s policies.”*

*“The Executive Board is composed of 34 members technically qualified in the field of health. Members are elected for three-year terms. The main functions of the Board*

*are to give effect to the decisions and policies of the Health Assembly, to advise it and generally to facilitate its work.”*

*“The Organization is headed by the Director-General, who is appointed by the Health Assembly on the nomination of the Executive Board.”*

World Health Organization activities are organized into nine divisions:

- HIV/AIDS, Tuberculosis and Malaria
- Communicable Diseases
- Non-communicable Diseases and Mental Health
- Sustainable Development and Healthy Environments
- Health Technology and Pharmaceuticals
- Family and Community Health
- Evidence for Information and Policy
- External Relations and Governing Bodies
- General Management.

## **2.2 PERSONNEL**

*“The Secretariat of WHO is staffed by some 3,500 health and other experts and support staff on fixed-term appointments, working at headquarters, in the six regional offices, and in countries.”* The six regional offices of the WHO are Africa, the Americas, South-East Asia, Eastern Mediterranean, and Western Pacific.

## **2.3 BUDGET**

The WHO has two sources of funding: its regular budget, on one hand (about 30%), and voluntary contributions, on the other. The total for FY 2004-2005 was €2,208 million.

## **2.4 RELATIONSHIP WITH NGOS**

WHO collaboration with an NGO involves a long process of informal contacts and working relations, after which official relations may be established. In order for this to happen, the NGO must meet a certain number of conditions, in particular, it must be international in structure, have a constitution, and operate in a democratic manner. *“Its aims and activities shall be in conformity with the spirit, purposes and principles of the Constitution of WHO, shall centre on*

development work in health or health-related fields, and shall be free from concerns which are primarily of a commercial or profit-making nature.” In 2006, 182 NGOs had official relationships with the WHO.

### 3. AREAS OF INTERVENTION

#### 3.1 WHO OPERATIONAL PRIORITIES

- Epidemic alert and response;
- Making pregnancy safer;
- Child and adolescent health;
- Surveillance, prevention and management of chronic, no communicable diseases;
- Tobacco;
- Planning, resource coordination and oversight.

#### 3.2 RESEARCH, INFORMATION, AND DATA COLLECTION

The WHO has set up an international statistical information system based on its own methods. It also publishes guides, such as the International Statistical Classification of Diseases and Related Health Problems; the International Classification of Functioning, Disability and Health; and the WHO Disability Assessment Schedule. In addition, the WHO offers geographic information system (GIS) tools.

#### 3.3 THE NORMATIVE ROLE OF THE WHO

The WHO establishes health standards. In addition to its technical protocols, the organization’s various publications illustrate this. For example: “*the Bulletin [of the World Health Organization] aims to give public health policy and practice guidance based on the best evidence available, while also encouraging closer links between scientific investigation and the art of helping populations to lead healthier lives.*” Or its annual World Health Report: “*Using the latest data gathered and validated by WHO, each report paints a picture of the changing world of health and shows how, if recent lessons are understood and heeded, unprecedented health gains can be achieved.*”

# UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

## 1. BACKGROUND

Created in 1966, the UNDP is a subsidiary organ of the United Nations. Its creation has its origins in the notion that peace and human safety are inseparable from development. The UNDP's objectives are thus sustainable human development and the eradication of poverty.

In addition, the UNDP runs the United Nations Volunteer Program, UNIFEM (United Nations Development Fund For Women), and UNCDF (United Nations Capital Development Fund). The UNDP has its headquarters in New York, and offices in Geneva, Brussels, Tokyo and Washington, DC.

*“At the Millennium Summit, the leaders of UN member States committed to reducing poverty by half by 2015. The UNDP was charged with making sure that these commitments are achieved. It aims primarily to provide developing countries with knowledge-based guidance and to train national, regional, and international coalitions in furtherance of change.”*

In the cluster approach, the UNDP is the early recovery cluster lead.

## 2. STRUCTURE AND RESOURCES

### 2.1 EXECUTIVE

*“The UNDP Executive Board is made up of representatives from 36 countries around the world who serve on a rotating basis. Through its Bureau, consisting of representatives from five regional groups, the Board oversees and supports the activities of UNDP, ensuring that the organization remains responsive to the evolving needs of programme countries.”*

*“The UNDP Administrator is the third highest ranking official in the United Nations System after the Secretary-General and the Deputy Secretary-General. He is appointed by the Secretary-General and confirmed by the General Assembly for a term of four years.”*

The Associate Administrator is named by the UN Secretary-General. He bears the title of Under-Secretary.

## 2.2 PERSONNEL

UNDP has a presence in 166 countries. It has 135 offices throughout the world. In 2005, there were 5,382 United Nations volunteers in the field.

## 2.3 COOPERATION WITH CIVIL SOCIETY

*“UNDP, as the UN global development network, engages with civil society organizations (CSOs) at all levels to promote the Millennium Development Goals (MDGs) and support people in their efforts to build a better life. UNDP encourages political dialog between governments, CSOs and donors, and campaigns for the establishment of legal and regulatory frameworks that allow CSOs to contribute to the development process. UNDP also helps CSOs develop their own expertise by offering them access to the knowledge, experience, and resources of the world’s various countries and regions, including those of other CSOs.”*

## 2.4 2004 BUDGET

The UNDP has three sources of revenue: the regular contributions of the donor States (€389 million); voluntary, one-time contributions from these same donors (€925 million); and local government resources of the countries where UNDP acts, and which it is responsible for administering (€868 million). In total, the 2004 budget for the UNDP proper was €2,182 million.

If we add the UNIFEM (United Nations Development Fund For Women), UNCDF (United Nations Capital Development Fund) and United Nations Volunteer Program funds, the UNDP’s total resources total €3.5 billion.

## 3. AREAS OF INTERVENTION

In addition to oversight of the Millennium Development Goals, UNDP, for the year 2005, had five “*priority practice areas*” (total anticipated: €2.34 billion):

- Democratic governance (€1,090 million - 47%)
- Poverty reduction (€581 million - 25%)

- Crisis prevention and recovery (€292 million – 12%)
- Energy and environment (€255 million – 12%)
- HIV/AIDS (€126 million – 5%)

*“In addition, UNDP promotes South-South cooperation and the empowerment of women.”*

## III. INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT

### THE MOVEMENT<sup>15</sup>

#### 1. BACKGROUND

##### 1.1 HISTORY OF THE MOVEMENT

The “*International Committee for Relief to the Wounded*” was founded in Geneva in 1863, at the instigation of Henry Dunant (1828-1910). Sixteen countries and four philanthropic organizations gathered in Geneva to plan the creation, in peacetime, of relief societies whose nurses would be ready to care for the wounded in wartime. An international agreement was adopted to recognize and protect the volunteers who would be called upon to assist the military medical services.<sup>16</sup> In 1864, the Red Cross on a white field “*became the protective emblem and allowed the establishment of national committees for the relief of military wounded.*”

The “*Geneva Convention for the Amelioration of the Condition of the Wounded in Armies in the Field*” was adopted in 1864 at a Diplomatic Conference. The treaty is characterized by “*permanent, written, universally applicable norms protecting victims of conflict; a multilateral treaty open to all States; the obligation to give care, without discrimination, to wounded and sick military personnel; respect for medical personnel, as well as medical supplies and equipment, marked by an emblem (a red cross on a white field).*” The Convention was revised and expanded in 1906 and 1929, and then again after World War II.

In 1876, the International Committee became the International Committee of the Red Cross (ICRC). This year also marked the first time the symbol of the Red Crescent was used by the Ottoman Empire. In 1919, the “*League of Red Cross Societies*” was created. In 1928, the statutes of the International Red

15. [www.redcross.int](http://www.redcross.int); [www.icrc.org](http://www.icrc.org); [www.ifrc.org](http://www.ifrc.org)

16. See *Dictionnaire pratique des ONG*, ERubio, Editions Ellipses



Cross, containing “recognition of [the] respective mandates of the ICRC and League, and creation of an International Council,” were adopted.

In the aftermath of the Second World War, the four so-called 1949 Geneva Conventions were adopted (For the Amelioration of the Condition of the Wounded and Sick in Armed Forces in the Field; For the Amelioration of the Condition of Wounded, Sick and Shipwrecked Members of Armed Forces at Sea; Relative to the Treatment of Prisoners of War; and Relative to the Protection of Civilian Persons in Time of War). These codified the laws of war, and thus constitute the core of humanitarian law. By 1960, there were 100 International Red Cross national societies. To respond to new wars (especially wars for colonial independence), two Protocols were added in 1977 (one relating to the Protection of Victims of International Armed Conflicts, and the second relating to the Protection of Victims of Non-International Armed Conflicts). The Conventions and their Protocols codify not only assistance and protection of civilians, but also the conduct of hostilities, the methods of war, and the responsibility of the warring parties.

In 1965, the fundamental principles of the Red Cross—humanity, impartiality, neutrality, independence, voluntary service, unity, universality—were declared. In 1981, respect for human rights emerged as “a central issue for the International Red Cross.” In 1983, the League of Red Cross Societies changed its name to become the “League of Red Cross and Red Crescent Societies,” and in 1991 it became the “International Federation of Red Cross and Red Crescent Societies.”

In 1986, in Geneva, the statutes of the “International Red Cross and Red Crescent Movement” were adopted. They incorporated the fundamental principles declared in 1965.

In December 2005, a third Protocol additional to the Geneva Conventions was adopted, adding another emblem to the Red Cross and Red Crescent. “The additional emblem, known as the red crystal, will provide a comprehensive and lasting solution to the emblem question. It will appear as a red frame in the shape of a square on edge, on a white background, and is free from any religious, political or other connotation.”

In 1901, Henry Dunant was awarded history's first Nobel Peace Prize. The ICRC received it in 1917 and in 1944. And in 1963, the Nobel Peace Prize was awarded jointly to the ICRC and the League of Red Cross Societies.

## 1.2 MISSION AND PRINCIPLES

*“The National Red Cross and Red Crescent Societies, the International Committee of the Red Cross and the International Federation of Red Cross and Red Crescent Societies together constitute a humanitarian movement whose mission is:*

- *to prevent and alleviate human suffering wherever it may be found,*
- *to protect life and health and ensure respect for the human being, in particular in times of armed conflict and other emergencies,*
- *to work for the prevention of disease and for the promotion of health and social welfare,*
- *to encourage voluntary service and a constant readiness to give help by the members of the Movement, and a universal sense of solidarity towards all those in need of its protection and assistance.”*

The Movement is guided by its “Fundamental Principles.” Proclaimed for the first time in 1965, they were incorporated into the Movement's statutes in 1986:

- **“Humanity:** *the international movement of the Red Cross and Red Crescent, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours – in its international and national capacity – to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, co-operation and lasting peace amongst all peoples.*
- **Impartiality:** *the movement makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours only to relieve suffering, giving priority to the most urgent cases of distress.*
- **Neutrality:** *In order to continue to enjoy the confidence of all, the movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.*
- **Independence:** *The movement is independent. The National Societies, while auxiliaries in the humanitarian services of their Governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the movement's principles.*

- **Voluntary service:** *The movement is a voluntary relief organization not prompted in any manner by desire for gain.*
- **Unity:** *There can be only one Red Cross [or Red Crescent] Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.*
- **Universality:** *The International Red Cross and Red Crescent movement is a world-wide institution in which all Societies have equal status and share equal responsibilities and duties in helping each other.”*

## 2. THE MOVEMENT'S DECISION-MAKING BODIES

### 2.1 THE MOVEMENT'S THREE COMPONENTS

The three components *“are independent organizations. Each has its own status and exercises no authority over the others.”*

There were 183 Red Cross and Red Crescent National Societies in 2006. Formed in signatory countries of the Geneva Conventions, they embody the work and principles of the Movement. They *“act as auxiliaries to the public authorities of their own countries in the humanitarian field and provide a range of services including disaster relief, health and social programmes. During wartime, National Societies assist the affected civilian population and support the army medical services where appropriate.”*<sup>17</sup>

The International Committee of the Red Cross (ICRC) is the founding body of the International Red Cross and Red Crescent Movement. It has the *“exclusively humanitarian mission is to protect the lives and dignity of victims of war and internal violence and to provide them with assistance. It also endeavours to prevent suffering by promoting and strengthening humanitarian law and universal humanitarian principles.”* Its headquarters are in Geneva.

