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Joint Pub 3-08

# Interagency Coordination During Joint Operations Vol II




9 October 1996

# PREFACE

## 1. Scope

This volume discusses the interagency environment and describes joint doctrine to best achieve coordination between the combatant commands of the Department of Defense and agencies of the US Government, nongovernmental and private voluntary organizations, and regional and international organizations during unified actions and joint operations. It provides potential methodologies to synchronize successful interagency operations. Volume II describes the key US Government departments and agencies and nongovernmental and international organizations — their core competencies, basic organizational structures, and relationship, or potential relationship, with the Armed Forces of the United States.

## 2. Purpose

This publication has been prepared under the direction of the Chairman of the Joint Chiefs of Staff. It sets forth doctrine to govern the joint activities and performance of the Armed Forces of the United States in joint operations and provides the doctrinal basis for US military involvement in multinational and interagency operations. It provides military guidance for the exercise of authority by combatant commanders and other joint force commanders (JFCs) and prescribes doctrine for joint operations and training. It provides military guidance for use by the Armed Forces in preparing their appropriate plans. It is not the intent of this publication to restrict the authority of the JFC from organizing the force and executing the mission in a manner the JFC deems most appropriate to ensure unity of effort in the accomplishment of the overall mission.

## 3. Application

a. Doctrine and guidance established in this publication apply to the commanders of combatant commands, subunified commands, joint task forces, and subordinate components of these commands. These principles and guidance also may apply when significant forces of one Service are attached to forces of another Service or when significant forces of one Service support forces of another Service.

b. The guidance in this publication is authoritative; as such, this doctrine will be followed except when, in the judgment of the commander, exceptional circumstances dictate otherwise. If conflicts arise between the contents of this publication and the contents of Service publications, this publication will take precedence for the activities of joint forces unless the Chairman of the Joint Chiefs of Staff, normally in coordination with the other members of the Joint Chiefs of Staff, has provided more current and specific guidance. Commanders of forces operating as part of a multinational (alliance or coalition) military command should follow multinational doctrine and procedures ratified by the United States. For doctrine and procedures not ratified by the United States, commanders should evaluate and follow the multinational command's doctrine and procedures, where applicable.

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# APPENDIX A
# US GOVERNMENT AGENCIES

This appendix provides descriptions of USG agencies with which the Department of Defense has frequent interaction or that a deployed joint task force may encounter during the course of contingency operations.

The description of individual agencies is limited to those components that the Department of Defense may normally encounter. These are highlighted with a bold outline on the organizational diagrams included with most agency descriptions.


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# ANNEX A TO APPENDIX A
## DEPARTMENT OF AGRICULTURE (USDA)

*The US Department of Agriculture has wide ranging knowledge and skills in the US agricultural sector and applies these skills to analysis and development overseas.*

### 1. Authority and Responsibilities

Within the US Department of Agriculture, most day-to-day international responsibilities are exercised by the Foreign Agricultural Service (FAS). The agency is represented by agricultural counselors and attaches working with US embassies throughout the world. (See Figure A-A-1.)

### 2. Organizational Structure

For field coordination, initial contact should be made through the FAS agricultural counselor or attache, or directly to FAS/ International Cooperation and Development (ICD) Program if there is no agricultural office. Further operational coordination in the field may be made through a civil-military operations center (CMOC), if established, with appropriate USDA field personnel. To coordinate agricultural development and emergency technical assistance, the FAS/ICD has major responsibilities. The Deputy Administrator for FAS/ICD has the authority to accept funding and implementation responsibilities on behalf of the USDA technical agencies, and to assist in the implementation process. FAS/ICD also coordinates USDA relations with a variety of governmental and international organizations.

### 3. Capabilities and Core Competencies

The following USDA Services provide the Department key capabilities.

- **Cooperative State Research Service** and the **Extension Service** provide wide-ranging capabilities to support agricultural sector needs.
- **Natural Resources Conservation Service** provides specialists in soil and water conservation.
- **Forest Service**, active in the conservation and proper use of forest resources, also provides disaster-scene management skills.
- **Animal and Plant Health Inspection Service** assists in the protection of food resources from pests and disease threats.
- **Economic Research Service** and the **National Agricultural Statistics Service**, which help to better understand the condition of agricultural sectors and the probable effects of different policy decisions.

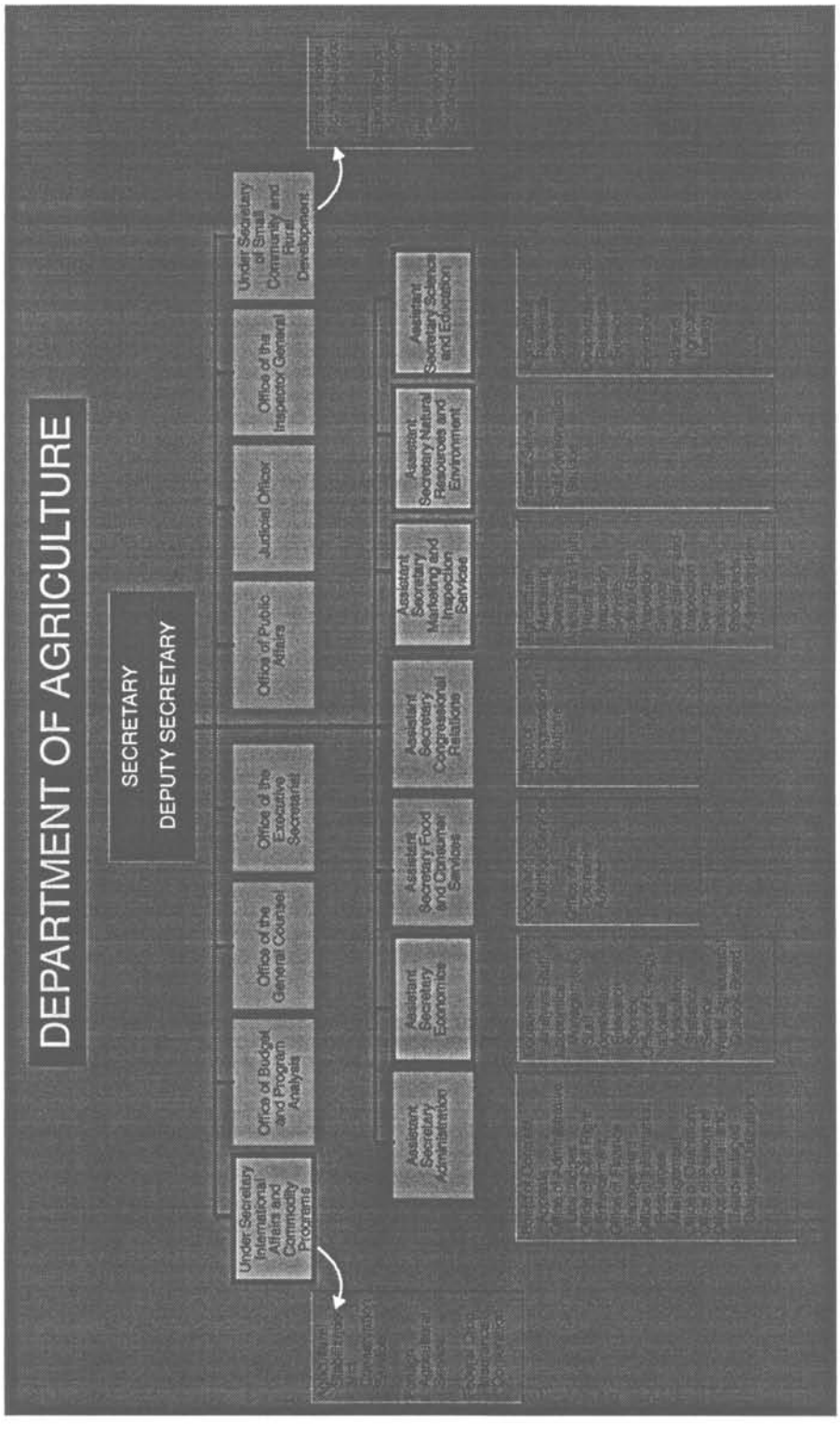



**Figure A-A-1. Department of Agriculture**

# ANNEX B TO APPENDIX A
## DEPARTMENT OF COMMERCE (DOC)

*The Department of Commerce encourages, serves, and promotes the Nation's international trade, economic growth, and technological advancement and promotes the national interest through the encouragement of the competitive free enterprise system. It offers assistance and information to increase America's competitiveness in the world economy; administers programs to prevent unfair foreign trade competition; provides social and economic statistics and analyses for business and government planners; provides research and support for the increased use of scientific, engineering, and technological development; works to improve our understanding and benefits of the Earth's physical environment and oceanic resources; grants patents and registers trademarks; develops policies and conducts research on telecommunications; provides assistance to promote domestic economic development; promotes travel to the United States by residents of foreign countries; and assists in the growth of minority businesses.*

## 1. Authority and Responsibilities

The Department of Commerce is responsible for developing and administering Federal policy and programs affecting the industrial and commercial segments of the national economy. (See Figure A-B-1).

## 2. Organizational Structure

a. The DOC is composed of the Office of the Secretary, 14 bureaus, and other operating units.

b. Perhaps the most relevant DOC organization to military operations is the National Oceanic and Atmospheric Administration (NOAA). NOAA conducts research, makes predictions, and gathers data about the environment through six functional divisions and a system of special program units, regional field offices, data or administrative support centers, and laboratories. (See Figure A-B-2). NOAA's divisions and services include the following:

- **National Weather Service (NWS)** performs weather forecasting, maintaining a constant vigil for the life-threatening dangers of hurricanes, tornadoes, winter storms, and floods.
- **National Marine Fisheries Service** performs fishery management and research, enforces fishery regulations, and protects coastal fishery habitats.
- **National Ocean Service** charts and surveys America's coastal waterways, operates the Nation's underwater national parks (known as National Marine Sanctuaries) and manages coastal zones to assure the well-being of wetlands, water quality, beaches, and wildlife.
- **NOAA Corps Operations Centers** perform research in every environmental discipline. They command and operate NOAA's ocean going fleet, pilot NOAA's hurricane hunter and environmental research aircraft, measure damage caused by oil spills, monitor technical advances made in underwater diving techniques, and study global climate changes.
- **National Environmental Satellite, Data and Information Service (NESDIS)** is the world's largest environmental data storage and distribution facility. It is responsible for the polar-orbiting and geostationary satellites that collect images of cloud and storm patterns, which are then relayed to the NWS. As part of an international

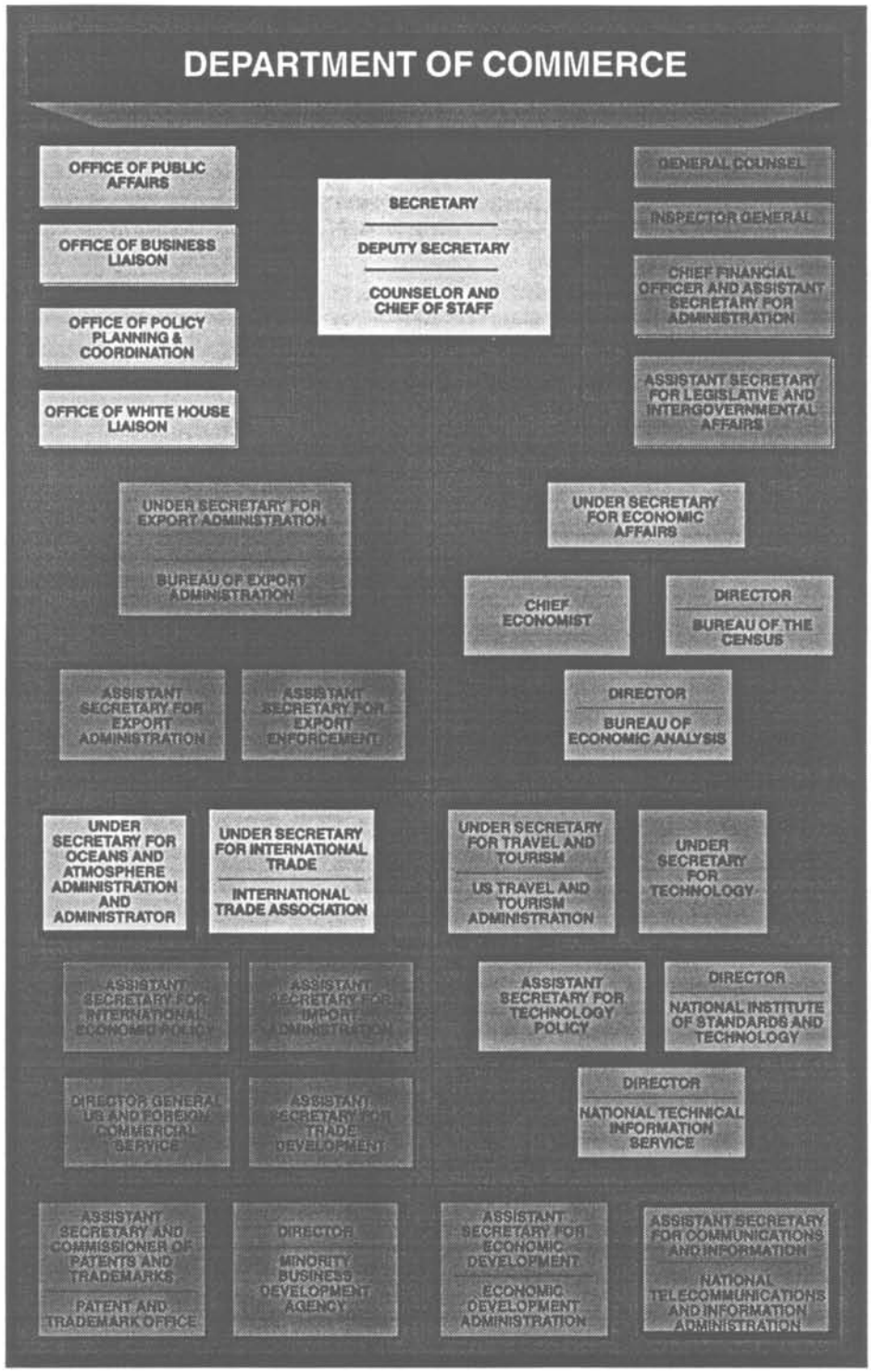



**Figure A-B-1. Department of Commerce**

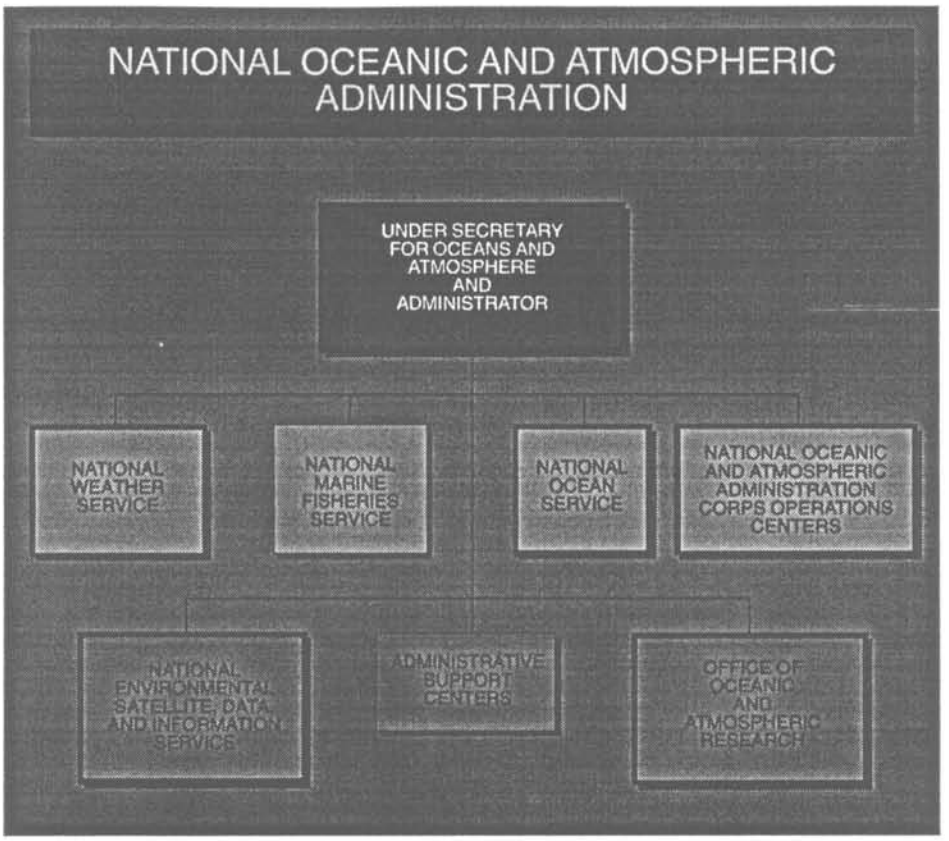



**Figure A-B-2. National Oceanic and Atmospheric Administration**

search-and-rescue satellite system, NESDIS helps save lives of downed pilots and mariners in distress.