The International Federation of Red Cross and Red Crescent Societies (IFRC), founded in 1919, *“works on the basis of the Principles of the Red Cross and Red Crescent Movement to inspire, facilitate and promote all humanitarian activities carried out by its member National Societies to improve the situation of the most vulnerable people. [...] It acts as the official representative of its member Societies in the international field.”* Its headquarters are in Geneva.

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17. See Dictionnaire pratique des ONG, F Rubio, Editions Ellipses

## 2.2 THE MOVEMENT'S DECISION-MAKING BODIES

### 2.2.1 The International Conference

The International Conference of the Red Cross and Red Crescent is the “supreme deliberative body for the Movement. [...] Normally it is held every four years.”

It contributes “to the Movement’s unity, as well as to fulfilment of its mission in strict respect for the fundamental principles, [...] respect for and development of international humanitarian law and other international conventions of particular interest to the movement.”

The conference brings together members of the International Committee of the Red Cross (ICRC), the International Federation of Red Cross and Red Crescent Societies, and State parties to the Geneva conventions (188 in 2006). Each delegation has one vote. Observers (governmental, non-governmental, regional and international organizations) may attend the conference, but are not entitled to vote.

### 2.2.2 The Council of Delegates

“The Council of Delegates of the International Red Cross and Red Crescent Movement is the body where the representatives of the Movement’s components gather to debate issues of concern to the Movement as a whole.” Council members are the delegations from the National Societies, the International Committee, and the International Federation. Each delegation has one vote.

The Council meets prior to the start of the International Conference, and during each of the Federation’s General Assemblies (every two years). In addition, it may meet at the request of one of the Movement’s components, or on its own initiative.

### 2.2.3 The Standing Commission

“Between conferences, the Standing Commission acts as the trustee for the International Conference.” It has nine members: five members from different National Societies, two representatives of the International Committee, and two representatives of the Federation. Its headquarters are in Geneva, and it holds at least two regular sessions a year.

*“The Standing Commission makes arrangements for the next Conference: it establishes the program, prepares the provisional agenda and submits it to the Council of Delegates, and draws up the list of observers.”* Between International Conferences, the Commission settles *“any difference of opinion which may arise as to the interpretation and application of the present Statutes and of the Rules of Procedure”* and *“any question which may be submitted to it by the International Committee or the Federation in connection with any difference which may arise between them.”*

## **2.3 DIVISION OF OPERATIONAL RESPONSIBILITY**

### **2.3.1 The lead agency concept**

The Seville Agreement, signed in 1997, *“establishes clear guidelines for the performance of tasks by Movement members, using the specific areas of competence and the complementary capacities of each to best effect.”* The agreement *“applies to all those international activities which, under the Movement’s Statutes, the components are called upon to carry out in close collaboration.”*

It establishes the *“lead agency”* concept, which *“applies primarily in emergency situations [...] where rapid, coherent and effective relief is required in response to the large-scale needs of the victims...”*

*“The lead agency concept is an organizational tool for managing international operational activities. In a given situation, one organization is entrusted with the function of lead agency. That organization carries out the general direction and coordination of the international operational activities.”*

### **2.3.2 Situations requiring a lead agency**

Situations in which a lead agency exercises its responsibility are *“international and non-international armed conflicts, internal strife and their direct results, within the meaning of the Geneva Conventions and their Additional Protocols and the Statutes of the Movement.”*

The ICRC is the lead agency for *“situations of armed conflict”* and for *“direct results of a conflict,”* that is, beyond the cessation of hostilities, *“situations where victims of a conflict remain in need of relief until a general restoration of peace has been achieved.”* The ICRC is also responsible in *“armed conflict concomitant with natural or technological disasters.”*

The Federation is the lead agency for “direct results of a conflict” when “general restoration of peace has been achieved, hence the intervention of the ICRC [...] is no longer required but victims remain in need of relief during the post-conflict period, especially within the context of reconstruction and rehabilitation programmes.” The Federation is responsible for the direct results of a conflict in “situations in which victims of a conflict are to be found on the territory of a State which is neither party to a conflict nor affected by internal strife, especially following a large scale movement of refugees.” In “natural or technological disasters and other emergency and disaster situations in peace time which require resources exceeding those of the operating National Society and thus call upon the Principles and Rules for Red Cross and Red Crescent Disaster Relief,” the lead agency is again the Federation.

“A National Society may undertake the functions of lead agency necessary for the coordination of international relief assistance within its own territory subject to the concurrence of the ICRC or the Federation, as the case may be...”

### 2.3.3 Lead agency responsibilities

The role of lead agency carries with it the following general responsibilities:

- “to define the general objectives of the international relief operation based on access to the victims and on an impartial assessment of their needs;
- to direct the implementation of these objectives;
- to coordinate international Red Cross and Red Crescent relief operations with the humanitarian activities of other organizations (governmental or non-governmental) where this is in the interest of the victims and is in accordance with the Fundamental Principles [of the International Movement];
- to act as a spokesman for the international relief action and to formulate the Red Cross and Red Crescent partners’ response to public interest;
- to promote, by means of project delegations, bilateral or multilateral cooperation agreements between participating and operating National Societies.”

The specific responsibilities of the ICRC as lead agency are:

- “to establish and maintain relations and contacts with all the parties to the conflict;
- to assume ultimate responsibility for international relief operations vis-à-vis the parties to the conflict and the community of States party to the Geneva Conventions;
- to ensure respect for the rules in force relating to the use of the red cross and red crescent emblems for protective purposes;
- to draw up, in consultation with the National Societies concerned, public statements relating to the progress of the relief operation.”

The specific responsibilities of the Federation as lead agency:

- *“to ensure that the participating and the operating National Societies comply with the Principles and Rules for Red Cross and Red Crescent Disaster Relief [...] and the Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations in Disaster Relief;*
- *to offer the National Societies rapid information on disasters in order to permit mobilization and coordination of all possible forms of relief;*
- *to promote, beyond the emergency phase, the establishment and the development of rehabilitation and reconstruction programmes, and to mobilize for this purpose the support of National Societies of other countries.”*

## INTERNATIONAL COMMITTEE OF THE RED CROSS (ICRC)

### 1. BACKGROUND

Founded in Geneva in 1863, the ICRC, “formally recognized in the Geneva Conventions and by International Conferences of the Red Cross, is an independent humanitarian organization having a status of its own.” Its emblem is a red cross on a white field, and its motto is *inter arma caritas* (“In War, Charity”).

#### 1.1 STATUS

The ICRC is a private organization constituted in accordance with the Swiss Civil Code. Its functions and activities in providing protection and assistance to victims of armed conflict result directly from the mandate given it by the States parties to the Geneva Conventions.

*“The International Committee of the Red Cross is an impartial, neutral and independent organization with an exclusively humanitarian mission to protect the lives and dignity of victims of war and internal violence and to provide them with assistance. It directs and coordinates in situations of conflict the international relief activities conducted by the International Movement of the Red Cross and Red Crescent. It also endeavours to prevent suffering by promoting and strengthening humanitarian law and universal humanitarian principles.”*

Being at the origin of the drafting of international humanitarian law, the ICRC is recognized by the States, according to the Conventions and its statutes, as a neutral and impartial intermediary in armed conflicts, responsible for defending the rights of military and civilian victims of conflict.

Its headquarters are in Geneva. It has four representative offices—in Brussels, Paris, New York, and Washington, DC. The ICRC has had observer status at the UN General Assembly since 1990.

#### 1.2 MANDATE

Under the Geneva Conventions, the ICRC has a certain number of obligations in situations of armed conflict. By its own statutes, the ICRC has assumed a



mandate to undertake similar work in situations of internal violence, where the Geneva Conventions do not apply.

The ICRC is exclusively mandated by the Geneva Conventions and its own Statutes to:

- Visit places of internment: *“The delegates of the International Committee of the Red Cross [...] shall have permission to go to all places where prisoners of war [and interned civilians] may be, particularly to places of internment, imprisonment and labour.”*
- Restore family links by *“forwarding family messages and other information [...], inquiring into the whereabouts of missing persons [...], and reuniting dispersed families.”* The ICRC’s Central Tracing Agency is responsible for these activities.
- Monitor the application of the Conventions: The role of the ICRC is, in particular, *“to work for the faithful application of international humanitarian law applicable in armed conflicts and to take cognizance of any complaints based on alleged breaches of that law.”*
- Disseminate humanitarian law: *“As the promoter and guardian of international humanitarian law, the ICRC must encourage respect for the law. It does so by spreading knowledge of the humanitarian rules and by reminding parties to conflicts of their obligations.”*

In its Statutes, revised and adopted in 1998, the ICRC assumed as an objective *“to maintain and disseminate the Fundamental Principles of the Movement [...], to endeavour at all times – as a neutral institution whose humanitarian work is carried out particularly in time of international and other armed conflicts or internal strife – to ensure the protection of and assistance to military and civilian victims [...], to contribute, in anticipation of armed conflicts, to the training of medical personnel and the preparation of medical equipment, in cooperation with the National Societies, the military and civilian medical services and other competent authorities.”*

## **2. STRUCTURE AND RESOURCES**

### **2.1 EXECUTIVE**

The Assembly is composed of members recruited by co-option from among the Swiss citizenry (between 15 and 25). *“The Assembly is the supreme governing body of the ICRC. It oversees all the ICRC’s activities. It formulates policy, defines*

*general objectives and institutional strategy, and approves the budget and accounts. [...] Composed of the members of the ICRC, it is collegial in character. Its President and two Vice-Presidents are the President and Vice-Presidents of the ICRC.”*

The Assembly Council is composed of five members, elected by the Assembly. It prepares the Assembly's activities and makes decisions on strategic options relating to funding, personnel, and communication; it serves as a link between the Directorate and the Assembly. It is chaired by the President of the ICRC.

The President has primary responsibility for the organization's external relations. In close cooperation with the Directorate General, he conducts the ICRC's humanitarian diplomacy. Internally, he sees to the cohesion, smooth operation and development of the organization.

The Directorate is made up of the Director-General and five Directors (for Operations, Human Resources, Resources and Operational Support, Communication, and International Law and Cooperation within the Movement) appointed by the Assembly for a four-year term. It is the ICRC's executive body, responsible for applying the general objectives and the institutional strategy defined by the Assembly.

The Internal Audit has an internal monitoring function independent of the Directorate. It reports directly to the Assembly.

## 2.2 DELEGATIONS

There are 21 regional delegations, distributed geographically throughout the world (e.g., Western Africa, Horn of Africa, Middle East, etc.) The mission of the regional delegates is to establish trust between all parties to a conflict, and explain the ICRC's work; it is a humanitarian diplomacy function. In addition, regional delegations serve as a link between the operational delegations and headquarters.

The operational delegations and missions ensure the ICRC's permanent presence in the field. In 2004, there were 26 of them in Africa, 17 in Asia, 25 in Europe and the Americas, and 11 in the Middle East and North Africa.

## 2.3 PERSONNEL

At headquarters: 800 salaried employees.

In the field: 1,400 specialists and delegates, 11,000 local employees.

## 3. AREAS OF INTERVENTION

### 3.1 THE ICRC DIVIDES ITS OPERATIONS INTO FOUR ACTIVITY AREAS:

Protection is the central activity of the ICRC mandate. It provides protection for victims of armed conflict and other emergencies. Within this area one finds “*protection of detainees, protection of civilians, and preservation of family links.*”

Assistance is focused on health, food security, and water and habitat. “*The aim is to preserve or restore acceptable living conditions for civilians, the sick and wounded (both military and civilian), and people deprived of their freedom.*”

Prevention activities aim to prevent, anticipate, and reduce the suffering of those affected by armed conflict. To this end, the ICRC implements projects for developing international humanitarian law and disseminating and monitoring the application of the Geneva Conventions; public relations and communication programs; and programs aimed at prohibiting or restricting the use of certain weapons (landmines, for example).

Cooperation with the National Red Cross and Red Crescent Societies has as its aim the promotion and capacity building of National Societies in the areas of assistance, restoring family links, and promotion of international law.

### 3.2 BREAKDOWN OF EXPENDITURES (IN MILLIONS OF EUROS) BY AREA OF INTERVENTION:

	2000	2001	2002	2003	2004	%
Protection	74	80	84	94	97	17 %
Assistance	327	273	280	309	242	55 %
Prevention	65	73	74	78	78	14 %
Cooperation with NSs	31	33	38	40	40	7 %
Général <sup>18</sup>	55	36	39	34	33	7 %
<b>TOTAL</b>	<b>552</b>	<b>495</b>	<b>515</b>	<b>555</b>	<b>490</b>	

### 3.3 GEOGRAPHIC BREAKDOWN OF EXPENDITURES (IN MILLIONS OF EUROS):

	2000	2001	2002	2003	2004
Africa	202	176	160	188	205
Asia and Pacific	81	86	112	78	75
South America and the Caribbean	31	28	29	25	83
Europe and North America	143	105	66	61	
Middle East and North Africa	32	32	55	108	60
<b>Total annual budget</b>	<b>489</b>	<b>427</b>	<b>422</b>	<b>460</b>	<b>423</b>

18. The 'general' line on the table includes delegation expenditures for certain of their activities that are not included under operational expenses (management, audits, internal strategy etc.).

# INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

## 1. BACKGROUND

The Federation was founded in Paris in 1919, at the conclusion of an international medical conference held on the initiative of Henry Davison (chairman of the American Red Cross War Council). “[*The First World*] war had shown a need for close cooperation between Red Cross Societies [...]”

### 1.1 CONSTITUTION

“*The Federation is one component of the International Red Cross and Red Crescent Movement. [...] It affirms its adherence to the Movement’s Fundamental Principles.*” The Federation has its own Constitution (revised and adopted by its General Assembly in 1987, 1991 and 1999). Its headquarters are in Geneva, and its motto is *Per humanitatem ad pacem* (“*Through humanity to peace*”).

In 2006, the Federation had 185 member Societies. “*The National Societies form the basic units and constitute a vital force of the Movement.*” They have special legal status based in international humanitarian law.

“*National Societies act as auxiliaries to the public authorities of their own countries in the humanitarian field...*” The State and the National Society have a partnership relationship that includes “*the participation of the National Society in carrying out tasks for which the State is responsible under international humanitarian law, and the State’s use of National Society medical personnel, placed at the disposal of military medical services, in strict accordance with the First Geneva Convention.*”

“*The fundamental standard for evaluating the status as an auxiliary of the public authorities resides in the possibility, or impossibility, for the National Society to act in accordance with the principles of humanity and impartiality and with the goal intended by the principle of neutrality (maintaining the trust of all parties).*”

### 1.2 MANDATE

“*The general object of the Federation is to inspire, encourage, facilitate, and promote at all times all forms of humanitarian activities by the member Societies with a view*

to preventing and alleviating human suffering and thereby contributing to the maintenance and the promotion of peace in the world.” The functions of the Federation therefore include:

- “to act as the permanent body of liaison, co-ordination and study among the member Societies and to give them assistance;
- to encourage and promote in every country the establishment and development of an independent and duly recognised National Society;
- to bring relief by all available means to all disaster victims;
- to assist the National Societies in their disaster preparedness, in the organisation of their relief actions and in the relief operations themselves;
- to organise, co-ordinate and direct international relief actions in accordance with the “Principles and Rules for Red Cross and Red Crescent Disaster Relief” adopted by the International Conference;
- to be the official representative of the member Societies in the international field [...];
- to bring relief to victims of armed conflicts, [...] in accordance with the agreements concluded with other components of the Movement.”

In each country the Federation shall act through or in agreement with the National Society and in conformity with the laws of that country.

### 1.3 RIGHTS AND DUTIES OF MEMBER SOCIETIES

Each National Red Cross and Red Crescent Society accepted as a member of the Federation has the right “to be represented at and to participate in the work of the [Federation] Assembly with the right to vote [...], to stand for election, and to nominate candidates, to all official bodies of the Federation, and to request the Federation to provide representation in the international field.”

The duties of each member Society are “to apply the decisions adopted by the Assembly and by the Board [of the Federation], to remit an annual contribution to the Federation approved by the Assembly, and to transmit to the Federation, through the Secretary General, its annual reports, including financial statements.”

## **2. STRUCTURE AND RESOURCES**

### **2.1 FEDERATION GOVERNING BODIES**

The General Assembly is the decision-making body. It meets every two years, and is made up of representatives from all the member Societies. It decides on the Federation's general policy and appoints its Secretary-General. It elects the President of the Federation and the Governing Board.

The Governing Board runs the Federation between Assembly sessions. It consists of the president, the four vice-presidents, twenty representatives from the member Societies, and the chairman of the Finance Commission. Its headquarters are in Geneva.

The Finance Commission gives an opinion on all financial questions concerning the Federation. It is composed of a president and nine members elected by the General Assembly. Its headquarters are in Geneva.

The Secretariat and its delegations constitute the Federation's executive body. The Secretary-General is the organization's highest ranking officer. The headquarters of the Secretariat are in Geneva. In 2006, there were 14 regional offices around the world, and delegations in 63 countries. There are two regional logistics centers for operational needs.

National Societies have their own statutes, and are bound to the Federation by membership. They are active at both the decision-making and operational level.

### **2.2 FINANCIAL RESOURCES**

#### **2.2.1 The Federation budget**

The Federation receives statutory contributions (member society dues) and voluntary contributions from national societies, States, and public and private organizations

**Change in Federation revenues (in millions of euros):**

		2000	2001	2002	2003
Statutory contributions		14	19	16	15
Voluntary contributions	<i>From the National Societies</i>	80	51	38	36
	<i>From States and public organizations</i>	100	96	86	76
	<i>Other sources</i>	8	8	9	6
	<b>TOTAL</b>	<b>202</b>	<b>174</b>	<b>149</b>	<b>133</b>

**2.2.2 National Society resources**

Together, the 185 National Societies have 97 million members and volunteers, 300,000 employees, and provide assistance to “*some 233 million beneficiaries each year.*”

Their budgets range from 2 million to several billion euros.

**3. AREAS OF INTERVENTION**

At the 1999 General Assembly, the Federation adopted a strategy plan to guide its action from 2000 to 2010. “Strategy 2010” defines programs focused on four “core areas:”

- “- *promotion of the Movement's Fundamental Principles and humanitarian values;*
- *disaster response;*
- *disaster preparedness; and*
- *health and care in the community.*”

**3.1 INTERVENTION METHODS FOR DISASTER RESPONSE**

Emergency response units (ERU) were created to increase the speed and effectiveness of Federation disaster response. Each includes three to six professionals (doctors, nurses, engineers and technicians). There were about 20 ERUs in 2006, based at their home National Society. The decision to deploy one or more ERUs is made by the director of the Federation's Disaster Management and Coordination division. There are six types of ERU:

“*basic health care, logistics, water and sanitation, field hospitals (120 to 150 beds), telecommunications and relief.*” “*Field assessment and coordination teams (FACTs)*”



are a concept developed in collaboration with the UN Office for the Coordination of Humanitarian Affairs (OCHA). In 2006, there were about 200 people in FACT teams, including specialists in “relief, logistics, health, nutrition, public health and epidemiology, water and sanitation, finance, administration, psychological support [...]” They can be mobilized within 12 to 24 hours for a deployment of two to four weeks. FACT teams “may request Emergency Response Units (ERUs) and coordinate their deployment...” The division in charge of disaster management decides on the composition of the team.

The “Disaster relief emergency fund (DREF)” is a reserve fund with no specific allocation, which can be made available immediately for emergency use. It is managed by the Disaster Management and Coordination division.

### 3.2 HEALTH

In Strategy 2010, the Federation took on the goal of establishing common strategies between the National Red Cross and Red Crescent Societies. With the goal of improving the lives of vulnerable people, the plan defines three main strategic directions:

- Advocacy: public health-centered education campaigns aimed at decision-makers. “Particular attention will be paid to HIV/AIDS [...] and, more generally, to mobilizing the international community to promote more equitable access to health care.”
- Better health care services within the community;
- A broader intervention during crises, when the health system is weakened or ineffective due to a natural disaster: “National Societies will take, on a temporary basis, a more comprehensive approach to healthcare while advocating and supporting coverage by the formal systems.”

### 3.3 NATIONAL SOCIETY OPERATIONS

The National Societies’ national programs “address both immediate and long-term needs and include:

- emergency shelter, food and medicine;
- water and sanitation;
- restoring family contact for disaster victims;

- *disaster preparedness;*
- *community-based health and care;*
- *first aid training and activities;*
- *control and prevention of diseases;*
- *HIV/AIDS prevention;*
- *blood donor recruitment, collection and supply;*
- *youth and volunteer activities.”*

With the Federation's help and coordination, each member Society can participate in international programs.

## IV. NON-GOVERNMENTAL RELIEF ORGANIZATIONS

### **ACTION CONTRE LA FAIM/ACTION AGAINST HUNGER (ACF)<sup>19</sup>**

#### **1. BACKGROUND**

##### **1.1 HISTORY**

Action internationale contre la faim (AICF, Action Against Hunger) was founded in 1979, in the context of the Afghan crisis, by a group of French intellectuals, including doctors, journalists and writers. “While hunger had been addressed in general campaigns against poverty and poor public health, ACF was established specifically to combat hunger worldwide.” The first missions were deployed in the 1980s in Pakistan (aid for Afghan refugees), Uganda (Sudanese refugees), and in Ethiopia.

In 1994, the French Conseil d'Etat recognized AICF to be of utilité publique [*“public benefit,”* thus giving it special tax status]. In 1996, the organization changed its name to become Action Contre la Faim (ACF). It opened headquarters in London and Madrid in 1995, and in New York in 1997.

In 2000, ACF withdrew from North Korea to “denounce its manipulation of international aid.” In 2003, ACF “intervened in Iraq and in the Darfur region, at the heart of the new millennium’s most violent conflicts.” In 2004, ACF was present in about forty countries.

##### **1.2 MANDATE**

ACF “is a non-governmental, non-political, non-religious, non-profit organisation.” Its aim is to “combat hunger through emergency interventions, then promote the self-sufficiency of beneficiary populations through post-emergency and rehabilitation programs.”

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19. [www.actioncontrelafaim.org](http://www.actioncontrelafaim.org)

In 2001, ACF set up and formalized a new activity: *“témoignage and advocacy, aimed at national and international institutions, in an attempt to change certain situations.”* *“The goal of all Action Against Hunger programmes is to enable beneficiaries to regain their autonomy and self-sufficiency as quickly as possible.”*

ACF adheres to the principles of independence, neutrality, non-discrimination, free and direct access to victims, professionalism and transparency.

## 2. STRUCTURE AND RESOURCES

### 2.1 EXECUTIVE

The General Assembly (GA) brings association members (337 in 2005) together once a year. It approves the policy and financial report for the current year, and elects, by thirds, the Board of Directors for a three-year term.

The Board of Directors is made up of 22 volunteer members from a wide range of professions, who elect an association president from among their ranks. The Board defines the association's political and strategic direction. It meets every two months.

### 2.2 BUDGET

In 2004, ACF-France had a budget of €41 million—32% from private funds, and 65% from grants and other public support. Its largest institutional donors are ECHO (47%) and USAID (17%). Seventy-nine percent of the organization's resources go to funding its humanitarian work.