- **Administrative Support Centers**.

- **Office of Oceanic and Atmospheric Research** studies weather, climate, air quality, oceans, and the Great Lakes to better understand the Earth's environment.

## 3. Capabilities and Core Competencies

DOC's capabilities include the following:

- To produce, analyze, and disseminate economic and demographic data.

- To conduct statistical research and collect information about virtually every country in the world and data on foreign trade.

- To analyze and protect the national defense production base and help with defense conversion in the United States.

- To contribute to an international search-and-rescue satellite system that reacts to aviation and marine emergency transponders.

- To formulate US export control policies through the Bureau of Export Administration, a key agency in the effort to stop the proliferation of weapons of mass destruction and to control sensitive technology transfer.

- To develop and implement US foreign trade and economic policies through the International Trade Administration with the Department of the Treasury, the Office of the US Trade Representative and other agencies.

## 4. Interagency Relationships

The DOC is assigned as the support agency for several Emergency Support Functions within the Federal Response Plan (FRP). The type of assistance provided by DOC is determined by the nature of the emergency. (See Figure A-J-2).

# ANNEX C TO APPENDIX A
## DEPARTMENT OF DEFENSE (DOD)

*The Department of Defense, established by the National Security Act of 1947, maintains and employs Armed Forces to deter war and protect the security of the United States and its national interests.*

## 1. Authority and Responsibilities

a. Under the National Security Act of 1947, as amended, the Department of Defense's responsibilities include the following:

- Support and defend the Constitution of the United States against all enemies, foreign and domestic.
- Ensure, by timely and effective military action, the security of the United States, its possessions, and areas vital to its interests.
- Uphold and advance the national policies and interests of the United States.

b. **The National Command Authorities (NCA).** The National Command Authorities, consisting of the President and the Secretary of Defense or their authorized alternates, exercise authority over the Armed Forces through the combatant commanders, the Secretaries of the Military Departments, and the Chiefs of the Services for those forces not assigned to the combatant commands.

c. **Secretary of Defense (SecDef).** The Secretary of Defense is the principal assistant to the President for all DOD matters with authority, direction, and control over the entire Department.

d. **Chairman of the Joint Chiefs of Staff (CJCS).** The Chairman of the Joint Chiefs of Staff is the principal military adviser to the President, the National Security Council, and the Secretary of Defense. The Chairman functions under the authority, direction, and control of the NCA and transmits communications between the NCA and combatant commanders and oversees activities of combatant commanders as directed by the Secretary of Defense.

e. **The Military Departments.** Subject to the authority, direction, and control of the Secretary of Defense and the statutory provisions governing the combatant commands, the Military Departments are responsible for recruiting, organizing, supplying, equipping, training, servicing, mobilizing, demobilizing, administering, and maintaining their forces for military construction. The authority vested in the Military Departments in the performance of their role flows as follows; President, Secretary of Defense, Secretaries of the Military Departments, Chiefs of the Services. The Military Departments must assign all of their forces to the combatant commands, except those required to perform Departmental functions (e.g., organize, equip, train, supply).

f. **Combatant Commanders.** Commanders of combatant commands exercise combatant command (command authority) over assigned forces and are directly responsible to the NCA for the performance of assigned missions and the preparedness of their commands to perform assigned missions.

## 2. Organizational Structure

The Department of Defense is composed of the Office of the Secretary of Defense (OSD), the Joint Chiefs of Staff (JCS) and the Joint Staff, the Military Departments and the Military Services within those Departments, the unified combatant

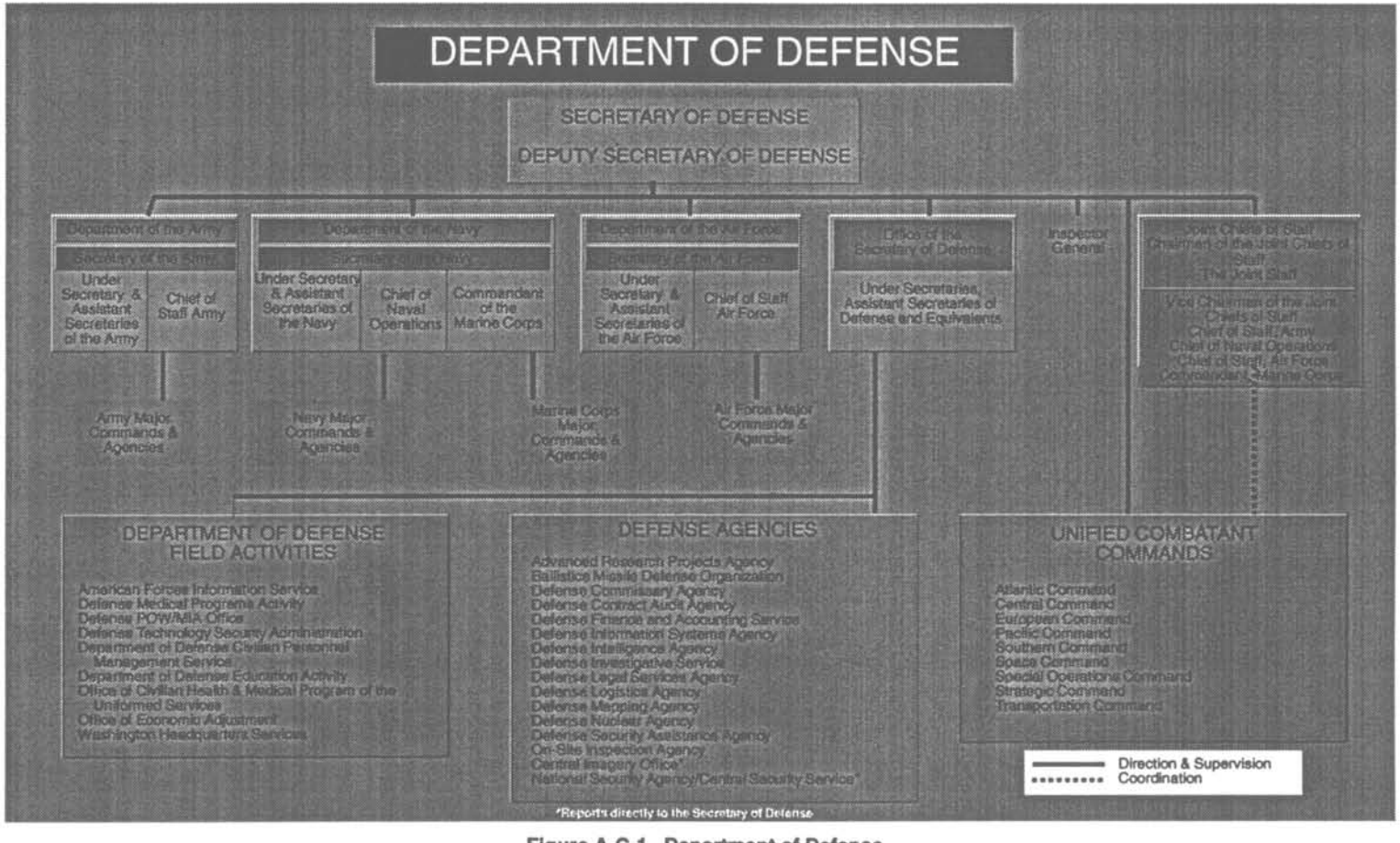



**Figure A-C-1. Department of Defense**

commands, the Defense agencies and DOD Field Activities, and other offices, agencies, activities and commands that may be established or designated by law or by the President or the Secretary of Defense. (See Figure A-C-1).

a. **Office of the Secretary of Defense.** OSD is the principal staff element in the exercise of policy development, planning, resource management, fiscal, and program evaluation responsibilities.

b. **Joint Chiefs of Staff.** The JCS includes the Chairman, the Vice Chairman, the Chief of Staff of the Army, the Chief of Naval Operations, the Chief of Staff of the Air Force, and the Commandant of the Marine Corps. The collective body of the JCS is headed by the Chairman (or the Vice Chairman in the Chairman's absence), who sets the agenda and presides over JCS meetings. The Chairman is the principal military advisor. The other members of the Joint Chiefs of Staff are military advisors to the President, the National Security Council, and the Secretary of Defense. The Joint Staff assists the Chairman in his responsibilities to assist the NCA with national strategic direction and unified operation of the Armed Forces. Subject to the authority, direction, and control of the Chairman, the Joint Staff also assists other members of the Joint Chiefs of Staff in carrying out their responsibilities.

c. **Military Departments.** The Military Departments are the Departments of the Army, Navy (including the Marine Corps), and Air Force. Each Military Department is separately organized under a civilian Secretary, who supervises the Chief (or Chiefs) of the Service in matters of a Service nature. The Secretaries of the Military Departments exercise authority, direction, and control (through the individual Chiefs of the Services) of their forces not specifically assigned to combatant commanders. The Military Departments are responsible for organizing, training, supplying, and equipping forces for assignment to combatant commands.

d. **Unified Combatant Commands.** A unified combatant command has broad, continuing missions and is composed of forces from two or more Military Departments. The Unified Command Plan establishes the missions, responsibilities and force structure for commanders of unified combatant commands and establishes their general geographic areas of responsibility and functions. (See Figure A-C-2.)

e. **Defense Agencies and Department of Defense Field Activities.** There are currently sixteen Defense Agencies and seven DOD Field Activities that operate under the control and direction of the Secretary of Defense. These organizations, shown in Figure A-C-3, provide support and services in specific functional areas to the unified combatant commands and the rest of the Department of Defense.

- The Defense Agencies perform selected support and service functions on a Department-wide basis. Defense agencies that are assigned wartime support missions are designated as Combat Support Agencies.

- DOD Field Activities are established to perform selected support and service functions of a more limited scope than Defense agencies.

## 3. Capabilities and Core Competencies

With its global reach, the Department of Defense has the capability to respond rapidly and decisively to quell regional crises, whether threats are large or small, expected or unexpected. It has elements ready to project power and security assistance from the United States or its overseas bases on short

**Figure A-C-2. Unified Combatant Command Structure**

notice. In the post-Cold War era, the Department of Defense's versatile capabilities are being used for multiple roles, both overseas and domestically, to further US interests. The President, his advisors, and Congress often look to the Department of Defense to complete tasks that no other department or agency is capable of performing. (See Figure A-C-4.)

## 4. Interagency Relationships

The Department of Defense has a major role in the interagency arena. It interacts with almost every government agency and department and is involved in interagency coordination at the strategic, operational, and tactical levels. The Secretary of Defense is a member of the NSC, and the Chairman of the Joint Chiefs of Staff serves as an advisor to the NSC. The Department of Defense is significantly involved in the entire NSC interagency process, with representatives assigned to all NSC sub-groups (i.e., Principals Committee and Deputies Committees) and most interagency working groups.

| DEFENSE AGENCIES | DEPARTMENT OF DEFENSE (DOD) FIELD ACTIVITIES |
|---|---|
| Defense Intelligence Agency (DIA)<br>Defense Nuclear Agency (DNA)<br>Defense Logistics Agency (DLA)<br>Defense Mapping Agency (DMA)<br>Defense Investigative Service (DIS)<br>Defense Information Systems Agency (DISA)<br>Defense Security Assistance Agency (DSAA)<br>Defense Contract Audit Agency (DCAA)<br>Defense Legal Services Agency (DLSA)<br>Advanced Research Projects Agency (ARPA)<br>National Security Agency (NSA)<br>Central Imagery Office (CIO)<br>Ballistic Missile Defense Organization (BMDO)<br>On-Site Inspection Agency (OSIA)<br>Defense Commissary Agency (DeCA)<br>Defense Finance and Accounting Service (DFAS) | Office of Civilian Health and Medical Program of the Uniformed Services (OCHAMPUS)<br>Washington Headquarters Services (WHS)<br>Defense Medical Program Activity (DMPA)<br>Office of Economic Adjustment (OEA)<br>Department of Defense Education Activity (DODEA)<br>Department of Defense Dependent Schools (DODDS)<br>American Forces Information Service (AFIS)<br>Defense Terminology Security Administration (DTSA) |

**Figure A-C-3. Defense Agencies and Department of Defense Field Activities**

## US Military Capabilities

- Information Warfare
- NBC Defense Operations
- Intelligence Operations
- Nuclear Deterrence and/or Warfare
- Strategic Attack
- General Air Superiority
- General Ground Superiority
- General Naval Superiority
- Airborne Operations
- Amphibious Operations
- Close Air Support
- Interdiction
- Anti-Submarine Warfare
- Space Operations
- Reconnaissance
- Expeditionary Warfare
- Airlift
- Sealift
- Port Operations
- Port Security
- Support Law Enforcement Agencies
- Counterdrug Operations
- Humanitarian Assistance Operations
- Special Operations
- Unconventional Warfare
- Strategic Reconnaissance
- Foreign Internal Defense
- Civil Affairs
- Search and Rescue
- Coastal Defense
- Counter-Proliferation
- Counterintelligence Operations (Force Protection)
- Antiterrorism & Counterterrorism
- Imagery
- Electronic Warfare
- General Space Superiority
- Logistics
- Communications
- Meteorology and Oceanography

**Figure A-C-4. US Military Capabilities**

# ANNEX D TO APPENDIX A
# DEPARTMENT OF ENERGY (DOE)

*The Department of Energy provides the framework for a comprehensive and balanced national energy plan through the coordination and administration of the energy functions of the US Government. The Department is responsible for long-term, high-risk research and development of energy technology; the marketing of Federal power; energy conservation; the nuclear weapons program; energy regulatory programs; and a central energy data collection and analysis program.*

## 1. Authority and Responsibilities

The Department of Energy, established by the Department of Energy Organization Act of 1977, formulates and executes energy policies, plans, and programs including: coordination of the efforts of the energy, weapons and/or waste clean-up, and science and technology programs; primary oversight of energy efficiency and renewable energy programs, fossil energy, nuclear energy information, and civilian radioactive waste management; oversight of the power marketing administrations, intelligence and national security programs, energy research, science education and technical information programs; and laboratory management. A principal DOE mission assigned by the FRP during crisis is to help the Federal government meet military, essential civilian, defense industry, and allied energy requirements.

## 2. Organizational Structure

a. Supporting the Department in matters of department-wide scope, independent internal oversight, and non-technical direction are staff offices reporting directly to the Secretary and depicted in Figure A-D-1.

b. The Federal Energy Regulatory Commission is an independent, five-member commission within the DOE. It sets rates and charges for the transportation and sales of natural gas, for the transmission and sale of electricity, and for the licensing of hydroelectric power projects.

c. Management and administration of US Government-owned, contractor-operated facility contracts for energy research and development, nuclear weapons research and development and testing and production activities are the major responsibility of the Department's eight operations offices, located in Albuquerque, NM; Chicago, IL; Idaho Falls, ID; Las Vegas, NV; Oak Ridge, TN; Richland, WA; San Francisco, CA; and Savannah River, SC.

d. The DOE also has several field offices concerned primarily with specific programs (such as the Strategic Petroleum Reserve Project Office), two offices involved with the development of nuclear reactors for the Navy, and several offices devoted to the management of the Naval Petroleum and Oil Shale Reserves.

e. **Crisis Response**

- The DOE has an emergency operations center at its Washington, D.C., headquarters for use during crises involving energy systems and for DOE support to other Federal agencies when appropriate. The Director of the DOE's lead field office, in conjunction with the headquarters, will assign staff to temporary duty at FEMA's disaster field office and to field mobilization centers to assist in the coordination of disaster relief.

- The DOE is the primary agency identified in the Federal Response Plan

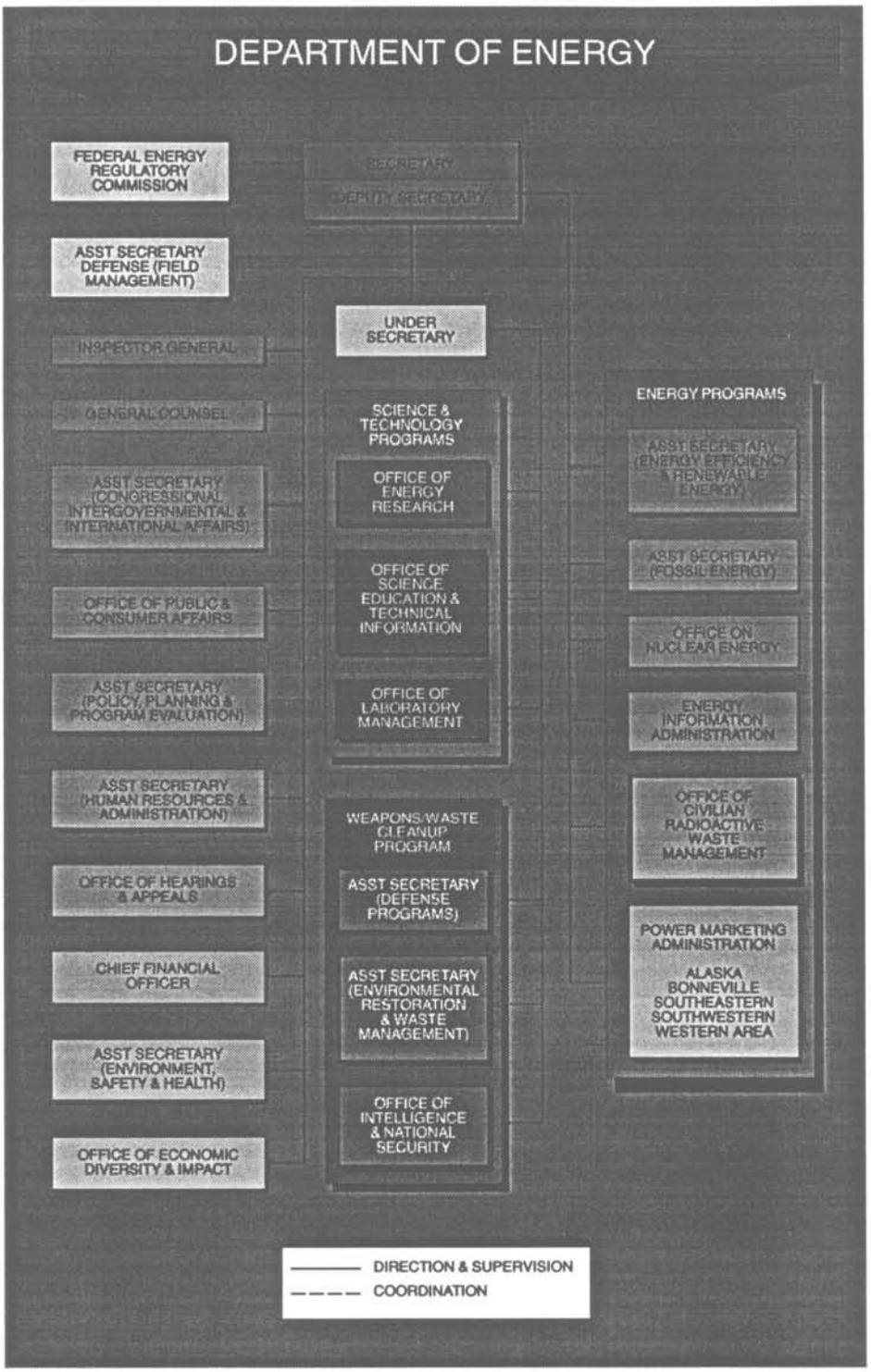



**Figure A-D-1. Department of Energy**

for emergencies that involve coordinating the provision of emergency power and fuel to support immediate response operations, as well as providing power and fuel to normalize community functioning.

- Elements of the DOE are specifically organized, trained, and equipped to cope with all forms of nuclear accidents and incidents, including those that may be associated with terrorist activity. This wide range of capabilities is grouped under the DOE Emergency Response Program.

- **The Radiation Emergency Assistance Center/Training Site (REAC/TS)**, operated by Oak Ridge Associated Universities, Oak Ridge, TN, provides facilities for handling victims of radiation emergencies.

- **The Department's Radiological Assistance Program (RAP)** that provides professional assistance and advice to Federal agencies, state, tribal, and local governments during radiological incidents, is composed of teams of DOE or DOE-contractor personnel assigned to RAP Regional Coordinating Offices (RCOs). The eight RCOs are located at Albuquerque, NM; Brookhaven, IL; Idaho Falls, ID; Oak Ridge, TN; Richland, WA; San Francisco, CA; and Savannah River, SC.

## 3. Capabilities and Core Competencies

The DOE's capabilities include the following:

a. Research and development of energy-related technologies, such as coal liquefaction and gasification, energy efficiency in building construction, alternative fuels, and electric and hybrid vehicles.

b. Research, development and testing of nuclear reactors and weapons.

c. Management of weapon stockpiling.

d. Oversight of occupational safety involving radiological activities and environmental restoration, as well as providing the capability to assess clean-up and decontamination needs.

e. Coordination with Federal and state agencies to bring emergency fuel and power to the scene of a disaster.

f. Provision of radiological assistance in situations involving radioactive materials.

## 4. Interagency Relationships

**The Office of the Assistant Secretary for Environment, Safety and Health** conducts liaison with other Federal agencies, such as the EPA, the Department of Labor (and its component, the Occupational Safety and Health Administration), and DHHS, to coordinate mutual interests.

a. The DOE and the Department of the Navy coordinate activities regarding design, development, and testing of improved naval reactor propulsion plants and reactor cores.

b. In emergencies involving the Nation's energy systems, the DOE maintains close coordination with appropriate Federal agencies and state officials to establish priorities to repair damaged energy systems and to provide temporary, alternate, or interim sources of emergency fuel and power. Coordination of emergency support needs is accomplished with the International Energy Agency and the International Atomic Energy Agency (IAEA), as appropriate.

c. The **Radiation Emergency Assistance Center/Training Site** provides medical advice, specialized training, and on-site assistance for the treatment of all types of radiation exposure accidents. The REAC/TS is designated as the World Collaboration Center for radiation accident management by the World Health Organization (WHO). REAC/TS is operated by Oak Ridge Associated Universities, Oak Ridge, TN. In transportation emergencies, REAC/TS provides medical advice to on-scene medical professionals by telephone, direct consultation, or both.

d. The **Federal Radiological Monitoring and Assessment Center** (FRMAC) is a temporary, situation-specific, crisis response activity that coordinates all of the radiological monitoring and assessment efforts and activities of the Federal agencies, while supporting reaction to a radiological incident in accordance with the Federal Radiological Emergency Response Plan. The FRMAC is usually established at an airport or other site as close as possible to the scene of a radiological emergency.

e. The **Radiological Assistance Program** provides radiological assistance during incidents involving radioactive materials. RAP assistance can include identification of personnel, equipment, vehicles, or property contaminated by radioactivity; recommendations to medical professionals regarding treatment of injuries complicated by radioactive contamination; and advice regarding personnel monitoring, decontamination, materiel recovery, and other post-incident operations. Deployable RAP equipment includes hand-held radiation monitoring devices (alpha, beta, gamma radiation) and anti-contamination clothing.

# ANNEX E TO APPENDIX A
# DEPARTMENT OF JUSTICE (DOJ)

*Established in 1870, the Department of Justice provides legal advice to the President, represents the Executive Branch in court, investigates Federal crimes, enforces Federal laws, operates Federal prisons, and provides law enforcement assistance to states and local communities.*

## 1. Authority and Responsibilities

The Attorney General heads the Department of Justice; supervises US attorneys, US marshals, clerks, and other officers of the Federal courts; represents the United States in legal matters, and makes recommendations to the President concerning appointments to Federal judicial positions and to positions within the DOJ, including US attorneys and US marshals.

## 2. Organizational Structure

The DOJ is organizationally depicted in Figure A-E-1. Its personnel include nearly 8,000 attorneys located primarily in the Antitrust, Civil, Civil Rights, Environment and Natural Resources, and Tax Divisions. The bulk of the remaining litigation is performed by the nearly 100 US attorneys and their staffs dispersed throughout the country.

a. Within the Criminal Division, the **Internal Security Section** supervises the investigation and prosecution of cases affecting national security, foreign relations, and the export of strategic commodities and technology. Its cases involve espionage, sabotage, neutrality, atomic energy, and violations of the Classified Information Procedures Act.

b. Among the law enforcement offices of the Department is the **DEA**, the primary narcotics enforcement agency for the US Government. Its Domestic and International Criminal Law Sections are major interagency players in criminal investigation policies, procedures, and legislation.

c. **The FBI** investigates violations of certain Federal statutes, collects evidence in cases in which the United States is or may be an interested party, and performs other duties imposed by law or Presidential directive. The FBI also maintains liaison posts abroad in a number of foreign countries in its effort to quell organized crime, drugs, foreign counterintelligence, white collar crime, terrorism, and violent crime.

d. **The INTERPOL — United States National Central Bureau (INTERPOL-USNCB)** — facilitates international law enforcement cooperation as the United States representative to the International Criminal Police Organization (INTERPOL), an intergovernmental organization of 169 member countries. The functions of the INTERPOL-USNCB include coordinating information for international investigations and providing efficient communications between US domestic law enforcement agencies at the Federal, state and local levels and the National Central Bureaus of other member countries.

e. **The United States Marshals Service (USMS)** supervises our Nation's oldest Federal law enforcement office, the United States Marshals, who serve in 94 judicial districts in the 50 states, the District of Columbia, Guam, Puerto Rico, and the US Virgin Islands. They provide prisoner transportation, service and execution of court orders, Federal court and judicial security, witness protection, maintenance and disposal of forfeited assets, Federal fugitive apprehension, foreign extradition, security and law enforcement assistance during movement of cruise and intercontinental ballistic missiles, and emergency response by

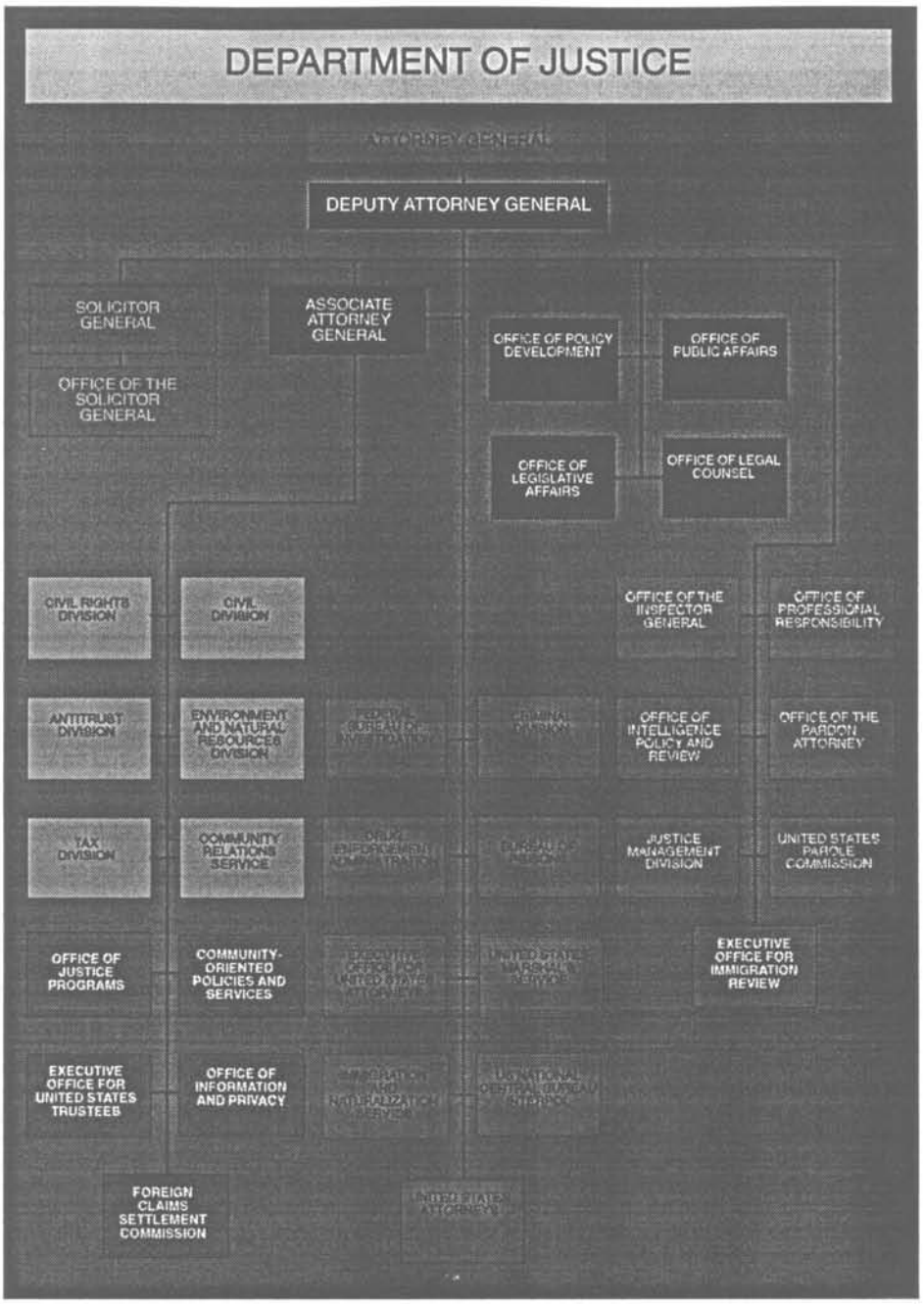



**Figure A-E-1. Department of Justice**

the USMS Special Operations Group. The Marshals assume a special role when natural disasters or civil disturbances threaten the peace of the United States.

f. **The International Criminal Investigative Training Assistance Program (ICITAP)** was established within the DOJ in 1986 in an effort to enhance investigative capabilities in democracies throughout Latin America. ICITAP is funded through the annual Economic Support Fund (ESF) appropriations to USAID. The Department of State provides policy guidance and oversight, while design, development, and implementation of projects rests with the DOJ. ICITAP directs its assistance primarily at police agencies, but an important focus is the relationship between the police, judges, and prosecutors. Through training courses, conferences, and seminars, greater coordination among the three criminal justice sectors is sought.

## 3. Capabilities and Core Competencies

Some of the Department's key interagency components include the following:

a. **The Office of Intelligence Policy and Review** advises the Attorney General on all matters relating to the national security activities of the United States. The Office prepares all applications for surveillance under the Foreign Intelligence Surveillance Act of 1978, assists Government agencies by providing legal advice on matters of national security law and policy, and represents the DOJ on a variety of interagency committees, such as the National Foreign Intelligence Council.

b. The FBI has six priority investigative areas: organized crime, drugs, counterterrorism, white collar crime, foreign counterintelligence, and violent crime. The Bureau has extensive intelligence and operational assets available, both domestically and overseas.

c. The US Marshals Service, through its Special Operations Group, can respond to a number of emergency circumstances, including civil disturbances, terrorist incidents, and riot and mob-violence situations.

d. The DEA operates with the Customs Service, the Internal Revenue Service, the Coast Guard, and the 11-agency National Narcotics Intelligence Consumers Committee. It also manages the El Paso Intelligence Center, using personnel from 13 Federal agencies.

e. **The Immigration and Naturalization Service (INS)** plays a significant role in interagency response to migrant operations, including those involving Cuban, Haitian, and Chinese Nationals. The Coast Guard routinely deploys with INS agents and interpreters during scheduled migrant interdiction operations.

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# ANNEX F TO APPENDIX A
# DEPARTMENT OF STATE (DOS)

*The Department of State is the agency of the US Government primarily responsible for planning and implementing the foreign policy of the United States. The DOS is headed by the Secretary of State, who is the ranking member of the President's Cabinet and fourth in Presidential succession. The SECSTATE is the President's principal advisor on the conduct of foreign affairs and the formulation of foreign policy. In its diplomatic role, the Department is an important source of foreign affairs data, national security and economic information, and data on the policies and inner workings of the countries of the world. In its consular function, it provides notarial and citizenship services to American citizens abroad and assists in implementing US immigration and naturalization laws.*

## 1. Authority and Responsibilities

Under the Constitution, the President has the authority to make treaties, to receive foreign emissaries, to appoint diplomatic and consular officials, and to exercise other authority provided by legislation. To assist the President in the exercise of these duties, Congress created the Department of State in 1789, with the Secretary of State as its head.