### 2.3 PERSONNEL

In 2004, ACF-France had 3,200 local employees, 225 expatriates, 90 volunteers and 81 paid headquarters staff in Paris.

### 3. AREAS OF INTERVENTION

#### 3.1 ACTIVITIES

- Nutrition: *“evaluation, prevention and treatment of acute malnutrition in the most vulnerable populations (children and pregnant or nursing women, in particular).”*
- Food security: created in 1995, this technical department aims, through its programs, *“to respond directly to food shortages via food distributions, and to give beneficiaries the means to take care of their own needs.”*
- Health: *“malnutrition weakens the entire body; it’s not enough to feed, you must also treat.”* ACF’s medical programs might be part of emergency or post-emergency nutritional rescue efforts, or stand alone, as primary health care programs.
- Water and sanitation: ACF provides populations in precarious situations access to safe drinking water and a to clean, healthy environment. *“The action strategy depends on the context, on whether the teams are confronted with an emergency or rehabilitation situation.”*
- Advocacy and témoignage is the association’s fifth priority area: *“in 2005, the United Nations Economic and Social Council (ECOSOC) accorded ACF consultative status with the Human Rights Commission (Geneva).”*<sup>20</sup>

#### 3.2 PROGRAMS

In 2004, ACF International intervened in 42 countries. The French and Spanish sections had the greatest number of programs (20 and 17, respectively). Program context is categorized as follows:

- *“Countries affected by major humanitarian crises (e.g. Haiti, Sudan);*
- *Countries in a fragile peace process (e.g. Afghanistan, Burundi, Liberia)*
- *Countries in a situation of continuous insecurity (e.g. Côte d’Ivoire, Somalia, North Caucasus);*
- *Countries with persistent humanitarian crises (e.g. Ethiopia, Mongolia, Zimbabwe, Nepal).*
- *Populations victim to discrimination (e.g. Laos, Burma) ;*
- *Countries in a very gradual process of reconstruction (e.g. Sierra Leone, Cambodia).*
- *Countries affected by natural disaster (e.g. Sri Lanka, Indonesia).”*

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20. [www.un.org](http://www.un.org)

## CARE INTERNATIONAL<sup>21</sup>

### 1. BACKGROUND

#### 1.1 HISTORY

Founded in the United States in 1945, CARE began as a group of North American lay and religious organizations that combined forces to distribute packages to European populations affected by World War II. At the time of its creation, CARE stood for Cooperative for American Remittances to Europe.

In the 1960s, CARE became an international network, expanding its role to serve the poorest populations throughout the world. While the organization kept the same acronym, its name changed to “*Cooperative for Assistance and Relief Everywhere.*”

In 2006, CARE International was present in 70 countries, and had 12 members: Australia, Austria, Canada, Denmark, France, Germany, Holland, Japan, Norway, Thailand, the United Kingdom, and the United States.

#### 1.2 MANDATE

CARE “*serve[s] individuals and families in the poorest communities*” in order to build “*a world of hope, tolerance and social justice, where poverty has been overcome and people live in dignity and security.*”

“*CARE International pursues its mandate with an approach that is:*

- *Participatory: communities are involved in all phases of a project, from identification to management.*
- *Decentralized: it is the countries themselves that approach CARE International to request support in implementing a project that they have identified.*
- *Multi-sectoral: CARE International is involved on all fronts in the war against poverty: education, human rights, health, HIV/AIDS, food security, water and sanitation, environmental protection, economic development, and micro-credit.*
- *Professional: CARE has chosen to work only with humanitarian professionals; all agents in the field receive a salary.*”

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21. [www.careinternational.org](http://www.careinternational.org) ; [www.carefrance.org](http://www.carefrance.org)

## 2. STRUCTURE AND RESOURCES

### 2.1 CARE INTERNATIONAL

CARE International is a network of twelve member organizations, *“each established in a different country according to the national laws in force.”*

The International Office, made up of two representatives from each member organization, *“meets twice a year to set the organization’s general course. It decides on whether to open and close country programs.”*

The International Secretariat (IS), based in Geneva, coordinates the member organizations in carrying out their programs. It also has representation offices in New York and Brussels, *“to ensure that the network’s and beneficiaries’ voices are heard by international institutions.”* The members contribute *“technical expertise, expatriate human resources, financing, management control, and assistance with advocacy and field communication.”*

For each country in which CARE operates, the International Office designates one of the twelve members to head the Country Office (CO). The other members act only as support, and are coordinated by the lead member. The latter is in charge in all areas: operations, human resources, and financial resources.

### 2.2 BUDGET

In 2005, CARE International had a total budget of €489 million. CARE-USA, the largest operational center, had a budget of €313 million, i.e. nearly two thirds of the total budget. CARE-UK was second, with a budget of €41.5 million; the budgets of other nine members ranged from €3 million to €11 million.

USAID is the organization’s largest donor; in 2005 it gave €208 million, or 42% of the CARE International budget. Funds collected from private individuals and businesses in the United States accounted for 23% of the budget, or €113 million.

## 2.3 PERSONNEL

350 expatriates and 10,000 associates, “95% of them in the field.”

## 3. AREAS OF INTERVENTION

In 2005, CARE International carried out 700 projects in 70 countries, “each project aimed at ensuring sustainable development.”

### 3.1 PRINCIPLES OF INTERVENTION

For CARE International, “eliminating poverty involves a comprehensive approach: it is not a matter of responding to one need (access to water, health, etc.), but of giving households access to minimum standards for all of them. CARE intervenes in all of these areas.” According to CARE, the basic rights “are the household’s political, economic, and social rights: housing, education, economic security, health, food, environment, water, and community participation.”

### 3.2 SECTORS OF INTERVENTION

- “HIV/AIDS: CARE has chosen to incorporate AIDS activities into its other development programs. Project components: education and prevention, STD testing and treatment, psychosocial support and home care, support for local health care services and partners, advocacy and defending the rights of people living with AIDS, expanding access to care and treatment.”
- Food security: “the goal is to give each household sustainable access to food, no matter what the season or growing period.”
- Small Economic Activity Development (SEAD)
- Urban development
- Water and sanitation: “helping communities build and maintain safe drinking water and waste treatment systems. Expertise sharing between local NGOs and the private sector.”
- Health: “the primary beneficiaries are women and children.”
- Environment
- Education: economic aid to help parents cover the direct and indirect costs of children going to school. CARE emphasizes educational access for women and girls.
- Emergency relief: “floods, earthquakes, war, conflicts...”



- Human rights: *“advocacy to help bring tangible improvements in the lives of the most vulnerable families and communities, to combat discrimination in all its forms.”*

For 2005, 47% of CARE International’s operational spending went to programs that were *“multi-sectoral (included at least three of CARE’s sectors of intervention, with no single sector predominating)”*. Seventy percent of spending was allocated to development projects, and 30% to rehabilitation and emergency projects.

### 3.3 GEOGRAPHIC BREAKDOWN (2005)

Sub-Saharan Africa: 45 %

Asia: 27 %

Middle East/Eastern Europe: 20 %

Latin America and the Caribbean: 8 %

## CONCERN WORLDWIDE

### 1. BACKGROUND

#### 1.1 HISTORY

Africa Concern was born in 1968 by the joint efforts of an Irish pastor and bishop to charter a boat bound for Biafra. Several shipments of goods were sent. “Africa Concern” became “Concern” with the organization’s 1971 intervention in the Calcutta refugee camps. Concern USA was created in 1994. In 2006, Concern Worldwide conducts emergency and development projects in 26 countries. It has its headquarters in Dublin, and offices in Belfast, Glasgow and London. Concern USA is an affiliate organization with headquarters in New York.

#### 1.2 MANDATE

Concern’s “mission is to enable absolutely poor people to achieve major improvements in their lifestyles which are sustainable without ongoing support from Concern. To this end [Concern] will work with the poor themselves and with local and international partners who share [its] vision to create just and peaceful societies where the poor can exercise their fundamental rights.”

### 2. STRUCTURE AND RESOURCES

While registered in Ireland as Concern, the organization calls itself Concern Worldwide. Its subsidiaries are Concern Worldwide (UK), Concern Charity Trading Limited—which is registered in Ireland and raises funds—and Angkor Mikroheranhvatho Kampuchea Limited, which sets up micro-credit programs in Cambodia.

“Concern Worldwide (US) Inc. is a related, though operationally independent, organisation based in New York which supports the mission of Concern Worldwide by providing financial and human resources for programmes, recruiting expatriate staff, and raising awareness of Concern Worldwide and its mission. Concern Worldwide (US) Inc. is not controlled by Concern.”

## 2.1 THE COUNCIL

*“The Council of Concern is elected from the membership at each Annual General Meeting of Concern. The maximum number of Council members is 35 and one third of the members must retire from office each year (while remaining eligible for re-election). Council co-opts members of the organisation when necessary to maintain its full complement of members.”*

## 2.2 ALLIANCE 2015

*“Alliance 2015 is a partnership of six like-minded non-government organizations working in the field of development cooperation. The Alliance members are Cesvi from Italy, Concern from Ireland, Deutsche Welthungerhilfe from Germany, Hivos from the Netherlands, Ibis from Denmark and, since November 2003, People in Need from the Czech Republic. [...] The purpose of the Alliance is to fight poverty more effectively by cooperating on various levels, working together in developing countries as well as on campaigns to influence public and political opinion in Europe.”.*

## 2.3 BUDGET

In 2004, Concern Worldwide had €91 million, of which €43.7 million came from private donors and €35.3 million from public funding bodies. Its largest funding sources are the Irish government, the European Union and Concern Worldwide (USA).

# 3. AREAS OF INTERVENTION

## 3.1 NUTRITION

*“Community Therapeutic Care (CTC) is a new approach to managing severe malnutrition that Concern is currently researching with Valid International in Ethiopia, Malawi and Sudan. [...] CTC is an innovative approach, which is an alternative to traditional methods of dealing with malnutrition in therapeutic feeding centres (TFC). It is now believed that TFCs as the sole mode of treating severely malnourished people, during famine, is inappropriate and often counter-productive. A new concept of Community-based Therapeutic Care (CTC), aiming to maximise*

*access to the affected population at the same time as minimising risk through maintaining quality, is necessary to complement TFC interventions.”*

### 3.2 “CAPACITY BUILDING”

*“Capacity building is defined as an approach to programming which emphasises enabling and strengthening individuals, groups, organisations, networks and institutions to increase their ability to cope with crises and to contribute long-term to the elimination of poverty. (Concern Worldwide definition, 2001).”* Concern has three working priorities in this domain: child survival, rural development, and disaster preparedness.

# INTERNATIONAL RESCUE COMMITTEE (IRC)<sup>22</sup>

## 1. BACKGROUND

### 1.1 HISTORY

The International Rescue Committee (IRC) is an NGO founded in the United States in 1942 as a result of the merger of two organizations—the International Relief Association (created in 1933, at the suggestion of Albert Einstein, to “assist *Germans suffering under Hitler*”) and the Emergency Rescue Committee (formed in 1940 to “aid *European refugees trapped in Vichy France*”). In the 1990s, the organizational structure became international with the creation of “*affiliate organizations*.”

In 2005, IRC was present in 25 countries.

### 1.2 MANDATE

The IRC defines itself as “a *global leader in emergency relief, rehabilitation, protection of human rights, post-conflict development, resettlement services and advocacy for those uprooted or affected by conflict and oppression*.”

In the United States, IRC offices offer “*newly-arrived refugees free, immediate aid (housing, transportation, clothing, etc.) and guidance (translation, job counselling, training, administrative procedures, etc.)*”.

## 2. STRUCTURE AND RESOURCES

### 2.1 THE MOTHER ORGANIZATION

IRC headquarters are based in New York. They house all of the organization’s management offices—operational, administrative, and financial. There are sixteen resettlement offices in the U.S. “*They make possible IRC projects for those who come seeking refuge in the United States*.” Since 1995, IRC has developed an Emergency Response Unit, charged with rapid crisis assessment, which can

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22. [www.theirc.org](http://www.theirc.org)

decide to send an Emergency Response Team. The operations office is located at IRC headquarters.

## 2.2 AFFILIATES

IRC-UK is an independent organization that adheres to IRC's values and principles of intervention. In 2006, it supported emergency and reconstruction programs in 17 countries through its fundraising activities. Main IRC-UK donors: DFID, ECHO, and Irish Aid. It is also headquarters for the *“Post-Conflict Development Initiative, which focuses on setting up programs in communities trying to rebuild following armed conflict.”*

IRC-Belgium, based in Brussels, *“helps specific field programs receive funding from European institutions.”* The organization also *“collaborates with other European-based nongovernmental organizations on advocacy issues related to refugees and displaced people.”*

The IRC also has an office in Geneva, Switzerland, which is specifically concerned with the conduct of a joint project with the UNHCR. The Surge Project, which began in 2001, *“provides the UNHCR with experienced refugee protection personnel”*.

In 1989, IRC created the Women's Commission for Refugee Women and Children, an organization which works to *“improve the protection of refugee women, children and youth and their access to education and health services”*. The Commission also intervenes with other NGOs and UN bodies.

## 2.3 BUDGET

In 2004, IRC had a budget of €127 million, €104 million (80%) of which came from institutional grants. Expenditures in 2004 (€115 million total) were broken down as follows:

- International relief and assistance programs: €84 million (73%)
- Resettlement programs: €24 million (20%)
- Emergency response unit: €4 million (4%)
- Women's Commission for Refugee Women and Children: €3 million (3%).

Geographic breakdown of expenditures for international programs:

- Africa: 62%.
- Asia: 21%.
- Balkans, Caucasus, and other: 17%.

### 3. AREAS OF INTERVENTION

#### 3.1 INTERNATIONAL

*“International programs are aimed at helping displaced or refugee populations in emergencies. They are redefined once the situation has stabilized.”*

- Emergency response: *“responding to the urgent needs of populations fleeing armed conflict and oppression is one of IRC’s main jobs.”* The Emergency Response Unit focuses on medical treatment, supplying drinking water and food, sanitation, shelters and distribution of non-food items (blankets, cooking implements, tarpaulins, etc.).

- Health: *“During [...] emergencies the International Rescue Committee strives to rapidly reduce illness and death rates to normal levels. When the conflict subsides, the IRC works with displaced individuals and communities to rebuild their health systems.”* Health care programs focus on primary health care, reproductive health care, and assistance for victims of sexual violence.

- Children in armed conflict: *“these programs were set up in 1997 to respond to the psychological and social affects of war on children and youth.”* They are based on family reunification, return to civilian life, job training, psychological support and access to education.

- The Post-conflict Development Initiative: *“created in 2002 to support conflict-impacted communities and countries in their transition to sustainable peace and development.”* To do this, IRC favors partnership programs with local communities. IRC priorities are health, education, rehabilitation of the public infrastructure and restoring *“the social balance, trust, hope and confidence between people and their institutions.”*

### 3.2 IN THE UNITED STATES

In the U.S., the IRC's 24 regional offices help new arrivals using two approaches:

Immigration: *“Twelve regional offices have been accredited by the Board of Immigration Appeals to provide immigration legal services, including information and legal and administrative assistance.”*

Resettlement: *“sixteen offices offer free assistance to refugees resettling in the United States.”* The services include housing, language classes, school and job counselling, and help looking for a job.

### 3.3 ADVOCACY

*“The International Rescue Committee seeks to bring attention to forgotten or neglected crises and to pressure governments and international organizations to help and protect refugees, displaced people and other victims of conflict.”*



# ISLAMIC RELIEF WORLDWIDE (IRW)<sup>23</sup>

## 1. BACKGROUND

### 1.1 HISTORY

IRW was founded in 1984 by two University of Birmingham (UK) medical students, Hany El-Banna and Ihsan Shbib. “*Shocked by the famine that was raging in Africa [Ethiopia, 1984], [they] decided to set up an organization to help the very poorest.*”

In 1992-1993, several European offices were opened, in Albania, Belgium, Bosnia, Croatia, France, Germany, Italy, the Netherlands, and Switzerland. Since 1993, IRW has been a (Category II) consultative member of the UN Economic and Social Council (ECOSOC).

### 1.2 MANDATE

IRW defines itself as an “*international solidarity NGO for emergency relief and sustainable development.*” The organization’s goal is “*to come to the aid—regardless of gender, race, religion, or creed—of the world’s poorest people who are affected by poverty, armed conflict, natural disaster or famine. It also aims—via its various projects—to fight hunger, ignorance, disease and illiteracy by laying the foundations for solid, sustainable development.*”

In carrying out its mandate, IRW has instituted a framework of principles:

- “*Responsibility and integrity: toward donors (financial transparency) and toward beneficiaries.*”
- *Risk taking/commitment: [...] by always trying to reach the poorest wherever they are, under any conditions.*
- *Neutrality and independence: [...] from all governments or powers, from any political, economic or religious organization, with regard either to funding or the choice of its actions.*
- *Respect and impartiality: [...] respect for the cultural, ethnic and religious diversity of those being helped; impartiality in action, by helping only the poorest, fairly and without regard to race, culture, religion or politics.”*

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23. [www.islamic-relief.org](http://www.islamic-relief.org) and [www.secoures-islamique.org](http://www.secoures-islamique.org)

IRW is a signatory to the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief.

## 2. STRUCTURE AND RESOURCES

### 2.1 THE INTERNATIONAL NETWORK

The organization's international headquarters is based in Birmingham (UK). The organization of IRW's international network is based on two levels of responsibility:

- *“Fundraising Offices: in 2006 there were 11, located in Belgium, France, Germany, Italy, Mauritius, Netherlands, South Africa, Sweden, Switzerland, the United Kingdom, and the United States.*
- *Field Offices: these are present in 13 territories where the organization works: Afghanistan, Albania, Bangladesh, Bosnia, China, Egypt, Kosovo, Indonesia, Mali, Pakistan, the Palestinian Territories, Sudan and Chechnya.”*

Through its field offices, IRW launched projects in 30 countries in Africa, Asia, Europe and the Middle East in 2006.

### 2.2 BUDGET

IRW's 2004 annual budget was €42 million. The bulk of these funds (80%) come from private donations collected mainly in Europe by the fundraising offices. The remaining 20% represent resources from governmental or UN institutions (DFID, ECHO, UNICEF, UNHCR and WFP). Of all the organization's program expenditures, *“24% are allocated to emergency activities and 76% for seasonal and sustainable development programs.”*

## 3. AREAS OF INTERVENTION

IRW divides its activities into three areas:

### 3.1 EMERGENCIES

Objectives of the Islamic Relief Emergency Teams:

- *“to ensure minimum basic requirements for victims of disasters like food, water and medical treatment.*
- *to transfer supplies to the victims of emergency crises in the quickest time possible.*
- *to plan with the international community the best means of delivering basic services to the victims.”*

In its relief programs for refugees and displaced persons, IRW collaborates with UNHCR and WFP to provide follow-up on repatriation and reintegration.

### 3.2 SUSTAINABLE DEVELOPMENT

Along with the United Nations and international humanitarian organizations, IRW pledged to reduce world poverty by half by 2015. Its action is focused in four areas:

- *“Water: drilling wells, supplying safe drinking water (water pumps, pipes, and faucets), building sanitation infrastructure, training water source management committees, water quality testing, etc.*
- *Health and nutrition: building dispensaries, donating medical supplies, vaccinations, mobile clinics, feeding centres, school cafeterias.*
- *Education and job training: building schools and special facilities for the disabled, teaching adults to read and write, building and managing job training centres.*
- *Micro-credit: system of small-scale lending for low-income people who want to be self-employed or start a small business.”*

### 3.3 LONG-TERM PROGRAMS

These are programs that the organization conducts independently from its emergency and development activities:

#### 3.3.1 Seasonal projects

Every year since 1998, the organization conducts two seasonal projects for people in need.

- *“Eid al-Fitr: for the month of Ramadan, IRW gives each beneficiary family a 10-kg food package containing basic foodstuffs. In 2004, 770,000 people in 15 countries were beneficiaries.*
- *Eid al-Adha: for this holiday, which calls for the sacrifice of an animal, IRW distributes meat from sacrificed animals.”*

### **3.3.2 Orphans projects**

In 1990, IRW set up a sponsorship system for orphans. It provides orphans with *“financial support for a given period (one year minimum) so that they can eat, have clothes, and go to school.”* In 2005, the program benefited 9000 children.

### **3.3.3 The Waqf Project (religious foundation)**

*“Setting up a waqf means bequeathing or tying up an asset and allocating its returns to a religious or charitable work.”* For IRW, the project consists of *“ensuring a certain sustainability of donations. The idea is to invest donations of this kind in revenue-producing projects, and to distribute the profits annually in accordance with the donor’s wishes. For example, if the donor chooses the Health Waqf, it will benefit the various health programs.”* Each share is valued at €1300, and earmarked by the donor for one of eight Waqf, corresponding to the organization’s activity areas: Water and Sanitation, Orphans, Health Care, Education, Income Generation, Sacrifice (Eid al-Adha), Emergency and Relief, and General (IRW is free to choose the program).

# MÉDECINS DU MONDE/DOCTORS OF THE WORLD (MDM)<sup>24</sup>

## 1. BACKGROUND

### 1.1 HISTORY

Médecins du Monde (MDM) was created on 21 May 1980 by a group of people who had left MSF. MDM's first mission, "A Boat for Vietnam," came to the aid of Vietnamese boat people fleeing their country in the China Sea (1980). In 1986, MDM launched its French mission, Mission France. This was a two-fold project "to combat social exclusion and reduce the risks of intravenous drug use". In 1999, MDM made adoption one its social objectives.

Beginning in the late 1980s, the association's network went international with the opening of eleven new delegations and four representative bureaus. The organizational plan adopted by the General Assembly in 1995 describes MDM-France's purpose: "*an international solidarity organization that provides health care for vulnerable populations in situations of crisis and exclusion around the world and in France, and which bears witness based on its medical practice and in complete independence. The association will denounce, by bearing witness to, human rights abuses and, more particularly, obstacles to health care.*"

In 2005, MDM had 90 programs in 50 countries.

### 1.2 MANDATE

To treat: MDM's primary purpose is to provide treatment for "*victims of natural disasters, famines, disease (endemic or epidemic, particularly AIDS), armed conflict and political violence, refugees, displaced persons, minorities, street children, drug users and everyone excluded from health care.*"

To bear witness: "*We know that there is no healing without justice, no lasting help without social legislation. To be effective, Médecins du Monde's mission goes beyond treatment; based on its medical practice and in complete independence, MDM bears witness to obstacles to health care and attacks on human rights and dignity.*"

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<sup>24</sup>.Sources : [www.medecinsdumonde.org](http://www.medecinsdumonde.org) and [www.mdm-international.org](http://www.mdm-international.org)

## 2. STRUCTURE AND RESOURCES

### 2.1 MDM INTERNATIONAL

Begun in 1989, MDM International is made up of twelve delegations (France, Spain, the United States, Greece, Switzerland, Italy, Sweden, Cyprus, Argentina, Canada, Belgium, and Portugal) and four representative bureaus (the Netherlands, United Kingdom, Germany and Japan). MDM-France is the largest of the international delegations<sup>25</sup>

*“In December 1996, Médecins du Monde International was recognized as a non-governmental organization in general consultative status with the United Nations Economic and Social Council (ECOSOC).”*

#### 2.1.1 MDM International organizational structure

The International Board of Directors is made up of the presidents of each of the international network's delegations. *“It elects the Executive Committee for a two-year term, and sets the major policy directions of the international network.”*

The International Executive Committee ensures that *“the international delegations abide by the MDM network's ethics and operating principles”*. It draws up an annual action plan, ensures that it is implemented, and is made up of four delegation presidents elected by the International Board of Directors.