## 2. Organizational Structure

a. **Department of State Headquarters.** The DOS's headquarters provides political guidance to the Department, to the United States Agency for International Development, to the US Information Agency, which is known overseas as the US Information Service, and to the Arms Control and Disarmament Agency. (See Figure A-F-1.)

- Subordinate to the Secretary are the Deputy Secretary of State and the Under Secretaries, who are responsible for management and coordination of the foreign policy process. There are Under Secretaries of State for each of the following:

  •• **Political Affairs.** Responsible for the general conduct of political relations and for representing the Department and the Secretary at the NSC Deputies level.

  •• **Economic, Business, and Agricultural Affairs.** Responsible for foreign policy decisions in these areas.

  •• **Arms Control and International Security Affairs.** Charged with the responsibility for policies in these areas, including all policy matters relating to security assistance, sensitive technology transfer, and counter-proliferation.

  •• **Global Affairs.** Responsible for all matters on global issues, such as international narcotics, counterterrorism, environment and science, population and refugees, labor, and human rights.

  •• **Management.** Responsible for the Department's resource management, including personnel.

- The Department divides the world by function and region. Seven bureaus, responsible to the Under Secretary for Political Affairs, are organized geographically, and are headed by the Assistant Secretaries of State for:

  •• African Affairs;

  •• East Asian and Pacific Affairs;

  •• European and Canadian Affairs;

  •• Near Eastern Affairs;

**Figure A-F-1. Department of State**

•• Inter-American Affairs;

•• South Asian Affairs; and

•• International Organizational Affairs, supporting our missions in UN agencies.

- The other bureaus in the Department are functionally oriented, and their Assistant Secretaries are responsible to other Under Secretaries for such matters as Administration, Diplomatic Security, Consular Affairs, Personnel, International Narcotics and Law Enforcement, Oceans and Environmental Scientific Affairs, Politico-Military Affairs, Human Rights, and Economic and Business Affairs.

- Bureaus are sub-divided into Offices headed by Directors. They are organized by country or group of countries (i.e., the Office of Pakistan, Afghanistan, and Bangladesh Affairs, the Office of Canadian Affairs), or by function. Regional office directors are often also called Country Directors, and they supervise the work of Desk or Country Officers.

- Foreign Service Officers of the United States hold Presidential commissions and are recruited through a difficult examination and entry process, with an up-or-out promotion system akin to that of military officers.

b. **The Department of State Overseas.** The DOS is represented by its core staff of Foreign Service personnel at every one of the more than 300 US embassies, consulates-general, consulates, and missions to international diplomatic organizations overseas.

- Embassies are the basic unit for the conduct of diplomacy overseas. They are headed by an Ambassador, who is a Presidential appointee and the President's personal representative. As such, the Ambassador is the senior US official in the country. By law, Ambassadors coordinate, direct, and supervise all US Government activities and representatives posted in the foreign country to which they are accredited. They do not, however, exercise control of US personnel attached to and working for the head of a US Mission to an international organization or US military personnel operating under the command of a geographic combatant commander.

- Overseas, Foreign Service Officers are assisted by another 10,000 career Foreign Service National employees and the more than 1,600 US Marines on deputation to the DOS as Marine Security Guards.

## 3. Capabilities and Core Competencies

The DOS provides a variety of citizen services.

a. Travel information for citizens traveling abroad (the Citizen's Emergency Center).

b. US passports (the Passport Office of the Bureau of Consular Affairs).

c. Replacement passports, notarial, and burial services for US citizens abroad.

d. Certification of documents for use in foreign countries.

e. Consular services for US citizens in difficulties or arrested in foreign countries.

f. Information on foreign economic and business opportunities (the Bureau of Economic and Business Affairs).

## 4. Interagency Relationships

The staff mix in US embassies, its country team, replicates the mix of foreign affairs agencies in Washington, D.C. Staff at any

of the US embassies abroad includes employees of the Departments of Commerce, Defense, Agriculture, Justice, and other agencies such as Peace Corps, USAID, and USIA.

# ANNEX G TO APPENDIX A
# DEPARTMENT OF TRANSPORTATION (DOT)

*The Department of Transportation establishes the Nation's overall transportation policy. Under its umbrella, there are nine administrations whose jurisdictions include highway planning, development, and construction; urban mass transit; railroads; aviation; and the safety of waterways, ports, highways, and oil and gas pipelines.*

## 1. Authority and Responsibilities

The Department of Transportation was created on October 15, 1966 to centralize Federal management of this Nation's vast network of highways, railroads, rivers, and air routes. The Department is responsible for ensuring the safety and reliability of all forms of transportation, for protecting the interests of consumers, for conducting planning and research for the future, and for rendering assistance to cities and states in meeting their respective transportation goals. The Secretary of Transportation is the principal advisor to the President on transportation programs and oversees the nine operating administrations that compose the Department.

## 2. Organizational Structure

The DOT consists of the Office of the Secretary and nine operating administrations that are organized generally by mode of travel (e.g., air, rail, and other methods; see Figure A-G-1.)

a. The Office of the Secretary includes functional offices that assist in the formulation of policy, resource allocation, interagency and intra-departmental coordination, evaluation of programs, and matters of an intermodal nature.

b. **Operating Agencies**

- **United States Coast Guard.** The USCG was established in 1915 and became a part of the DOT in 1967. The predecessor of the Coast Guard, the Revenue Marine, was established in 1790 as a Federal maritime law enforcement agency. Today the Coast Guard is the Nation's primary maritime operating agency, with resources organized, trained and equipped to be "multi-mission capable." The Coast Guard is unique in that it serves as a branch of the Armed Forces at all times and as an agency within DOT (except when operating as part of the US Navy during time of war or when the President directs). The organization of the Coast Guard includes a headquarters located in Washington, D.C., two senior operational commanders in the Atlantic Area (New York) and Pacific Area (Alameda), ten district offices, two Maintenance and Logistics Commands (Atlantic and Pacific), the Coast Guard Academy in New London, CT, the National Pollution Funds Center in Arlington, VA, the National Strike Force Coordination Center in Elizabeth City, NC, two Polar Class icebreakers, 27 air stations, and numerous other shore-based and afloat units. The Coast Guard has four roles in support of national security: maritime safety, maritime law enforcement, maritime environmental protection, and national defense. Through an agreement between the Department of Defense and the DOT, the Coast Guard's unique defense capabilities in support of the National Military Strategy include: maritime interception operations; deployed port operations, security and defense; and environmental defense operations. Interagency agreements between the Coast Guard and other US Government agencies are listed in COMDTINST P5850.2,

**Figure A-G-1. Department of Transportation**

"Legal Authorities." Execution of the Coast Guard's four roles includes the following:

•• Coast and harbor defense.

•• Port security, including the deployment of port security units for outside the continental United States (OCONUS) military operations to perform the port and harbor security mission (waterside patrols, vessel escort, surveillance, and interdiction).

•• Search and rescue operations.

•• Flood relief and removal of hazards to navigation.

•• Enforcement of applicable Federal laws and treaties and other international agreements.

•• Investigation of suspected violations of such laws and international agreements.

•• Support of the National Drug Control Strategy as the lead agency for maritime interdiction and co-lead agency for air interdiction.

•• Enforcement of the Federal Water Pollution Control Act (33 USC 1251) and various other laws relating to the protection of the marine environment by which foreign vessels are prohibited from entering US waters unless they have insurance or other guarantees that potential pollution liability for cleanup and damages will be met.

•• Provision of a National Response Center to receive reports of oil and hazardous substance spills, investigate spills, initiate subsequent civil penalty actions, and coordinate federally-funded spill response operations.

•• Administration of the Port Safety and Security Program through the USCG Captains of the Port to enforce rules and regulations governing the safety and security of ports and anchorages as well as the movement of vessels and prevention of pollution in US waters.

•• Supervision of cargo transfer operations.

•• Inspection of harbor patrols and waterfront facilities; establishing security zones as required.

•• Administration of a licensing and regulatory program governing the construction, ownership (international aspects), and operation of deepwater ports on the high seas to transfer oil from tankers to shore.

•• Provision of personnel, equipment, and expertise to the Harbor Defense Commands. These are co-staffed by US Coast Guard and US Navy personnel that exercise OCONUS command and control of naval coastal warfare forces, supplying port safety and security, vessel traffic control and safety, search and rescue, surveillance and interdiction, and aids to navigation capabilities.

•• Establishment and maintenance of the US aids to navigation system, including lights, buoys, day beacons, fog signals, marine radiobeacons, and long-range radionavigation aids such as LORAN-C and OMEGA (LORAN-C coverage has been established in parts of the western Pacific, Europe, and the Mediterranean to meet DOD requirements).

•• Broadcast and publication of marine information as well as local Notice to Mariners and Light Lists.

•• Operation of the Nation's icebreaking vessels to facilitate maritime transportation and aid in prevention of flooding and to support logistics to US polar installations, and to support scientific research in Arctic and Antarctic waters.

- **Federal Aviation Administration (FAA).** The FAA was established by the Federal Aviation Act of 1958 (49 USC 106) and became a component of the DOT in 1967. The FAA's role is to facilitate the following:

  •• Regulate air commerce.

  •• Control US navigable airspace.

  •• Regulate civil and military air operations.

  •• Install and operate air navigation facilities.

  •• Develop and operate a common system of air traffic control and navigation.

  •• Issue and enforce rules, regulations, and minimum standards relating to the manufacture, operation, and maintenance of aircraft, as well as the rating and certification (including medical) of airmen and the certification of airports.

  •• Operate a network of airport traffic control towers, air route traffic control centers, and flight service stations.

  •• Develop air traffic rules and regulations and allocate the use of airspace.

  •• Enforce regulations under the Hazardous Materials Transportation Act applicable to shipments by air.

  •• Provide for the security control of air traffic to meet national defense requirements.

  •• Perform flight inspection of air navigation facilities in the United States and, as required, abroad.

  •• Operate and maintain voice and data communications equipment, radar facilities, computer systems, and visual display equipment at flight service stations.

  •• Operate airport traffic control towers and air route traffic control centers.

  •• Promote aviation safety and civil aviation abroad by exchanging aeronautical information with foreign aviation authorities.

  •• Certify foreign repair stations, airmen, and mechanics.

  •• Negotiate bilateral airworthiness agreements in order to facilitate the import and export of aircraft and components.

  •• Publish current information on airways and airport service and issue technical publications for the improvement of aeronautical activities.

- **Federal Highway Administration (FHA).** The FHA administers the highway transportation programs of the DOT.

- **Federal Railroad Administration (FRA).** The FRA promulgates and enforces rail safety regulations, administers railroad financial assistance programs, and conducts research and development in support of improved railroad safety and national rail transportation policy.

- **National Highway Traffic Safety Administration.** The Administration carries out programs concerning the safety performance of motor vehicles and

related equipment, motor vehicle drivers, occupants, pedestrians, and a uniform national speed limit under the National Traffic and Motor Vehicle Safety Act of 1966, as amended.

- **Federal Transit Administration.** Roles include the following:

  •• To assist in the development of improved mass transportation facilities, equipment, techniques, and methods.

  •• To encourage the planning and establishment of area-wide urban mass transportation systems.

  •• To provide assistance to state and local governments in financing such systems as mobility for elderly, disabled, and disadvantaged persons.

  •• To facilitate the development of rural transportation objectives.

- **Maritime Administration.** Roles include the following:

  •• To aid the development, promotion, and operation of the US Merchant Marine.

  •• To organize and direct emergency merchant ship operations.

  •• To administer subsidy programs, through the Maritime Subsidy Board, under which the US Government pays the difference between certain costs of operating ships under the US flag and foreign competitive flags on essential services, and the difference between the cost of constructing ships in the United States and foreign shipyards.

  •• To provide financing guarantees for the construction, reconstruction, and reconditioning of ships.

  •• To construct or supervise the construction of merchant type ships for the US Government.

  •• To operate the US Merchant Marine Academy, Kings Point, NY, and administer a Federal assistance program for maritime academies operated by the states of California, Maine, Massachusetts, Michigan, New York, and Texas.

  •• To administer a War Risk Insurance Program that insures operators and seamen against losses caused by hostile action if domestic commercial insurance is not available.

  •• To charter Government-owned ships to US operators, to requisition or procure ships owned by US citizens, and to allocate them to defense needs during national emergencies.

  •• To maintain a National Defense Reserve Fleet of USG-owned ships that operates through ship managers and general agents as the Ready Reserve Force, consisting of a number of ships available for quick-response activation.

- **Saint Lawrence Seaway Development Corporation.** This agency operates that part of the St. Lawrence Seaway between the port of Montreal and Lake Erie, within the territorial limits of the United States.

- **Research and Special Programs Administration.** Roles include the following:

  •• To oversee hazardous materials transportation and pipeline safety, transportation emergency preparedness, safety training, multimodal transportation research and development activities, and

collection and dissemination of air carrier economic data.

- To allocate the Civil Reserve Air Fleet and, under the Contingency Response Program, provide transportation service support and priority use of these services during contingencies and mobilization.

## 3. Capabilities and Core Competencies

The DOT and its subordinate agencies have conducted close and continuous liaison within the interagency arena and, in particular, with the Department of Defense. Much of this coordination has been formalized through a series of Executive Orders and Memorandums of Agreement (MOAs) and/or Memorandums of Understanding (MOUs). The DOT brings to the interagency table a responsive planning and operational mechanism, and a logistics apparatus to support strategic and operational planning for force projection, combat operations, deterrence, crisis response, disaster assistance, humanitarian relief efforts, and strategic exercises.

## 4. Interagency Relationships

The DOT maintains relationships with many components of the Department of Defense as described in "Working Relationships Between the Department Of Transportation and the Department of Defense." This pamphlet summarizes mutual connectivities and provides extensive information regarding interagency activities that relate to national security issues. It approaches an MOU in authority.

a. The DOT has considerable expertise involving the civilian and military use of the Nation's transportation system. For this reason, DOT can redirect the Nation's transportation assets and change priorities, usually through Presidential Executive Order or emergency decrees.

b. In the enforcement of maritime laws and suppression of smuggling and illicit drug trafficking, the USCG routinely places law enforcement detachments on board surface combatants of the US Navy for maritime interdiction operations.

c. The FAA and the Department of Defense have significant mutual interests with regard to military aviation, aeronautical charts and publications, Notices to Airmen, military airport operations and certification, airspace management during national crises, and airspace control and certification of expeditionary aviation facilities overseas during military contingency operations.

# ANNEX H TO APPENDIX A
# DEPARTMENT OF THE TREASURY (TREAS)

*The Department of the Treasury performs four basic functions: formulates and recommends economic, financial, tax, and fiscal policies; serves as financial agent for the US Government; enforces the law; and manufactures coins and currency. It manages and superintends the Nation's finances.*

## 1. Authority and Responsibilities

The Treasury Department was created September 2, 1789. Its Secretary is a major policy advisor to the President and oversees the execution of the broad Departmental responsibilities described above.

a. The Assistant Secretary (Enforcement) is responsible for the Office of Financial Enforcement and the Office of Foreign Assets Control, and supervises four operating bureaus as follows.

- **The Bureau of Alcohol, Tobacco and Firearms (ATF)** enforces laws relating to interstate trafficking in contraband cigarettes, commercial arson, trafficking in illicit distilled spirits, firearms, destructive devices, and explosives. Since many crimes of violence are drug-related, ATF directs a significant portion of its resources to fighting the war on drugs.

- **The US Customs Service** is specifically charged to with the following:

  •• To assess and collect customs duties, excise taxes, fees, and penalties due on imported merchandise.

  •• To interdict and seize contraband, including narcotics and illegal drugs.

  •• To process persons, carriers, cargo, and mail into and out of the United States.

  •• To detect and apprehend persons engaged in fraudulent practices designed to circumvent customs and related copyright, patent, and trademark provisions and quotas.

  •• To oversee marking requirements for imported merchandise.

  •• To enforce export control laws and report requirements of the Bank Secrecy Act.

  •• To intercept illegal high technology and weapons exports.

  •• To conduct border enforcement and a wide range of public safety and quarantine matters.

- The mission of the **US Secret Service (USSS)** is to protect the President, the Vice President, members of their immediate families, visiting heads of foreign states or governments, and other distinguished foreign visitors to the United States. Lesser known responsibilities pertain to laws of the United States relating to currency, coins, obligations, and securities of the United States or foreign governments; forgery; violations of the Federal Deposit Insurance Act, the Federal Land Bank Act, and the Government Losses in Shipment Act; and laws pertaining to electronic funds transfer frauds, credit and debit card frauds, false identification documents or devices, computer access fraud, and US Department of Agriculture food coupons.

- **The Federal Law Enforcement Training Center** provides law enforcement training

for personnel of more than 70 Federal law enforcement agencies, and selected state and local law enforcement personnel. The Center conducts advanced programs in the areas of common need, such as white-collar crime, the use of micro-computers as an investigative tool, advanced law enforcement photography, international banking and/or money laundering, marine law enforcement, and several instructor training courses.

b. The Office of the Commissioner of Internal Revenue was established July 1, 1862. **The Internal Revenue Service** is responsible for administering and enforcing the internal revenue laws and related statutes, except those relating to alcohol, tobacco, firearms, and explosives.

c. **The Undersecretary for International Affairs** deals with several national security issues, to include financial transactions associated with terrorism, illegal drugs, and rogue states.

## 2. Organizational Structure

The Department's structure is depicted in Figure A-H-1.

a. The Bureau of Alcohol, Tobacco and Firearms has its headquarters in Washington, D.C. Beneath the headquarters level are five regional offices that are concerned with compliance operations and 22 district law enforcement offices in principal cities within the continental United States.

b. The headquarters of the USCS is in Washington, D.C. The 50 states, plus the US Virgin Islands and Puerto Rico, are divided into seven Customs Regions. Within these regions are 44 subordinate district or area offices under which there are approximately 240 ports of entry. The Customs Service maintains foreign field offices in Bangkok, Bonn, Dublin, Hermosillo, Hong Kong, London, Mexico City, Milan, Monterrey, Ottawa, Panama City, Paris, Rome, Seoul, Singapore, Tokyo, Vienna, and The Hague, and represents the US Customs Service in the US Mission to the European Community in Brussels.

c. The US Secret Service has two echelons of activities: headquarters in Washington, D.C. and district offices. There are 115 district offices in the United States (including Hawaii and Alaska) and Puerto Rico, and six overseas district offices are located in Bangkok, Bonn, London, Manila, Paris, and Rome. The USSS interacts extensively with the Federal, state, and local agencies while accomplishing its protective service responsibilities.

## 3. Capabilities and Core Competencies

Significant skills reside within the many components of the Department of Treasury.

a. Financial management.

b. Public safety.

c. Law enforcement associated with suppression and interdiction of illegal trafficking.

d. Training of Federal, state and local law enforcement agencies.

## 4. Interagency Relationships

The Treasury Department collaborates and assists the Office of Management and Budget, the Council of Economic Advisors, and other USG agencies regarding economic forecasts and law enforcement matters. Interagency functions include the following:

a. To act as liaison between the Secretary and other USG agencies with respect to their financial operations and conduct government-

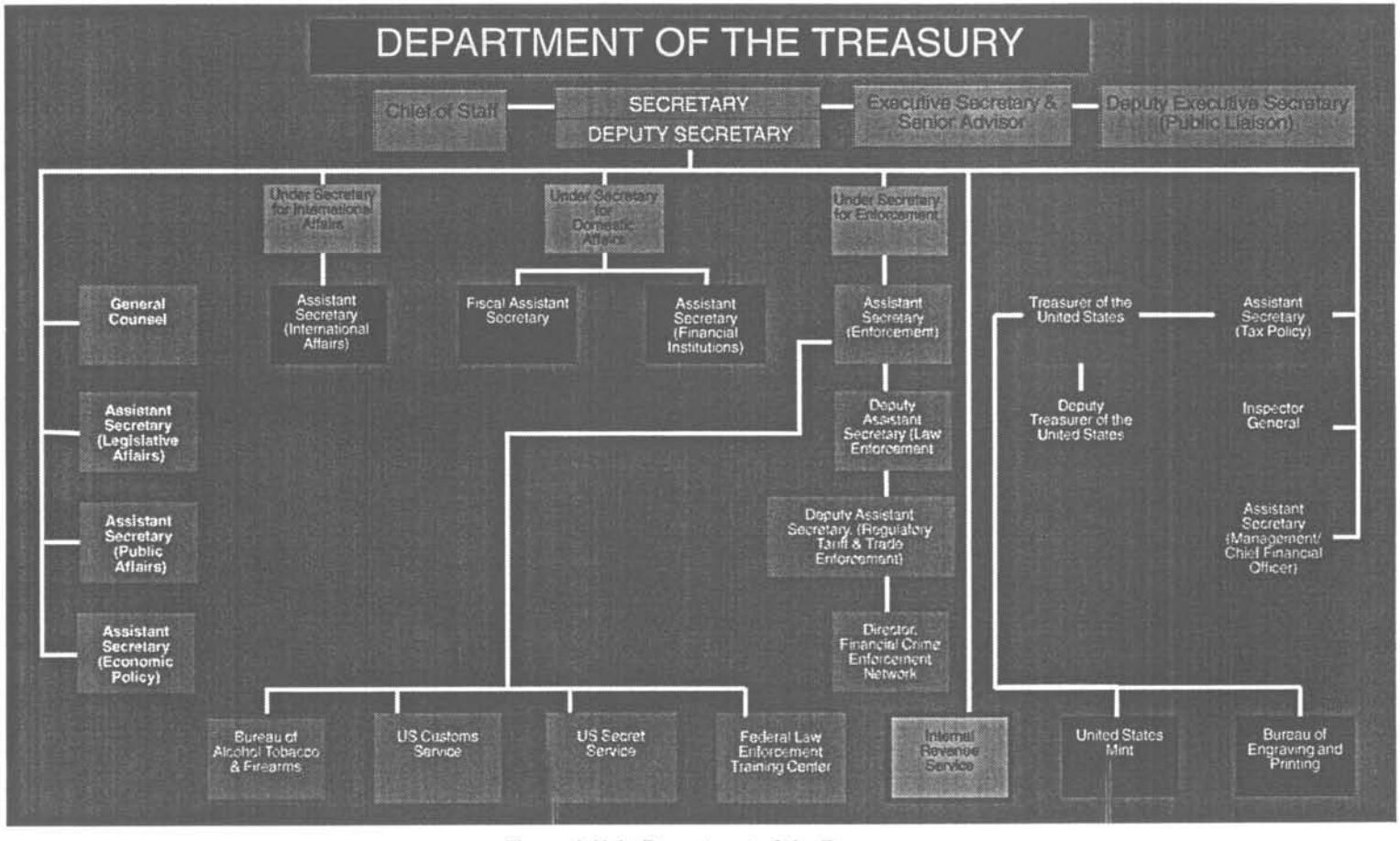



**Figure A-H-1. Department of the Treasury**

wide accounting and cash management activities.

b. To provide financial services, information, and advice to taxpayers, the Treasury Department, Federal program agencies, and government policy makers.

c. To interact regularly with the FAA, the airports, and the air carriers.

d. To assist in the administration and enforcement of some 400 provisions of law on behalf of more than 40 USG agencies.

e. To cooperate with other Federal agencies and foreign governments in suppressing the traffic of illegal narcotics and pornography.

f. To provide direction and support to the Drug Law Enforcement System and serve as an integral component of the counterdrug Joint Interagency Task Forces (JIATF) East and West.

# ANNEX I TO APPENDIX A
# CENTRAL INTELLIGENCE AGENCY (CIA)

*The Central Intelligence Agency collects, evaluates, and disseminates vital information on foreign political, military, economic, scientific, and other developments. Overseas, the CIA is responsible for coordinating the Nation's intelligence activities and for developing intelligence that affects the national security.*

## 1. Authority and Responsibilities

The Central Intelligence Agency was established by the National Security Act of 1947. Executive Order 12333, issued by President Reagan on 4 December 1981, gives the Director of Central Intelligence authority to develop and implement the National Foreign Intelligence Program (NFIP) and to coordinate the tasking of all Intelligence Community collection elements. (See Figure A-I-1.)

a. **Director of Central Intelligence (DCI).** The DCI is both the head of the Intelligence Community and the Director, Central Intelligence Agency. As the DCI, the Director acts as the principal intelligence advisor to the President and the NSC and heads a grouping of intelligence components comprised of the CIA; the National Security Agency; the Defense Intelligence Agency; the Bureau of Intelligence and Research of the Department of State; Army, Navy, Marine Corps, and Air Force intelligence offices; the counterintelligence component of the FBI; the Department of the Treasury; and the DOE. The DCI has four major Intelligence Community responsibilities.

- To serve as the senior intelligence officer of the US Government.
- To establish requirements and priorities for Community efforts.
- To develop and justify the NFIP budget.
- To ensure protection of intelligence sources and methods.

A number of specialized committees deal with intelligence matters of common concern. Chief among these groups are the National Foreign Intelligence Board and the National Foreign Intelligence Council that the DCI chairs.

b. **Executive Director for Intelligence Community Affairs (EXDIR/ICA).** The DCI is supported by the EXDIR/ICA, who is responsible for developing the NFIP budget, establishing requirements for collection and production and their priorities, conducting audits and evaluations, ensuring the protection of sensitive intelligence sources and methods, and other concerns of common interest. The EXDIR/ICA's staff, drawn from all parts of the Intelligence Community, is formally known as the Community Management Staff.

c. **Deputy Director of Central Intelligence (DDCI).** The DDCI assists the Director and acts for and exercises the powers of the Director during his or her absence or disability, or in the event of a vacancy in the position of Director.

d. **Executive Director (EXDIR).** The EXDIR runs the CIA on a daily basis and coordinates the development of policies in all management and administrative areas that affect the corporate interests of the Agency and its personnel.

e. **CIA Responsibilities.** The CIA has no police, subpoena, law enforcement powers, or internal (domestic) security functions. The

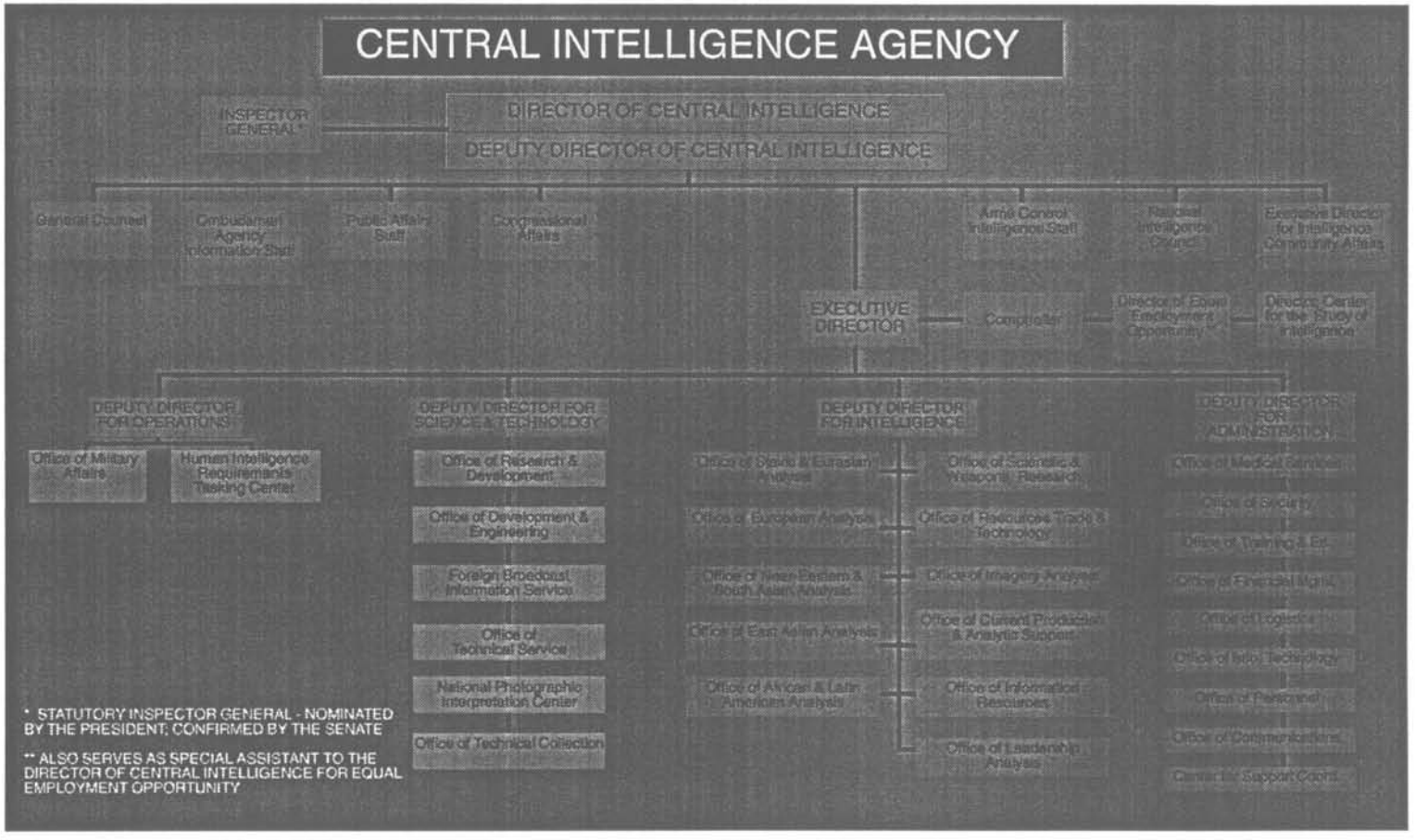



**Figure A-I-1. Central Intelligence Agency**

CIA, under the direction of the President or the National Security Council, is responsible for the following:

- To advise the NSC regarding national security-related intelligence activities and the coordination of those activities.
- To correlate and evaluate intelligence relating to the national security and provide for appropriate dissemination.
- To collect, produce, and disseminate counterintelligence and foreign intelligence, as well as intelligence on foreign aspects of narcotics production and trafficking.
- To conduct counterintelligence activities outside and within the United States in coordination with the FBI.
- To coordinate counterintelligence activities and the collection of information not otherwise obtainable when conducted outside the United States by other departments and agencies.
- To conduct special activities approved by the President.

## 2. Organizational Structure

The CIA is organized into four major Directorates having the following responsibilities.

a. **Deputy Director for Intelligence (DDI).** The DDI manages the evaluation, analysis, production, and dissemination of all-source intelligence on key foreign problems.

b. **Deputy Director for Operations (DDO).** The DDO has primary responsibility for the clandestine collection of foreign intelligence, including HUMINT. The Associate Deputy Director for Military Affairs facilitates intelligence support for the military, while the Chairman, National HUMINT Requirements Tasking Center, coordinates HUMINT collection among all US Government agencies.

c. **Deputy Director for Science and Technology (DDS&T).** The DDS&T collects and processes information gathered by technical collection systems and develops advanced technical equipment to improve the collection and processing of information.

d. **Deputy Director for Administration (DDA).** The DDA is responsible for providing comprehensive support for the other three directorates.

## 3. Capabilities and Core Competencies

The CIA's reconnaissance and intelligence assessment capabilities are essential ingredients to interagency strategic and operational planning. It provides real-time response in the quest for essential information to form the basis for interagency action.

## 4. Interagency Relationships

The CIA is involved with other agencies of the US Government on a regular basis, to include the following:

a. **NSC Senior Interagency Group.** The DCI serves as the Chairman of the NSC's Senior Interagency Group when it meets to consider issues requiring interagency attention, deals with inter-departmental matters, and monitors the execution of approved intelligence policies and decisions.

b. **National Intelligence Council (NIC).** The NIC, managed by a Chairman and Vice Chairman for Evaluations and a Vice Chairman for Estimates, is comprised of National Intelligence Officers — senior experts drawn from all elements of the

Intelligence Community and from outside the Government. The National Intelligence Officers concentrate on the substantive problems of particular geographic regions of the world and of particular functional areas, such as economics and weapons proliferation. They produce national intelligence estimates.

c. **National Intelligence Support Team (NIST).** To provide support for joint military operations, the DCI may provide a NIST to augment the intelligence capabilities of combatant commands and joint task forces (JTFs). NISTs generally are staffed by members of the CIA, DIA, and NSA, who provide specialized capabilities useful to the joint force commanders, to include the following:

- Technical intelligence collection systems supporting both national and defense intelligence requirements.
- Coordination of intelligence sharing arrangements with foreign governments.
- Human intelligence activities.
- Counterintelligence operations outside the United States.