The International Secretariat (IS) *“coordinates international missions of different delegations, provides fundraising support and facilitates skills transfer between delegations”*. Based in Paris, the IS consists of six paid staff people. It answers to the International Coordinator.

The main functions of the representative bureaus are fundraising, communication and recruitment. They are run by the delegations they are under. In 2006, the French delegation ran four representative bureaus.

#### 2.1.2 International Board of Directors 2003 priorities

- *“HIV/AIDS;*
- *continuing efforts on migration and health care access for migrants;*
- *the impact of globalisation on access to health care.”*

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<sup>25</sup> See 2.2 MDM France

## 2.2 RESOURCES

MDM-International's 2004 budget was €67 million. The principle donors are ECHO, the French Ministry of Foreign Affairs, UNICEF, DFID and local governments.

MDM France is the network's largest actor, with a budget of nearly €42 million. Sixty-five percent of the French section's funding comes from private donations. The remainder comes from public grants. Sixty-eight percent of MDM-France's budget is dedicated to international and national missions, and 21% to fundraising. Mission France represents 16% of MDM-France's funding.

## 3. MDM-FRANCE AREAS OF INTERVENTION

### 3.1 THREE TYPES OF INTERNATIONAL PROJECTS

- *“Emergency (10 programs): situations in which human lives are directly threatened (natural disaster, armed conflict, etc.)*
- *Crisis (34 programs): situations in which a population's basic needs are not being met over the long term (civil war, forgotten conflict, AIDS pandemic)*
- *Development (46 programs): assistance in meeting needs expressed by local partners.”*

### 3.2 EIGHT INTERNATIONAL ACTIVITY SECTORS

MDM projects are divided into eight activity sectors:

- *“In the midst of conflicts: helping civilian victims of violence;*
- *Helping refugees and displaced persons: access to health care in the camps by asking for equal protection for all and accompanying returning populations;*
- *Emotional wounds: treatment of psychological trauma;*
- *Natural disasters*
- *Protecting minorities*
- *Defending women and children*
- *AIDS: reduction of risks*
- *Health care for all.”*

### 3.3 MISSION FRANCE

In 2004, 41% of the Mission France budget was allocated to reducing the risks of HIV transmission, and 39% to the centres d'accueil de soins et d'orientation (CASO) [drop-in health care and counselling centres]. MDM defines its projects as follows:

- *“Health care access for migrants and asylum-seekers;*
- *Protection of minors;*
- *Aid for socially excluded populations (Gypsies);*
- *Reduction of risks and prevention among prostitutes;*
- *Needle exchange for intravenous drug users;*
- *Methadone Bus, opiate replacement therapy for addicts;*
- *Testing and prevention at raves.”*



# MÉDECINS SANS FRONTIÈRES/ DOCTORS WITHOUT BORDERS INTERNATIONAL

## 1. BACKGROUND

### 1.1 HISTORY

Médecins Sans Frontières was created on 22 December 1971, in France, by a group of journalists and doctors, some of whom had worked in Biafra as part of the Red Cross. The organization adopted a charter, affirming that “*Médecins Sans Frontières provides assistance to populations in distress, to victims of natural or man-made disasters and to victims of armed conflict. They do so irrespective of race, religion, creed or political convictions.*” According to the original statutes, members were prohibited from speaking publicly about the organization’s interventions, except when specially authorized by the collective steering committee.

In the 1980s, new MSF sections were formed in Belgium (1980), Switzerland (1981), Holland (1984) and Spain (1986). In 1991, the various Médecins Sans Frontières sections created MSF International, at that time an international association under Belgian law, based in Brussels (in Geneva, since 2004).<sup>26</sup>

### 1.2 PRINCIPLES AND OBJECTIVES

The MSF Movement adheres to a charter. In addition, at a series of international meetings, all the sections defined the principles motivating MSF action, its responsibilities, and the movement’s method of governance in the “*Chantilly Principles*” (1995) and the “*La Mancha Agreement*,” drafted in 2005-2006, then adopted in Athens in June 2006.

The current Charter still defines the objective of helping populations in distress in the terms adopted in 1971. The charter stipulates neutrality and impartiality in interventions, as well as a commitment to “*maintain complete independence from all political, economic, or religious powers.*” The “*La Mancha Agreement*,” (2006) specifies that “*providing medical assistance to the most vulnerable people in crisis due to conflict [...] remain at the core of MSF’s work.*”

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26. Data taken from MSF documents and websites. See also: <http://www.dndi.org>

## 2. STRUCTURE AND RESOURCES

### 2.1 ORGANIZATION OF THE MOVEMENT

There are currently nineteen MSF sections. Each one is an association that elects a Board of Directors, which in turn names an Executive Director charged with implementing the section's plan. Five sections have an "*operational plan*." These are Belgium, Spain, France, Holland, and Switzerland. These five plans are supported by the other sections, each of which has a certain level of operational involvement as a partner in an "*Operational Centre*."

MSF International is intended to be "*a space for meeting, dialog, consultation, collaboration and coordination*" between the sections. Together, the section presidents make up the "*International Council*" (IC), which elects a president for a term of one year, renewable. The IC appoints a Secretary-General in charge of administration and international coordination. Between meetings of the IC, the IC Board (ICB)—made up of seven section presidents (five from the operational sections)—follows up on council matters and makes any necessary decisions. There are several administrative groups that meet periodically. One of them consists of the general directors; others bring together the various directors in a given area of expertise (operations, medical techniques, communications, finances, human resources, logistics, etc.).

### 2.2 FINANCIAL RESOURCES

In 2004, the MSF movement received €458.1 million. Seventy-four percent of these revenues came from private donors. The largest public contributors are ECHO and DFID. The MSF movement spent a total of €421 million, of which 82% went to its "*social mission*" (operations, operations support, *témoignage*), 11.5% to fundraising, and 6.5% to management and administration.

2004 expenditures by operational section were as follows:

Belgium and Luxembourg: €113.8 million

Holland: €95 million

France: €89.7 million

Switzerland: €39.2 million

Spain: €33.4 million.

### 3. AREAS OF INTERVENTION

#### 3.1 OPERATIONS

The bulk of Médecins Sans Frontières programs concern people affected by “*man-made disasters*.” In 2002, of all the five operational sections’ 473 projects, 47.1% (or 223 projects) involved contexts characterized by armed conflict or hostilities; 27.5% (130) involved contexts of social exclusion and people or groups lacking health care due to their particular place in society (prisoners, prostitutes, street children, the elderly, etc.); 19.5% (92) were responses to epidemics and 3.8% (18) to natural disasters.

Over the course of the last ten years, MSF medical activities have expanded greatly, due primarily to implementation of HIV, tuberculosis, malaria, and rape treatment programs, increased surgery, and new methods for managing acute malnutrition. The various sections’ policies differ as a function of the importance they place on interventions to support already-operating health facilities.

MSF also intervenes in the areas of water and sanitation.

#### 3.2 SPEAKING OUT PUBLICLY, TÉMOIGNAGE

Throughout its history, MSF has felt it valuable to speak out publicly on events and situations related to its activities in the field; this is referred to as *témoignage*. “*In the case of massive and neglected acts of violence against individuals and groups, we should speak out publicly, based on our eyewitness accounts, medical data and experience. However, through these actions we do not profess to ensure the physical protection of people that we assist.*” (La Mancha Agreement, 2006).

#### 3.3 THE CAMPAIGN FOR ACCESS TO ESSENTIAL MEDICINES AND THE DNDI

MSF started and carried on the Campaign for Access to Essential Medicines as a result of years of observing:

- the lack of access to antiretroviral therapies for people with AIDS, especially among the poor in Africa and Asia;

- the resurgence or spread of infectious and parasitic diseases;
- the inadequate research on tropical diseases,
- the problems of access to medicines and health care facilities in countries in crisis.

In 2003, the MSF movement, in collaboration with research institutions and other international partners, created the DNDi (Drugs for Neglected Diseases initiative), an independent, non-profit entity. The initiative's aim is to spur research and development of new, effective drugs to treat certain "*neglected*" diseases that almost exclusively affect people in developing countries.

# OXFAM INTERNATIONAL<sup>27</sup>

## BACKGROUND

### 1.1 HISTORY

The name Oxfam stands for “*Oxford Committee for Famine Relief*.” Oxfam was founded in Britain in 1942 to help World War II victims in Europe. In 1949, Oxfam decided to broaden its original objective to include populations around the world suffering the consequences of war.

Oxfam International, a confederation of 13 “*like-minded independent non-government organizations*,” was created in 1995. These thirteen Oxfam affiliates are based in Australia, Belgium, Britain, Canada, France, Germany, Hong Kong, Ireland, Quebec, the Netherlands, New Zealand, Spain, and the United States. Oxfam adheres to the principles of the SPHERE Humanitarian Charter, and is a signatory to the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief.

In 2005, the Oxfam International confederation was present in 100 countries.

### 1.2 MANDATE

*“Oxfam International is a confederation of thirteen independent organizations dedicated to fighting poverty and injustice around the world. We work towards a world in which people can live with dignity, with their basic needs met, their basic rights respected, and the ability to control their own lives.”*

In 2001 (in its joint strategic plan for the period 2001-06), Oxfam International detailed its involvement in three major areas:

- *“Working to put economic and social justice at the top of the world’s agenda, helping people living in poverty to exercise their right to a sustainable livelihood [...], basic social services [...], life and security [...], be heard.*
- *Co-operating in strengthening the emerging global citizens’ movement for economic and social justice, and putting partnership at the core of our work.*
- *Significantly improving the quality, efficiency and coherence of our work.”*

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27. [www.oxfam.org](http://www.oxfam.org)

## 2. STRUCTURE AND RESOURCES

Each Oxfam International affiliate is autonomous in its choice of programs, internal operations, and decision-making process. Members are bound by their adherence to the principles and commitments of the international organization.

### 2.1 SUPRANATIONAL ORGANS

- *“The International Board: made up of the executive director and chair of each affiliate, it is responsible for the confederation’s good governance”. It designs the five-year Strategic Plan setting out the organization’s major directions. It is based in Oxford (UK).*
- *“The Executive Directors’ Committee: made up of the directors from each affiliate, it monitors the progress of the strategic plan drawn up by the International Board.”*
- *“The International Secretariat, based in Oxford, coordinates and facilitates Oxfam International activities.”*
- *“The Advocacy Offices coordinate the organization’s advocacy work and policy.”* In 2006, there were four of these, located in proximity to international institutions (Washington, New York, Geneva and Brussels).

### 2.2 2004 BUDGET

Oxfam International put the annual expenditures for its programs at €315 million. These expenditures were distributed geographically as follows: 40% for projects in Africa, 20% in Asia, 17% in Central and South America, 5% in North Africa and the Middle East, and 4% in Eastern Europe. In addition, 14% of expenditures went to global and national (affiliate country) programs.

## 3. AREAS OF INTERVENTION

### 3.1 EMERGENCIES

Oxfam works *“in situations created by war, drought, floods, earthquakes and famine”*:

- Water and sanitation: water supply, well drilling, spring water collection, construction of infrastructure.

- Distribution of non-food items: tents, blankets, kitchen supplies.
- Nutrition and targeted food distribution: therapeutic feeding centre, supplementation for pregnant and nursing women.

### 3.2 DEVELOPMENT

*“The Oxfams and their partners are working toward long term development to eradicate poverty and injustice.”* The organization seeks out partnerships with local associations and NGOs in its development programs. In 2005, Oxfam worked with 3,250 partner organizations.