# ANNEX J TO APPENDIX A
# FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA)

*The Federal Emergency Management Agency is the focal point for emergency planning, preparedness, mitigation, response and recovery; works closely with state and local governments by funding emergency programs and providing technical guidance and training; and oversees the development and execution of policies and programs for overall emergency management, national emergency readiness, disaster planning, emergency training and education, fire prevention and control, flood plain management, and insurance operations.*

## 1. Authority and Responsibilities

The Federal Emergency Management Agency was established in 1979. It develops and coordinates national policy and programs and facilitates delivery of effective emergency management during all phases of national security and catastrophic emergencies through the comprehensive FRP, coordinated with and concurred in by 28 USG departments and agencies. The FRP applies to all USG departments and agencies that are tasked to provide response assistance in a disaster or emergency situation. It describes Federal actions to be taken in providing immediate response assistance to one or more affected states.

## 2. Organizational Structure

The organization of FEMA is depicted in Figure A-J-1.

## 3. Capabilities and Core Competencies

a. Capabilities and core competencies include the following:

- To administer programs in support of state and local governments that are designed to improve emergency planning preparedness, mitigation, response, and recovery capabilities;
- To administer the National Flood Insurance Program and the Federal Crime Insurance Program; and
- To provide leadership, coordination, and support for the Agency's urban search and rescue, fire prevention and control, hazardous materials and emergency medical services activities.

b. The FRP describes the basic mechanisms and structures by which the US Government will mobilize resources and conduct activities to augment state and local response efforts. To facilitate the provision of Federal assistance, the Plan uses a functional approach to group the types of Federal assistance that a state is most likely to need under 12 emergency support functions (ESFs). Each ESF is headed by a primary agency that has been selected based on its authorities, resources, and capabilities in the functional area. Other agencies have been designated as support agencies for one or more ESFs, based on their resources and capabilities to support the functional area. The twelve ESFs serve as the primary mechanism through which Federal response assistance will be provided to assist the state in meeting response requirements in an affected area. The Federal assistance effort is controlled by the Federal Coordinating Officer, who is appointed by the Director of FEMA on behalf of the President.

c. Upon activation of an ESF a primary agency is authorized, in coordination with the Federal Coordinating Officer (FCO) and the state, to initiate and continue actions to carry out the ESF missions described in the ESF Annexes to the FRP, including tasking designated support agencies to carry out assigned ESF missions.

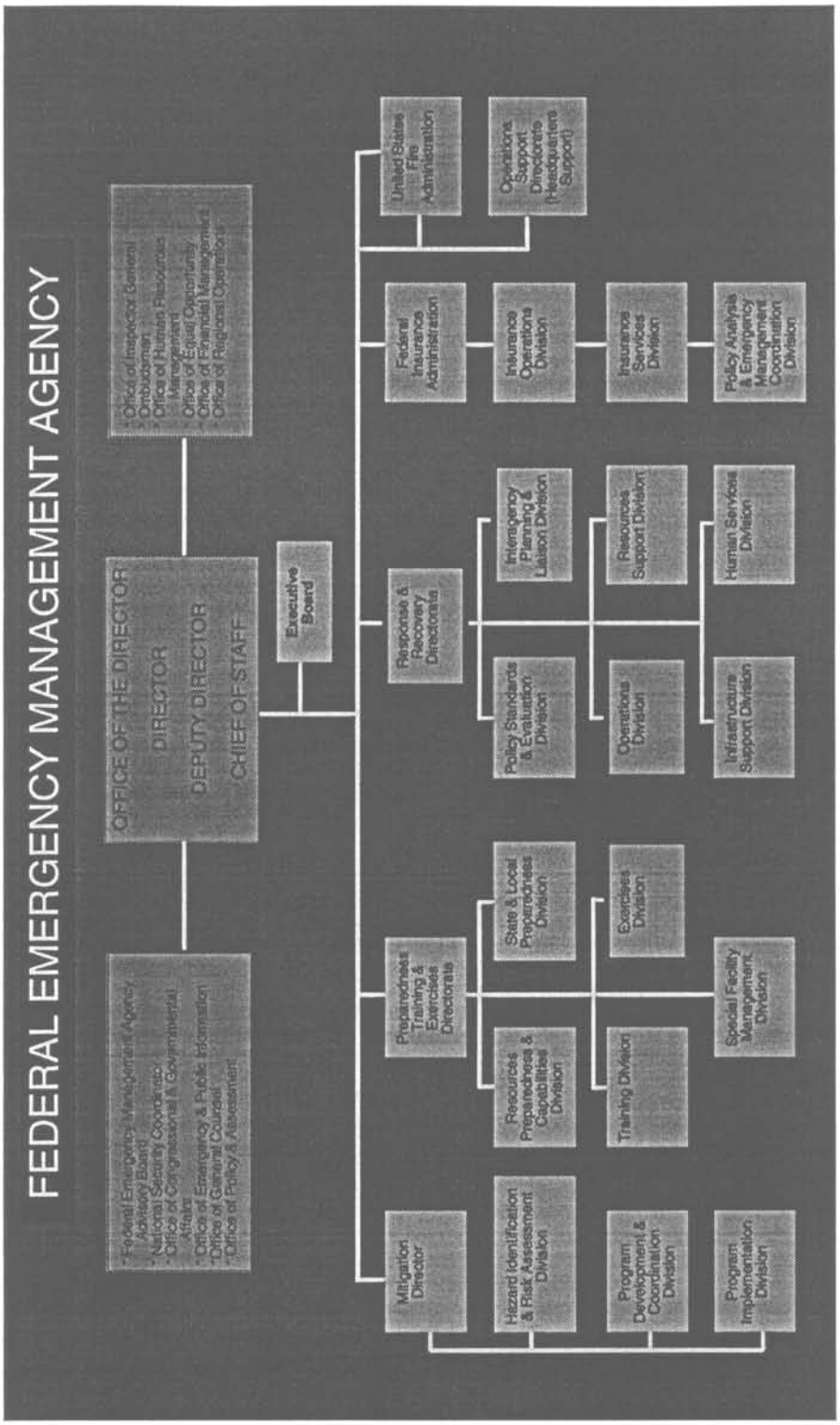



**Figure A-J-1. Federal Emergency Management Agency**

d. The FRP consists of Emergency Support Functions, as shown in Figure A-J-2.

e. The primary and support agency assignments by each ESF are shown in Figure A-J-3.

## 4. Interagency Relationships

The FRP was developed through the efforts of 28 departments and agencies at both the national and regional levels. FEMA continues to work with these organizations in order to develop, maintain, and enhance the Federal response capability.

| EMERGENCY SUPPORT FUNCTIONS | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| # | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| ESF / ORG | TRANSPORTATION | COMMUNICATIONS | PUBLIC WORKS & ENGINEERING | FIREFIGHTING | INFORMATION & PLANNING | MASS CARE | RESOURCE SUPPORT | HEALTH & MEDICAL SERVICES | URBAN SEA RCH & RESCUE | HAZARDOUS MATERIALS | FOOD | ENERGY |
| USDA | S | S | S | | S | S | S | S | S | S | | S |
| DOC | | S | S | S | S | S | S | | | S | | |
| DOD | S | S | | S | S | S | S | S | S | S | S | S |
| DOEd | | | | | S | | | | | | | |
| DOE | S | | S | | S | | S | | | S | | |
| DHHS | | | S | | S | S | S | | S | S | S | |
| DHUD | | | | | | S | | | | | | |
| DOI | | S | S | S | S | | | | | S | | |
| DOJ | | | | | S | | | S | | S | | |
| DOL | | | S | | | | S | | S | S | | |
| DOS | S | | | | | | | | | S | | S |
| DOT | | S | S | | S | S | S | S | S | S | S | S |
| TREAS | | | | | S | | | | | | | |
| VA | | | S | | | S | S | S | | | | |
| USAID | | | | | | | | S | S | | | |
| ARC | | | | | S | | | S | | | S | |
| EPA | | | S | S | S | | | S | S | | S | |
| FCC | | S | | | | | | | | | | |
| FEMA | | S | | S | | S | S | S | | S | S | |
| GSA | S | S | S | | S | S | | S | S | S | | S |
| ICC | S | | | | | | | | | | | |
| NASA | | | | | S | | | | | | | |
| NCS | | | | | S | | S | S | | | | S |

**Figure A-J-2. Emergency Support Functions**

| ESF / ORG | 1 TRANSPORTATION | 2 COMMUNICATIONS | 3 PUBLIC WORKS & ENGINEERING | 4 FIREFIGHTING | 5 INFORMATION & PLANNING | 6 MASS CARE | 7 RESOURCE SUPPORT | 8 HEALTH & MEDICAL SERVICES | 9 URBAN SEARCH & RESCUE | 10 HAZARDOUS MATERIALS | 11 FOOD | 12 ENERGY |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| NRC | | | | | S | | | | | S | | S |
| OPM | | | | | | | S | | | | | |
| SBA | | | | | S | | S | | | | | |
| TVA | S | | S | | | | | | | | | S |
| USPS | S | | | | | S | | S | | | | |

P - PRIMARY AGENCY: RESPONSIBLE FOR MANAGEMENT OF THE ESF
S - SUPPORT AGENCY: RESPONSIBLE FOR SUPPORTING THE PRIMARY AGENCY

| ACRONYMS | EXPLANATION | ACRONYMS | EXPLANATION |
|---|---|---|---|
| USDA | US Department of Agriculture | USAID | US Agency for International Development |
| DOC | Department of Commerce | ARC | American Red Cross |
| DOD | Department of Defense | EPA | Environmental Protection Agency |
| DOEd | Department of Education | FCC | Federal Communications Commission |
| DOE | Department of Energy | FEMA | Federal Emergency Management Agency |
| DHHS | Department of Health and Human Services | GSA | General Services Administration |
| DHUD | Department of Housing and Urban Development | ICC | Interstate Commerce Commission |
| DOI | Department of the Interior | NASA | National Aeronautics and Space Administration |
| DOJ | Department of Justice | NCS | National Communications System |
| DOL | Department of Labor | NRC | Nuclear Regulatory Commission |
| DOS | Department of State | OPM | Office of Personnel Management |
| DOT | Department of Transportation | SBA | Small Business Administration |
| TREAS | Department of the Treasury | TVA | Tennessee Valley Authority |
| VA | Department of Veterans Affairs | USPS | US Postal Service |

**Figure A-J-2. Emergency Support Functions (cont'd)**

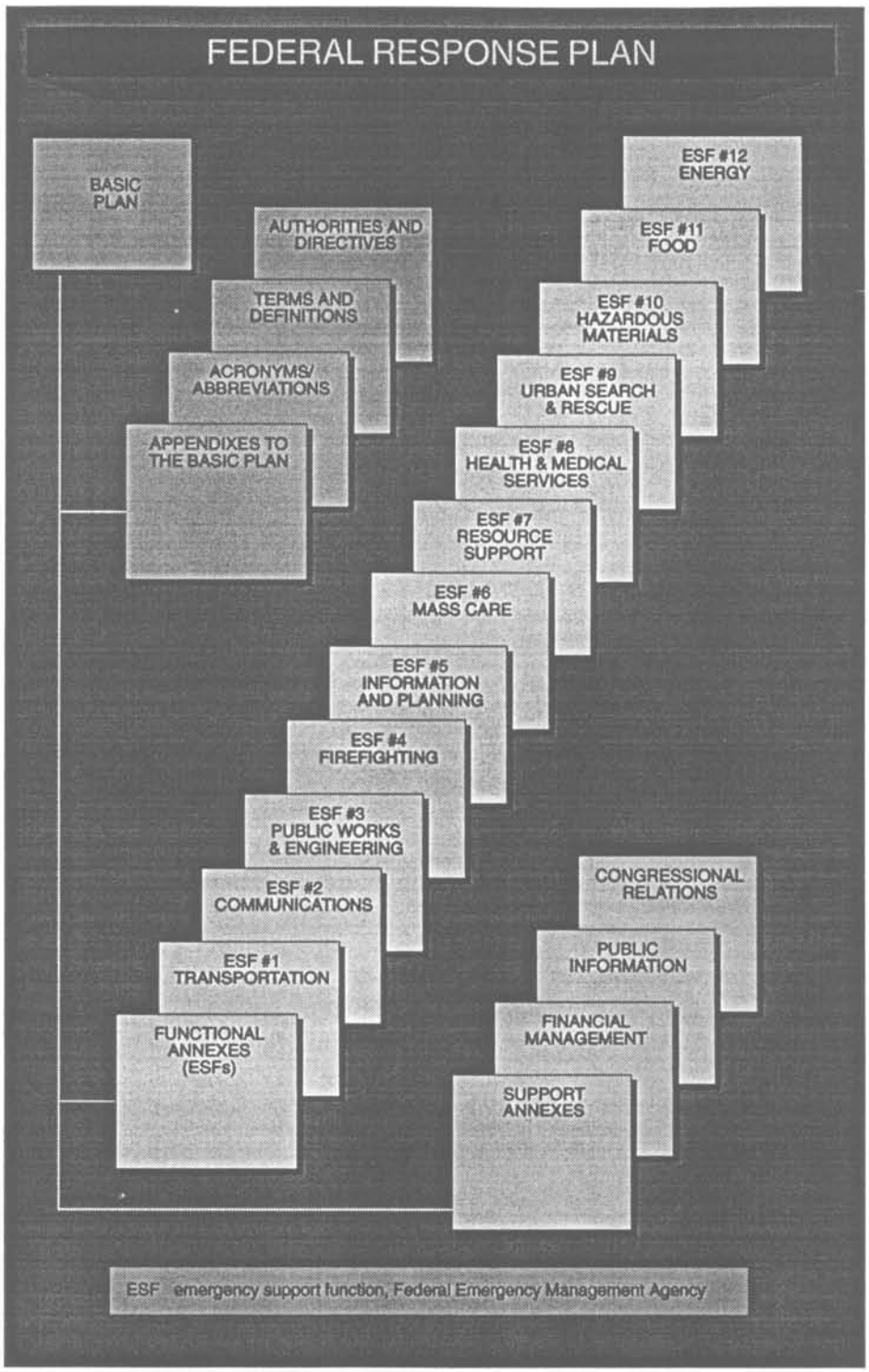



**Figure A-J-3. Federal Response Plan**

# ANNEX K TO APPENDIX A
# NATIONAL SECURITY COUNCIL (NSC)

*The National Security Council was established by the National Security Act of 1947 as the principal forum to consider national security issues that require Presidential decision. Its membership includes the President, the Vice President, the Secretary of State, and the Secretary of Defense. The Chairman of the Joint Chiefs of Staff and the Director of Central Intelligence serve as statutory advisors to the NSC. It recommends objectives and commitments to the President, assesses risks to the United States related to our military power and considers matters of common interest to the government concerning national security. The NSC sits atop a structure of departments and agencies that mirrors its composition and provides an operating level for the planning and implementation of national security decisions.*

## 1. Authority and Responsibilities

The National Security Council was established in 1947 and gives advice on integrating foreign, economic and military policies as they relate to national security. It develops policy options, considers implications, coordinates operational problems that require inter-departmental consideration, develops recommendations for the President, and monitors policy implementation. The NSC staff is the President's principal staff for national security issues. NSC documents are established to inform USG departments and agencies of Presidential actions. These include the following:

a. **Presidential Decision Directive (PDD).** The PDD series announces Presidential decisions implementing national policy objectives of national security. PDDs usually lay out in detail the logic, rationale, and thinking behind the decisions. Some decisions, such as covert actions, must be formatted as "findings."

b. **Presidential Review Directive (PRD).** The PRD series directs that studies be undertaken involving national security policy and objectives.

c. **Other Communications.** Under recent administrations, Presidential decisions have been communicated by intelligence findings, National Security Directives, National Security Decision Directives, and other types. Past administrations have also used National Security Action Memorandums, Presidential Directives, and even Executive Orders.

## 2. Organizational Structure

The NSC is chaired by the President. Its membership includes the President, the Vice President, the Secretary of State, the Secretary of Defense, the Secretary of the Treasury, the US Representative to the UN, the Assistant to the President for National Security Affairs, the Assistant to the President for Economic Affairs, and the Chief of Staff to the President. The Chairman of the Joint Chiefs of Staff and the Director of Central Intelligence serve as statutory advisors to the NSC. The Attorney General, the Director of the Office of Management and Budget, heads of other executive departments and agencies, and senior officials of the Executive Office of the President and the NSC staff may attend meetings of the NSC at the special invitation of the President or the National Security Advisor. (See Figure A-K-1.)

a. Three NSC sub-groups were established by NSD-1: the NSC Principals Committee (NSC/PC), the NSC Deputies Committee (NSC/DC), and the NSC Interagency Working Groups (NSC/IWGs).

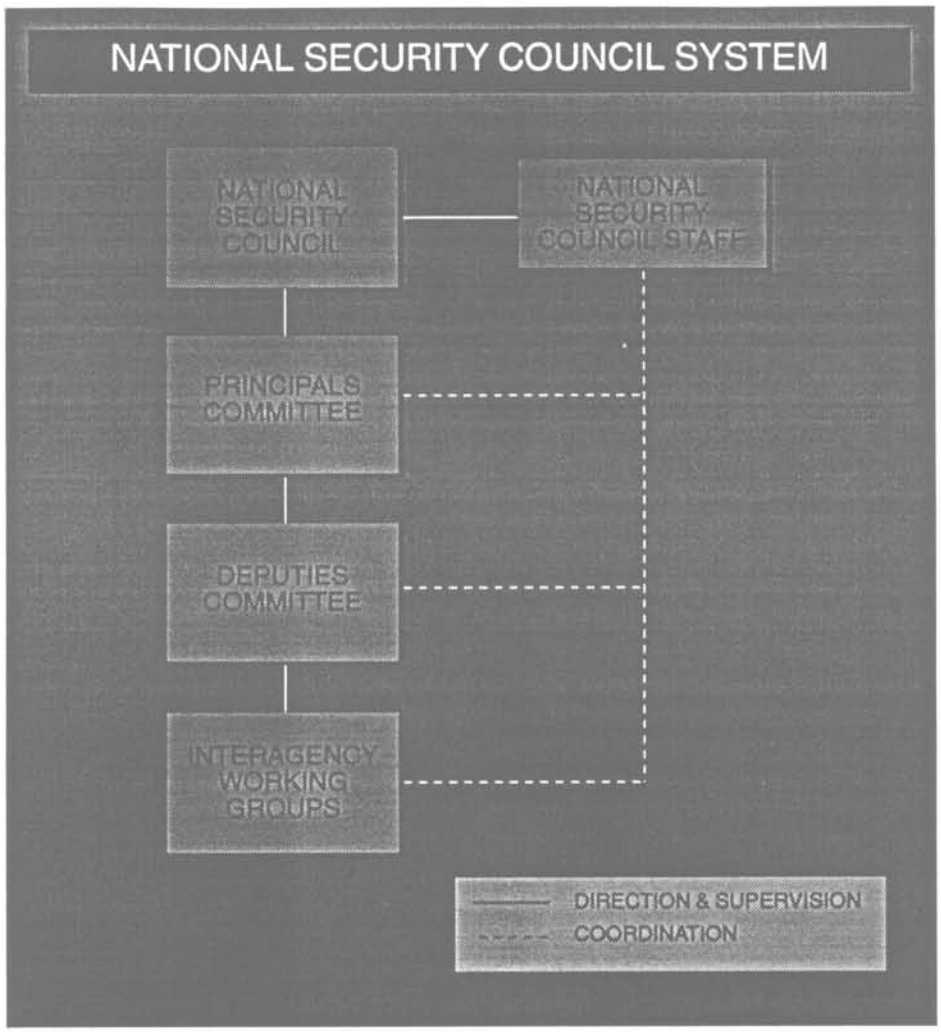



**Figure A-K-1. National Security Council System**

- **The NSC/PC** is the senior interagency forum for consideration of policy issues affecting national security. Members include the National Security Advisor (Chairman), the Secretary of State, Secretary of Defense, Director of Central Intelligence, the Chairman of the Joint Chiefs of Staff, and the Chief of Staff to the President. The NSC/PC Chairman may invite others depending on the issues to be discussed. Some Presidents have used the NSC/PC meetings to supplement NSC meetings and to address more specific issues. In these instances, the NSC/PC may be formed into National Security Planning Groups.

- **The NSC/DC** is the senior sub-Cabinet interagency forum. It reviews and monitors the work of the NSC interagency process. Members include the Deputy National Security Advisor (Chairman), Under Secretary of State for Political Affairs, Under Secretary of Defense for Policy, Deputy DCI, and Vice Chairman of the Joint Chiefs of

Staff. When meeting on covert actions, the attendees include a representative of the Attorney General.

- **The NSC has established regional and functional IWGs** to deal with such issues as combatting terrorism and counterdrugs. IWGs are often organized at the deputy assistant secretary, office director, and action officer level. These can be further divided into smaller working groups to address facets of major issues.

b. Special Assistants to the President on the NSC Staff serve in functional areas such as defense policy and arms control, non-proliferation and export control, inter-American affairs, humanitarian affairs, intelligence, and economic affairs. Each leads an IWG that includes representatives at the Assistant Secretary level from the Executive departments or agencies.

## 3. Capabilities and Core Competencies

Considering the composition and method of operation of the NSC, it is intrinsically organized as the President's principal and personal staff for crisis response, and possesses the ability to bring the resources of the US Government and the private sector to bear on the needs of the situation. The NSC is responsible to:

- Coordinate Executive departments and agencies in the development and implementation of national security policy;

- Track the execution and implementation of national security policies for the President; and

- Coordinate with nongovernmental organizations (NGOs), private voluntary organizations (PVOs) and regional and international organizations.

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# ANNEX L TO APPENDIX A
# PEACE CORPS

*The Peace Corps' purpose is to promote world peace and friendship, to help other countries in meeting their needs for trained manpower, and to help promote understanding between the American people and other peoples served by the Peace Corps. The Peace Corps Act emphasizes the Peace Corps' commitment toward programming to meet the basic needs of those living in the countries in which it operates.*

## 1. Authority and Responsibilities

The Peace Corps is an independent Federal agency committed to meeting the basic needs of those living in the countries in which it operates. President John F. Kennedy created the Peace Corps by Executive Order in 1961.

## 2. Organizational Structure

The Peace Corps is headquartered in Washington, D.C. (1990 K Street, N.W., Washington, D.C. 20526.) Fifteen offices in major US cities help thousands of Peace Corps applicants compete for placement as volunteers. The Peace Corps' international operations are divided into four regions: Africa; Asia and the Pacific; Europe, Central Asia, and the Mediterranean; and Inter-America. Approximately 7,000 Peace Corps volunteers and trainees serve in over 90 countries in Asia, the Pacific, Africa, the Middle East, Central and South America, the Caribbean, Central and Eastern Europe, and the former Soviet Union. Since 1961, over 140,000 Peace Corps volunteers have served in over 100 countries worldwide.

## 3. Capabilities and Core Competencies

Peace Corps volunteers provide assistance in six program sectors.

a. **Agriculture**—food production, storage, distribution, marketing, sustainable agriculture, aquaculture, and pest management.

b. **Education** — English, mathematics, science, or business studies; special, vocational, and non-formal education activities for adults and at-risk youth.

c. **Environment** — community work, teaching the importance of national resource conservation along with sustainable management techniques; reforestation, forestry and watershed management.

d. **Health**—primary health care services, maternal and child health activities, nutrition, community health education, Guinea worm eradication, water and sanitation projects, and human immuno-deficiency virus/acquired immune deficiency syndrome (HIV/AIDS) education and prevention.

e. **Small Business** — local economic development through self-sustaining income and employment producing practices, business management, commercial banking and related skills, and assisting efforts to establish free market economies.

f. **Urban Development**—housing, solid waste management, urban planning and urban youth development projects.

## 4. Interagency Relationships

a. Peace Corps volunteers, by nature of their commitment and responsibilities, traditionally work as members of a team. Through its collaborative agreements with USG agencies and ongoing cooperation and coordination with NGOs and PVOs, and with self-help grants to indigenous groups, the

Peace Corps strengthens and increases its impact.

b. To maximize foreign assistance funds, the Peace Corps works closely with other USG agencies, particularly the US Agency for International Development, the US Department of Agriculture, USDA/Forest Service, US Department of the Interior, DOI/ Park Service, the Environmental Protection Agency, and the US Department of Health and Human Services. In many countries, Peace Corps coordinates its efforts with NGOs and PVOs that also receive support from the US Government (USG).

# ANNEX M TO APPENDIX A
# US AGENCY FOR INTERNATIONAL DEVELOPMENT/OFFICE OF US FOREIGN DISASTER ASSISTANCE (USAID/OFDA)

*The United States Agency for International Development plays both a major role in US foreign policy and a principal role in interagency coordination. It is an autonomous agency under the policy direction of the Secretary of State through the International Development Cooperation Agency, which is headed by the Administrator of USAID. USAID administers and directs the US foreign economic assistance program and acts as the lead Federal agency for US foreign disaster assistance. USAID works largely in support of the Department of State and manages a worldwide network of country programs for economic and policy reforms that generates sound economic growth, encourages political freedom and good governance, and invests in human resource development. Response to natural and manmade disasters is one of the Agency's primary missions.*

## 1. Authority and Responsibilities

USAID administers a wide variety of programs in the developing world, Central and Eastern Europe, and the newly independent states of the former Soviet Union. It administers two kinds of foreign assistance; the Development Assistance and Economic Support Funds. It provides funding for extraordinary economic assistance in developing countries and manages several "Food for Peace" assistance programs.

a. USAID focuses much of its efforts on six areas of special concern; agriculture, the environment, child survival, AIDS, population planning, and basic education. It directs all developmental assistance programs under the Foreign Assistance Act of 1961, Public Law 480 ("Food for Peace") and similar legislation.

b. USAID is also the principal agency charged with coordinating the USG response to declared disasters and emergencies worldwide. Through its Office of US Foreign Disaster Assistance, the Agency administers the President's authority to provide emergency relief and long-term humanitarian assistance in response to disasters as declared by the Ambassador (also known as the Chief of Mission) within the affected country or higher Department of State authority. USAID/OFDA may also expedite interventions at the operational and tactical levels through NGOs, PVOs, regional and international organizations, and other sources of relief capacity.

c. The Administrator of USAID is the Special Coordinator for International Disaster Assistance.

d. When a disaster declaration has been made by the Ambassador, USAID coordinates the USG response. The Director of OFDA has primary responsibility for initiating this response. The Administrator of USAID, as the Special Coordinator, has delegated the authority to coordinate response to international disasters to OFDA, which is organized under the Agency's Bureau for Humanitarian Response. USAID/OFDA responsibilities include:

- Organize and coordinate the total USG disaster relief response;
- Respond to embassy and/or mission requests for disaster assistance;
- Initiate necessary procurement of supplies, services and transportation; and
- Coordinate assistance efforts with operational-level NGOs and PVOs.

## 2. Organizational Structure

USAID consists of a central headquarters staff in the Washington, D.C., area and a large number of overseas missions, offices, and regional organizations. (See Figure A-M-1.)

a. **Staff Offices and Functional Bureaus.** Four staff offices and five functional bureaus are responsible for USAID's overall policy formulation, program management, planning, inter- and intra-agency coordination, resource allocation, training programs, and liaison with Congress. International disaster assistance activities are coordinated by OFDA.

b. **Geographic Bureaus.** Four bureaus (Africa; Asia and the Near East; Europe and the Newly Independent States; and Latin America and the Caribbean) are the principal USAID line offices, with responsibility for the planning, formulation, and management of US economic development and/or supporting assistance programs in their areas. There are three types of country organizations; USAID Missions, Offices of USAID Representative, and USAID Sections of the embassy.

c. **Office of US Foreign Disaster Assistance.** OFDA consists of the Office of the Director and three functional divisions:

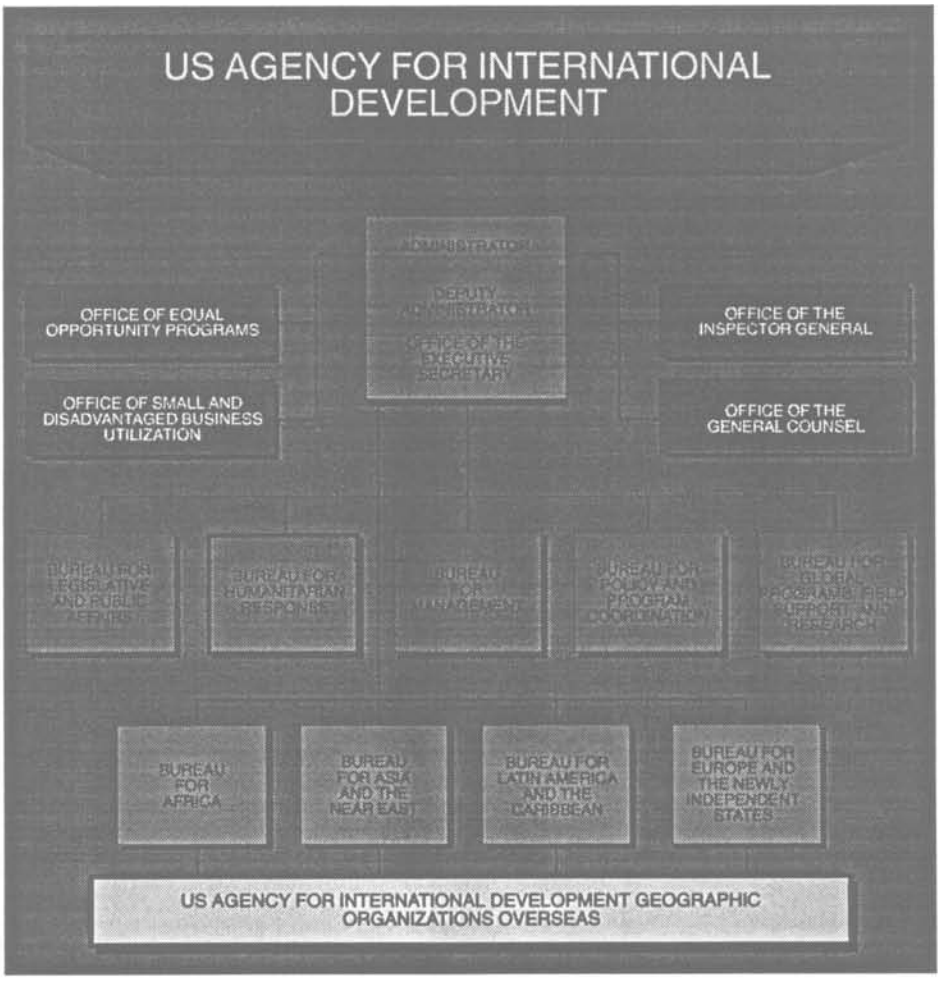



**Figure A-M-1. US Agency for International Development**

Prevention, Mitigation and Preparedness Division; Disaster Response Division; and Operations Support Division. It also operates a Crisis Management Center to coordinate disaster assistance operations when necessary, 24 hours a day. (See Figure A-M-2.)

d. **OFDA Regional Advisors.** OFDA has regional advisors stationed in Addis Ababa, Ethiopia; San Jose, Costa Rica; Manila, Republic of the Philippines; and Suva, Fiji. They are emergency response experts and consultants, long experienced with USAID. All have security clearances and are known to government officials and UN, ICRC, NGO and PVO representatives as well as senior officials in US embassies and USAID missions and offices.

e. **Disaster Assistance Response Teams (DART).** OFDA has developed a response capability called DART as a method of providing rapid response assistance to international disasters. A DART provides specialists trained in a variety of disaster relief skills to assist US embassies and USAID missions with the management of the USG response to international disasters. The structure of a DART is dependent on the size, complexity, type and location of the disaster, and the needs of the embassy and/or USAID mission and the affected country.