Development themes:

- *“AIDS prevention and treatment;*
- *Assistance for rural communities;*
- *Food security;*
- *Water and sanitation;*
- *Education;*
- *Human rights;*
- *Micro-credit;*
- *Support for displaced persons/refugees.”*

### 3.3 CAMPAIGNING

Advocacy campaigns aim *“to change current policies and practices on fair trade, conflict prevention and universal basic education”*. To this end, Oxfam International intends to:

- *“Work with partner organizations and teams of activists throughout the world.*
- *Lobby institutions like the World Bank, IMF, United Nations and European Commission.”*

2005 campaigns:

- *“Make Trade Fair: so that trade can become part of the solution to poverty, not part of the problem;*
- *Control Arms: promoting an international treaty covering arms transfers;*
- *Global Call to Action Against Poverty: forcing world leaders to live up to their promises.*
- *Education Now!”*

## INTERNATIONAL SAVE THE CHILDREN ALLIANCE (SCF)<sup>28</sup>

### 1. BACKGROUND

#### 1.1 HISTORY

Save the Children was founded in London by Eglantyne Jebb and a group of politicians, artists and businessmen in May 1919. *“Shocked by the aftermath of World War 1 and the Russian Revolution, they were determined to secure improvements to children’s lives.”* The International Save the Children Union was officially founded in 1920.

In September 1924, the League of Nations adopted the Declaration of Geneva, written by the International Save the Children Union. This was replaced by the United Nations Convention of the Rights of the Child, adopted in 1989, which now *“underpins all Save the Children’s work.”*

The Save the Children Alliance came into being in 1977. It coordinates the organization’s international activities. In 1989, the SCF Secretariat was formed in London, thus formalizing the organization. In 2004, *“thirty Save the Children organisations [were working] to secure children’s rights and improve children’s lives in over 115 countries worldwide.”*

#### 1.2 MANDATE

According to Save the Children, *“All children are equal, and have human rights such as the right to food, shelter, health care, education and freedom from violence, neglect and exploitation.”* The organization recognizes the UN Convention on the Rights of the Child, which underpins all of its work.

In pursuing its mandate, Save the Children takes an approach based on three principles, which the organization defines as follows:

- *“Involving children: they have the right to form and join organizations, to ask questions, and to be informed.*
- *Speaking out for children: using lobbying and influence to help force decision-makers, politicians and those who influence world opinion to recognize and respect the rights of the child. Save the Children works to exert a positive influence on*

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28. [www.savethechildren.net](http://www.savethechildren.net)



*governments and international institutions such as the United Nations.*

*- Collaboration: Save the Children works closely with local communities and organizations, forges regional and global partnerships, and collaborates with international organizations and UN agencies.”*

## **2. STRUCTURE AND RESOURCES**

### **2.1 THE INTERNATIONAL ALLIANCE**

*“The International Save the Children Alliance is a network of all Save the Children organisations, focusing on pooling resources, establishing common policies and carrying out joint projects.”* As of 2006 there were twenty-eight Save the Children member organizations.

What characterizes this alliance is its ability to integrate, as members, organizations from less-wealthy countries (e.g. Save the Children Guatemala, Save the Children Romania, Save the Children Dominican Republic). *“The organisations range in size from offices with only few staff members to those employing thousands of people worldwide.”*

### **2.2 BUDGET**

In 2004, the International Save the Children Alliance had a combined budget of €604 million. Save the Children U.S. and Save the Children U.K. had the largest budgets; together they accounted for 70% of the total budget, with €424 million. Three quarters of the 2004 budget was used for international missions, with nearly 40% going to Africa and 35% to Asia.

## **3. AREAS OF INTERVENTION**

### **3.1 EMERGENCIES**

Each year, Save the Children spends an average of €78 million to €94 million responding to emergencies in about twenty countries. Save the Children has the following priorities in emergencies:

*- “Providing health care and basic necessities like food, fuel, and refuge to the most*

vulnerable children and their families.

- Working with and supporting children exposed to violence.
- Working to prevent the recruitment of child soldiers and help those who have personally experienced combat.
- Raising local populations' awareness of the short- and long-term dangers from landmines, which blindly kill, often years after fighting has ended.
- Taking care of children who have been separated from their family, and reuniting them as quickly as possible."

Save the Children has had an emergency office since 1999. "It provides *ad hoc* support to teams already involved in longer-term projects in countries affected by a crisis." Its works more in an advisory than an operational capacity.

### 3.2 EDUCATION

"Providing access to high quality education can be one of the best ways of breaking the poverty cycle – a major barrier to children's rights." Save the Children's mission with regard to education rests on five key principles:

- "the importance of early years or pre-school informal education;
- the quality of children's school experience, i.e. well structured, appropriate education;
- providing education for all children, including those that may normally not have opportunities to go to school, for example because they are disabled, female or because they are from ethnic minority groups;
- the education of children in emergency situations;
- persuading donors to fund sustainable approaches to education."

### 3.3 HIV/AIDS

"HIV and AIDS affect children and young people most of all. Half of all new HIV infections [...] are among young people aged 14–24." Save the Children adopts a number of approaches in this area:

- Prevention, by training young people to become 'peer educators' in their communities to raise awareness about the risks of HIV/AIDS and practical methods of prevention;
- Offering medical care and basic support services to those living with HIV/AIDS;
- Working with orphans to try to find help within their extended family or community, as an alternative to institutional care."

### 3.4 CAMPAIGNING FOR CHANGE

*“Many of the problems faced by children will only be eradicated with political support or new legislation. Save the Children campaigns for long-term change in addition to providing shorter-term support to improve children’s lives.” Save the Children has opened offices in New York and Geneva, “in order to influence United Nations bodies such as the Security Council and UNICEF.” “Save the Children organisations in Europe also have a joint advocacy office in Brussels, which seeks to influence the European Community’s internal and global policies on children.”*

Joint Save the Children campaigns in 2004:

- *“One world, one wish: campaign to help women and children in conflict situations;*
- *Internet pornography hotlines: combating paedophile rings on the internet.”*

## WORLD VISION INTERNATIONAL (wvi)<sup>29</sup>

### 1. BACKGROUND

#### 1.1 HISTORY

World Vision (WV) was founded in 1950, in the United States, by pastor Bob Pierce, to help Korean War orphans by creating a sponsorship program for children. In 1954, World Vision opened its first field office in Korea.

During the 1960s, the organization ran 160 projects and broadened its areas of intervention to populations affected by natural (the 1962 earthquake in northern Iran) or man-made disasters.

By 1980, World Vision had offices in 40 countries and nearly two thousand ongoing projects. The organization then became an international organization, World Vision International. By 2005, World Vision International's network included 96 independent organizations around the world.

World Vision is a member of the UNICEF consultative committee, and has consultative status with the UNHCR, WHO and ILO. WVI is one of five founding organizations of the Global Movement for Children, is a member of the coalition to ban landmines and to stop the use of child soldiers, and is one of the main distributors of WFP food supplies.

#### 1.2 MANDATE

WVI describes itself as “a Christian non-governmental organization dedicated to sustainable development, emergency humanitarian relief, and advocacy, whose mission is to follow our Lord and Saviour Jesus Christ in working with the poor and oppressed to promote human transformation, seek justice and bear witness to the good news of the Kingdom of God.” WVI intends to achieve the above-mentioned mission within the framework of its “core values,” which are:

*“We are Christian.*

*We are committed to the poor.*

29. [www.wvi.org](http://www.wvi.org); [www.icrc.org](http://www.icrc.org); [www.wv.fr](http://www.wv.fr)

*We value people.  
We are stewards.  
We are partners.  
We are responsive.”*

In addition, WVI “condemns any religious proselytism with regard to the populations supported by its programs,” and created a charter to this end.

## **2. STRUCTURE AND RESOURCES**

### **2.1 THE INTERNATIONAL ORGANIZATION**

Each of the WVI Partnership’s 96 national offices, or Partners, operates independently (each has its own board of directors, members, offices, and fundraising). Nevertheless, “*a common mission statement and shared core values bind the Partnership. By signing the Covenant of Partnership, each partner agrees to abide by common policies and standards. Partners hold each other accountable through an ongoing system of peer review.*”

The International Board of Directors is made up of 25 members from 19 different countries. It oversees the work of the international president, approves strategic plans and budgets, and determines international policy. The partnership (liaison) offices based in Geneva, Los Angeles, Bangkok, Nairobi, San José (Costa Rica), and Cyprus coordinate joint projects between national partners (emergency aid, advocacy, etc.) and represent World Vision in the international arena.

### **2.2 BUDGET**

In its 2004 annual report, WVI stated a total income of €1.27 billion, of which €844 million (66%) were private financial contributions and €433 million (34%) were grants and in-kind donations. That year, the World Vision U.S. office raised €666 million (including €341 million in-kind), or 52% of the organization’s funds.

Of these funds, 82% were used for international programs. Nine percent of the budget went to fundraising, and 7% to administration. The remaining 2% was used for advocacy.

In 2004, WVI employed a total of 22,500 people in all the countries where it worked.

### 3. AREAS OF INTERVENTION

#### 3.1 GEOGRAPHIC BREAKDOWN OF EXPENDITURES

Africa: 43%

Asia: 16%

Latin America: 11%

Middle East and Eastern Europe: 10%

Gifts-in-kind, future programs and North America: 20%

#### 3.2 DEVELOPMENT PROGRAMS

World Vision International implements programs that aim to “ensure the survival and growth of all girls and boys, enhance access to health and basic education, provide opportunities for spiritual and emotional nurture, develop a sustainable household livelihood [...], protect girls and boys from abuse and exploitation, [and] reduce risks and prevent, cope with, mitigate and respond to disasters, conflicts and HIV/AIDS.”

World Vision International works mainly in five areas:

- Health: building and renovating health care facilities, supplying drugs and equipment, training, immunization programs, and AIDS prevention.
- Education: building schools, supplying materials and training teachers.
- Agriculture: supplying materials and seeds, training.
- Water and sanitation: building wells and latrines, hygiene education.
- Micro-credit: funding local projects (associations or individuals).

#### 3.3 EMERGENCIES

In 2004, emergency programs accounted for €285 million, or 22% of the organization’s annual budget. WVI intervened in 43 countries that year. “World Vision International provides relief to victims and refugees in cases of armed conflict, natural disaster, or famine. It provides the following”:

- “Food distributions;
- Access to safe drinking water;

- *Medical care;*
- *Housing;*
- *Supplies (blankets, kitchen equipment, farming tools)."*

### **3.4 ADVOCACY – PROMOTION OF JUSTICE**

For World Vision International, it's a question of *"fighting unjust systems and laws that keep the most destitute in poverty, by challenging decision-makers to change policies that cause inequality, poverty and suffering."*

Campaign themes:

- *"Rights of the child*
- *Gender equality*
- *AIDS*
- *Sustainable development*
- *Peace building."*

## V. NGO COORDINATION NETWORKS

### INTERNATIONAL COUNCIL OF VOLUNTARY AGENCIES (ICVA)<sup>30</sup>

#### 1. BACKGROUND

The ICVA was created in 1962. It is “an association of non-governmental voluntary agencies, constituted as an association under Swiss Law and having its seat in Geneva, Switzerland. ICVA is non-partisan and operates without discrimination in regard to race, nationality, gender, political or religious conviction....”

#### 2. STRUCTURE AND RESOURCES

The ICVA defines “non-governmental voluntary agency” as “any association or organization:

- which has a governing body which meets regularly,
- which is non-profit and non-governmental,
- whose activities are related to any of the following [...]:
- aid to people in need of assistance by the international community;
- assistance for refugees, displaced persons and migrants;
- aid in cases of natural or man-made disasters;
- the advancement of human rights and just and sustainable social, economic and cultural development.”

There were 68 member organizations in 2006. These included CARE, Oxfam, MDM, WVI, SCF, IRC, InterAction, and Caritas.

An organization that wants to participate in ICVA activities without being associated “with any collective views adopted under ICVA auspices...” can have Permanent Observer Status. In 2004, there were four such organizations: HRW, ICRC, IFRC and MSF-International.

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30. [www.icva.ch](http://www.icva.ch)



### 3. AREAS OF INTERVENTION

- *“Information-sharing: via the Internet (ICVA website, published reports from inter-NGO meetings/debates)*
- *Advocacy: via the Talk Back newsletter and ICVA’s position as part of the IASC (the UN’s main humanitarian coordination body).*
- *Strengthening the NGO community: via interagency projects such as SPHERE, the ICVA hopes to help members “increase their quality and accountability.”*
- *Facilitating relationships with the United Nations and enhancing NGO visibility”.*

## INTERACTION

(AMERICAN COUNCIL FOR VOLUNTARY INTERNATIONAL ACTION)<sup>31</sup>

### 1. BACKGROUND

InterAction describes itself as “*the largest coalition of U.S.-based international nongovernmental organizations, whose goals are to help those affected by disasters and wars; to support economic and social development; to assist refugees and displaced persons; to promote human rights; to support gender equality; to protect the environment; and to exert pressure for fair and just public policy.*”

InterAction was formed in 1984, and had 165 member organizations by 2006. Its headquarters are in Washington, DC, and all members are based in the United States. Among its members: ACF-USA, MDM, CARE, SCF, IRC, CRS, and Oxfam.

InterAction’s mission is “*to enhance the effectiveness and professional capacities of its members engaged in international humanitarian efforts.*”

### 2. STRUCTURE AND RESOURCES

In order to expand its activities, InterAction set up five focus committees:

- The Humanitarian Policy and Practice Committee: made up of working groups that address the themes of “*protection and assistance of refugees and internally displaced people*”, “*coordination in disaster response*,” and “*the transition from war to peace.*” In 2004, this committee pressed the United States Congress and the United Nations to provide relief to the people of Darfur.
- The Development Policy and Practice Committee: instigates meetings with senior officials of the World Bank, IMF and USAID. For example: exerting pressure on the World Bank to cancel the debt of poor countries.
- Gender Equality & Diversity: composed of two working groups, one on the advancement of women and the other on diversity. For example: NGO gender audits.
- The Public Policy Committee: works to educate politicians, the media and

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31. [www.interaction.org](http://www.interaction.org)

the public. For example: InterAction newsletter for members of the U.S. Congress.

- The PVO (Private Voluntary Organization) Standards Committee: ensures member compliance with InterAction standards. These are ethical standards for governance, fundraising, public relations, management and human resources.

### **3. AREAS OF INTERVENTION**

- *“Enhanc[ing] the identity, autonomy, credibility, and diverse perspectives of each member agency;*
- *Provid[ing] a broadly based, participatory forum for professional consultation, coordination, and concerted action;*
- *Foster[ing] the effectiveness and recognition of our community both professionally and publicly;*
- *Set[ting] a standard of the highest ethics in carrying out our mission.”*

## **CONCORD** **(EUROPEAN NGO CONFEDERATION FOR RELIEF AND DEVELOPMENT)<sup>32</sup>**

### **1. BACKGROUND**

Created in 2003, CONCORD is a confederation to “*coordinate the political actions and promote information sharing between development and humanitarian NGOs.*” It replaced the Liaison Committee of Development NGOs to the European Union (EU-NGDO Liaison Committee), established in 1976 to defend the interests of NGOs at the European level.

CONCORD has its headquarters in Brussels. As of 2006, the confederation consisted of 18 NGO networks and 19 national platforms representing 1,200 European NGOs. These include WVI, SCF, VOICE, Caritas, and Terre des Hommes.

CONCORD’s mission is to “*help eradicate poverty and improve the quality of life for people in developing countries.*”

### **2. STRUCTURE AND RESOURCES**

The confederation structure includes a secretariat, consultative assemblies, a board of directors, and working groups that are CONCORD’s “*operational heart.*”

The working groups, whose job is to “*analyse and follow up European policy,*” bring together an average of 200 participants around ten different themes. There are formal (“*permanent*” and “*thematic*”) groups, with long-term members, and “*ad hoc*” groups more oriented to current European policies.

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32. [www.concordeurope.org](http://www.concordeurope.org)

### 3. AREAS OF INTERVENTION

The confederation's goals are:

- *“to coordinate co-operation among NGDOs in order to influence their capacity building enabling them to be more effective in their advocacy and policy work at EU level;*
- *To elaborate a mechanism to improve the legitimacy and representation of development NGOs;*
- *to promote the quality of NGDO work;*
- *to contribute to capacity building at NGDO level by stimulating new synergies based on sharing, co-operation and consultation.”*

CONCORD's short and medium term strategic priorities are:

- *“Active monitoring of [EU] Member States to ensure that they respect their commitment to spend 0.7 % of GNP on Development Aid;*
- *To establish a serious partnership with the European Institutions based on mutual respect and understanding leading to detailed exchanges on different development co-operation issues.*
- *To monitor European responsibility toward the South in the face of the enlargement process and the reform of European governance.*
- *To reformulate the role of Northern development NGOs towards their Southern partners;*
- *To elaborate a mechanism to improve the legitimacy and representation of development NGOs.”*

## **VOICE**

### **(VOLUNTARY ORGANISATIONS IN COOPERATION IN EMERGENCIES)<sup>33</sup>**

#### **1. BACKGROUND**

VOICE was created in 1992, with a secretariat established under the EU-NGDO Liaison Office (CONCORD's predecessor). In 2001, VOICE became an independent network with 90 member NGOs. Among its members: MDM (Belgium, France, Greece, Portugal, Spain), Merlin, Oxfam (UK, Netherlands), SCF-UK, WV (Germany, Ireland, U.K.), Handicap International (France, Belgium), and IRC.

*“VOICE's essential overriding mission is to foster links among Humanitarian Aid NGOs. VOICE also aims to facilitate contacts with the European Union and to develop collaboration with international humanitarian organisations.”*

#### **2. STRUCTURE AND RESOURCES**

The organization is made up of a Forum (the General Assembly), a Board (Steering Committee for Humanitarian Aid), and a Secretariat based in Brussels.

#### **3. AREAS OF INTERVENTION (2002-2004 STRATEGIC PLAN)**

- *“Building a partnership with ECHO [by strengthening the ties between ECHO and the NGOs];*
- *Strengthening relations with the European Parliament;*
- *Pursuing coherence of humanitarian policies;*
- *Strengthening the VOICE network;*
- *Promoting quality and standards.”*

Since 2004, VOICE has stepped up meetings and contacts with UN agencies. That same year, an IASC report recommended it for membership in that UN institution.

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<sup>33</sup>[www.ngovoice.org](http://www.ngovoice.org)

# STEERING COMMITTEE FOR HUMANITARIAN RESPONSE (SCHR)<sup>34</sup>

## 1. BACKGROUND

Created in 1972, the SCHR is “*an alliance for voluntary action of currently eight major international humanitarian organisations and networks*”. SCHR is the NGO representative to the Inter-Agency Standing Committee, the UN’s primary mechanism for inter-agency coordination of humanitarian assistance. SCHR has an office in Geneva.

Its mission is to “*bring together the major international humanitarian networks with common values to [...] use their collective weight to carry out effective humanitarian action.*”

## 2. STRUCTURE AND RESOURCES

SCHR members meet twice a year. It has a small office in Geneva, led by an Executive Secretary.

Members: CARE, CARITAS, ICRC, IFRC, International Save the Children Alliance, Lutheran World Federation, MSF, Oxfam, and World Council of Churches.

## 3. AREAS OF INTERVENTION

“*Developing humanitarian policy*”: by relying on the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief and active participation in the SPHERE project (see Appendix I).

A “*peer review process*”: begun in 2002 in the wake of the scandal over sexual exploitation in humanitarian operations in West Africa. The results of this critical examination were to be available sometime in 2006.

“*Interaction with UN agencies*”: via membership in the IASC, SCHR focuses on UN strategy concerning humanitarian issues: NGO-UN coordination, responsibilities, and financing.

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<sup>34</sup>[www.humanitarianinfo.org](http://www.humanitarianinfo.org)

## APPENDIX I: THE SPHERE PROJECT<sup>35</sup>

The SPHERE project began in 1997 at the instigation of SCHR and InterAction. By 2004, in addition to the two aforementioned organizations, the Sphere Management Committee included SCF, CARE, Lutheran World Federation (LWF), VOICE, Mercy Corps, Action by Churches Together (ACT), Oxfam-UK, ICRC, IFRC, ICVA and Caritas International.

Project aims: *“to improve the quality of assistance to people affected by disaster and improve the accountability of states and humanitarian agencies to their constituents, donors and the affected populations.”*

Fundamental principles of the project: *“all possible steps should be taken to alleviate human suffering arising out of calamity and conflict, and second, that those affected by disaster have a right to life with dignity and therefore a right to assistance. As humanitarian agencies we will act in accordance with the principles set out in the Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organisations (NGOs) in Disaster Relief.”*

Phase I (1997-1998): drafting of the preliminary version of the project in the form of a handbook, containing:

- The “*Humanitarian Charter*”, which *“affirms the fundamental importance of the following principles: the right to life with dignity/the distinction between combatants and non-combatants/the principle of non-refoulement”* and
- The “*Minimum Standards in Disaster Response*,” the minimum standards to be achieved in the sectors of water supply and sanitation, nutrition, food aid, shelter and site planning, and health services.

Phase II (1998-2000): activities focused on dissemination, debate and implementation of the handbook. The preliminary version was published in English, French, Spanish, Russian and Portuguese. Twenty or so organizations participated in pilot programs (applying the handbook in the field), and a website was created.

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35. [www.sphereproject.org](http://www.sphereproject.org)



Phase III (2000-2003): dissemination of the project and its materials, training program, and, after a revision process, the second edition of the Sphere handbook.

Phase III extension (2003-2004): external evaluation; Arabic translation of the handbook; and initial training of trainers.

*“Humanitarian agencies committed to [the Humanitarian] Charter and to the Minimum Standards will aim to achieve defined levels of service for people affected by calamity or armed conflict, and to promote the observance of fundamental humanitarian principles.”*

## ACRONYMS AND ABBREVIATIONS

ACF:	Action Contre la Faim/Action Against Hunger
CAP:	Consolidated Appeals Process
CARE:	Cooperative for Assistance and Relief Everywhere
CERF:	Central Emergency Response Fund
CIDA:	Canadian International Development Agency
DFID:	Department for International Development (British development agency)
ECHO:	European Commission Humanitarian Office
EU:	European Union
FAO:	Food and Agriculture Organization
GTZ:	Deutsche gesellschaft für technische zusammenarbeit
HAI:	Health Action International
IASC:	Inter-Agency Standing Committee
IBRD:	International Bank for Reconstruction and Development
ICRC:	International Committee of the Red Cross
ICVA:	International Council of Voluntary Agencies
IDA:	International Development Association
IMF:	International Monetary Fund
IOM:	International Organization for Migration
IRC:	International Rescue Committee
IRW:	Islamic Relief Worldwide
LRDD:	Linking Relief Rehabilitation and Development
LWF:	Lutheran World Federation
MDM:	Médecins Du Monde/Doctors of the World
MoU:	Memorandum of Understanding
MSF:	Médecins Sans Frontières/Doctors Without Borders
NGHO:	Non-governmental humanitarian organization
InterAction:	American Council for Voluntary International Action
NORAD:	Norwegian Agency for Development Cooperation
OCHA:	Office for Coordination of Humanitarian Affairs
OFDA:	Office of U.S. Foreign Disaster Assistance
Oxfam:	Oxford Committee for Famine Relief
SCF:	Save the Children Fund

SCHR:	Steering Committee for Humanitarian Response
SIDA:	Swedish International Development Cooperation Agency
UNDP:	United Nations Development Programme
UNHCR:	United Nations High Commissioner for Refugees
UNICEF:	United Nations Children's Fund
USAID:	US Agency for International Development
VOICE:	Voluntary Organisations in Cooperation in Emergencies
WB:	World Bank
WFP:	World Food Programme
WHO:	World Health Organization