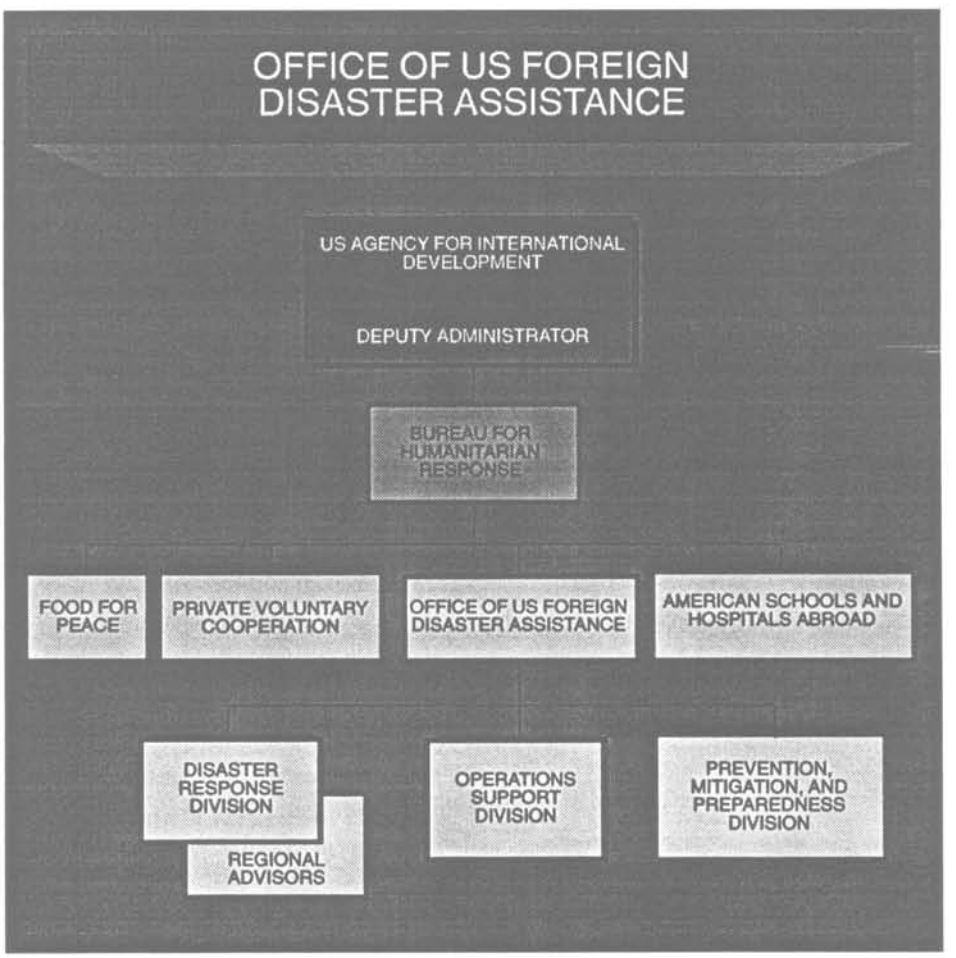



**Figure A-M-2. Office of US Foreign Disaster Assistance**

## 3. Capabilities and Core Competencies

USAID/OFDA's capabilities include the following:

a. To respond to longer-term, complex emergencies such as civil strife, population displacement and other manmade disasters.

b. To provide useful, and at times critical, information in these areas through its collection of data on US disaster assistance, world disaster histories, US and other donor country actions in case reports, country preparedness reports, and commodity use.

c. To obligate up to $25,000 in cash, in cooperation with the US embassy or mission, for supplies or services to assist disaster victims (the Agency's International Disaster Assistance budget includes a $75 million appropriation each year for contingency operations).

d. To make cash grants to local government relief organizations or international voluntary agencies handling emergency relief.

e. To purchase needed relief supplies.

f. To access important data through its Disaster Assistance Logistics Information System.

g. To transport relief supplies to the affected country.

h. To reimburse other USG agencies for disaster relief services.

i. To acquire disaster relief supplies from OFDA stockpiles.

j. To provide additional funds to support activities in the following essential sectors: shelter, water and sanitation, health, food, logistics, and technical assistance.

k. To maintain stockpiles of standard relief commodities in Maryland (United States), Panama, Italy, Guam, and Thailand.

## 4. Interagency Relationships

USAID/OFDA has established relationships with several USG agencies and dozens of NGOs, PVOs and international organizations. In carrying out its responsibilities, USAID/OFDA draws on these agencies and organizations, as required, to coordinate the USG's response to foreign disasters. Similarly, these agencies and organizations look to USAID/OFDA for advice and assistance, as appropriate, in handling their assigned responsibilities. USAID/OFDA currently has agreements with the following:

a. Department of Agriculture's US Forest Service and the Interior Department's Bureau of Land Management, for emergency managers, logisticians, communicators and firefighting experts.

b. US Public Health Service and the Centers for Disease Control and Prevention, for health assessment and to provide medical personnel, equipment, and supplies.

c. US Geological Survey, for notification and assessment of earthquakes and volcanic eruptions.

d. NOAA, for typhoon, hurricane, and cyclone reporting and assessment.

e. FEMA, for training in disaster management, emergency preparedness, and relief for host-country disaster specialists.

f. DOD, for matters concerning defense equipment and personnel provided to the affected country and for arranging DOD transportation. DOD Directive 5100.46, "Foreign Disaster Relief," establishes the relationship between the Department of

Defense and USAID/OFDA. The Deputy Assistant Secretary of Defense (Humanitarian and Refugee Affairs) is the Department of Defense's primary point of contact. The Joint Staff point of contact for the DOD Foreign Disaster Relief/Humanitarian Assistance Program is the Chief, Logistics Readiness Center, J-4. When USAID/OFDA requests specific services from the Department of Defense (typically airlift), USAID/OFDA pays for those services/commodities. The geographic combatant commander can directly coordinate with OFDA to obtain military and civilian assistance efforts. Additionally, the Department of Defense independently has statutory authority to respond to overseas manmade or natural disasters when necessary to prevent loss of life. Under the statute's implementing executive order, the Secretary of Defense provides such assistance at the direction of the President or in consultation with the SECSTATE.

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# ANNEX N TO APPENDIX A
# US INFORMATION AGENCY (USIA)

*The United States Information Agency is an independent foreign affairs agency within the Executive Branch responsible for the USG's overseas information, cultural, and educational exchange programs. Public diplomacy — the USIA mission — complements and reinforces traditional diplomacy by communicating US interests directly to foreign publics, including strategically placed individuals and institutions. Since 1953, the United States Information Agency has been charged with the conduct of public diplomacy within the policy parameters set by the Secretary of State. The Director, USIA, reports directly to the President.*

*USIA is known overseas as the US Information Service (USIS). The USIA Foreign Service Officers and staff operate at virtually all US embassies and consulates abroad and also operate cultural and information resource centers in many countries. USIS posts are responsible for managing press strategy — including press releases and press contacts — for all USG elements operating abroad under the authority of the US Ambassador. USIA is also responsible for the Voice of America, broadcasting worldwide in more than 40 languages; Radio Free Europe and Radio Liberty; the WORLDNET satellite television system; radio and television broadcasting to Cuba; the Fulbright Scholarship, International Visitor and other educational and cultural exchange programs; the US Speakers program; and the Wireless File, a daily compendium of policy statements and opinions.*

## 1. Authority and Responsibilities

The mission of the USIA is to understand, inform, and influence foreign publics in promotion of the national interest and to broaden the dialogue between Americans and US institutions and their counterparts abroad. USIA is prohibited by its enacting legislation (except when granted a specific exception) from conducting information programs or disseminating its information products within the United States.

### USIA Goals

a. **Goal 1.** Promote understanding and acceptance of US policies by explaining and advocating them in terms that are credible and meaningful to foreign audiences.

- Present US policies clearly and effectively, including responsible discussion and opinion of those policies.
- Engage influential individuals and groups of the host country in personal contact that is purposeful and policy-oriented.
- Develop and disseminate policy-oriented electronic and printed materials to targeted audiences.

b. **Goal 2.** Provide foreign audiences with accurate, authoritative information about the United States, its people, values, and institutions to advance US national interests.

- Reach audiences in the languages, media, and program formats that are most appropriate.
- Represent American society and culture in a balanced and comprehensive way.
- Provide audiences with accurate, comprehensive, and objective news and information.
- Engage influential individuals and groups of the host country in personal contact that is purposeful and informative.

- Create and disseminate accurate, authoritative information in the most effective and efficient manner.

c. **Goal 3.** Broaden the dialogue between Americans and US institutions and their counterparts overseas.

- Create and promote long-lasting and productive relationships between US and foreign individuals and institutions.

- Influence the knowledge, skills, and abilities of people by providing experiences with American values, ideas, models, and traditions.

- Increase US knowledge and understanding of international issues important to US interests.

d. **Goal 4.** Advise the President and other policymakers on foreign attitudes and their implications for US policies.

- Gather information on priority public diplomacy issues and prepare timely and reliable analysis on the communication and opinion environment in foreign countries. Distribute that analysis to Administration policymakers and program planners.

- Provide the President and other policymakers in Washington and in our overseas missions with information on and analysis of critical issues, and advise on their implications for US policies.

## 2. Organizational Structure

**Overseas Missions.** The Agency's overseas offices and personnel operate as an integral part of the United States Diplomatic Mission in each country. Each country operation (or USIS post) is headed by a Public Affairs Officer (PAO), who reports to the ambassador in the field and to the appropriate Area Director within USIA. The PAO serves as a member of the Country Team. USIS posts usually include additional American foreign service officers in the positions of Information Officer and Cultural Affairs Officer, and are assisted by a staff of foreign national employees. Working with their staffs, PAOs supervise the operational aspects of US public diplomacy activities overseas and maintain important contacts in the media, political, educational, cultural, and business communities. The PAO serves as the Embassy's principal spokesperson and provides the Ambassador and other mission elements with advice and expertise on matters of public diplomacy. All press releases, press contacts, and related public affairs activities by all USG elements operating abroad under the authority of the US Ambassador — including Defense Attache Offices and DOD military assistance and advisory offices — are directly managed or coordinated by USIS.

In Washington, USIA is organized into four major bureaus, with six geographic area offices managing the overseas missions. (See Figure A-N-1.)

a. **International Broadcasting Bureau.** The Voice of America, Radio Free Europe and Radio Liberty, WORLDNET Television and Film Service, and the Office of Cuba Broadcasting form the International Broadcasting Bureau (IBB). The IBB, along with the grantees Radio Free Europe and Radio Liberty, forms the broadcasting arm of USIA. Each is a distinct programming service which shares an integrated engineering, technical, and administrative infrastructure.

b. **Bureau of Educational and Cultural Affairs.** The Bureau manages academic exchanges of American and foreign graduate students, teachers, scholars, and specialists, and short-term programs for foreign leaders and professionals in the United States. The Bureau also administers a variety of programs to support the study of the United States and

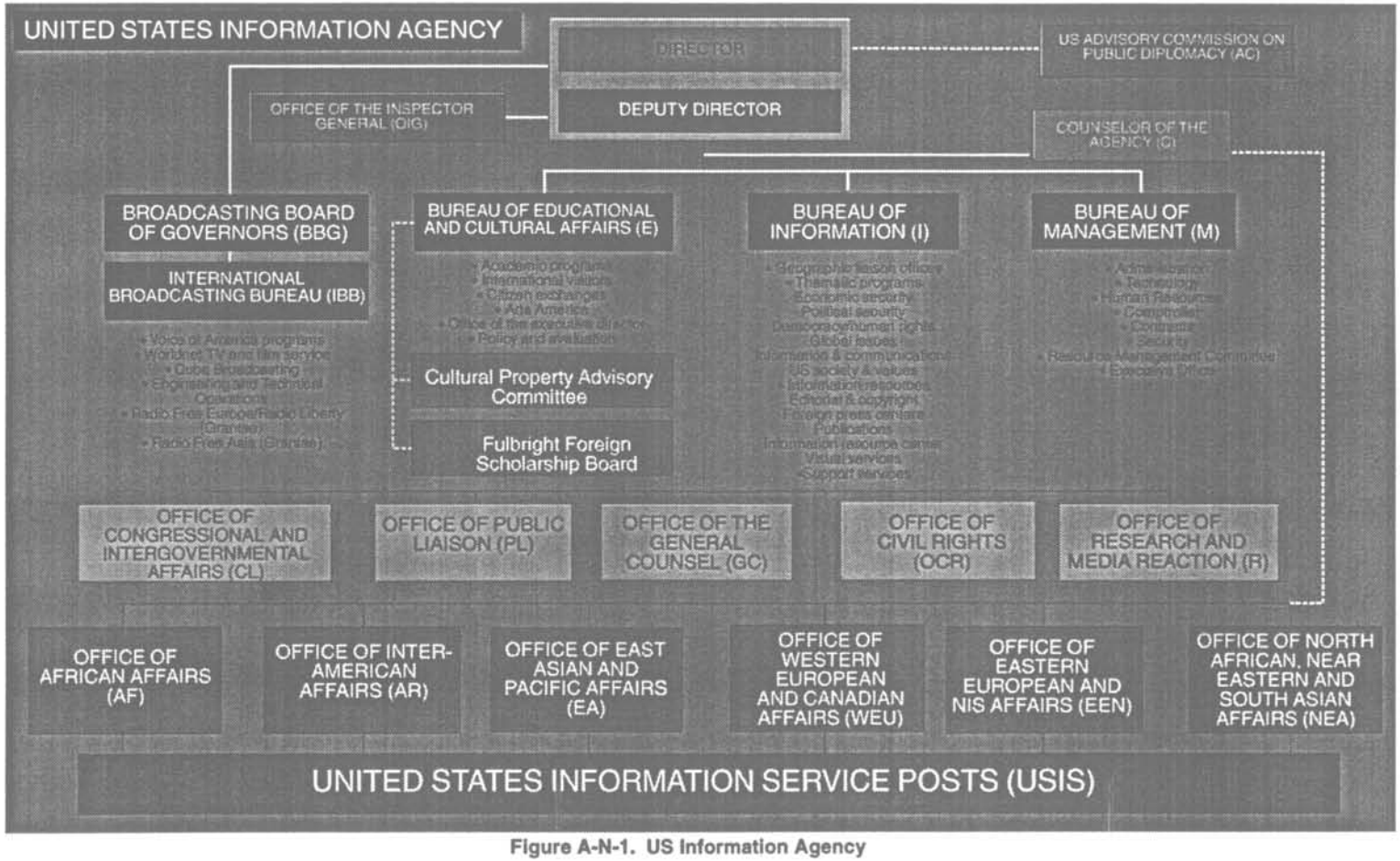



**Figure A-N-1. US Information Agency**

of the English language overseas and to promote US cultural presentations and exchanges.

c. **Bureau of Information.** The Bureau of Information creates and acquires those products and services that best communicate American values abroad. The Bureau generates a wide range of programs, publications, and services to provide information about the United States and its policies for use by USIS posts abroad. These include American experts who travel abroad as speakers, academic specialists, and professionals-in-residence; the Wireless File (which contains policy statements and other authoritative information); a variety of publications; and information resource services.

d. **The Geographic Offices.** The Directors of USIA's six Geographic Area Offices are responsible for the formulation, content, direction, resource management, and effectiveness of the overseas mission programs in the countries of their assigned areas. They are the prime Washington source of expertise for their areas on the public diplomacy aspects of US policy formulation and execution. They are in constant contact with the Department of State and other government agencies on regional matters.

e. **The Office of Research and Media Reaction** conducts assessments of foreign attitudes on policy issues for USG officials both in the United States and abroad, measures foreign audiences for the IBB and prepares daily summaries of foreign media commentary on US policies, major international events, and special foreign policy topics.

## 3. Capabilities and Core Competencies

USIA's capabilities include the following:

a. To significantly contribute to press and public information planning during preparation for employment of US forces in crisis response or contingency operations, and to significantly contribute to implementation of press and public information strategy during operational phase using USIS officers in country and the full range of Agency print and broadcast media products and services.

b. To assist civil affairs personnel in the development of popular support and the detection and countering of conditions and activities which distort or hinder US operations using USIS officers in country and the full range of Agency print and broadcast media products and services. Similarly assist psychological operations personnel.

## 4. Interagency Relationships

Operating as the US Information Service overseas, USIA has primary responsibility for the dissemination of information and related materials about the United States to foreign countries. Press activities of all USG elements operating at US diplomatic missions abroad are cleared and coordinated by USIS posts at those missions. USIA tracks foreign media coverage of issues of US national interest and advises on foreign public opinion. USIS posts can assist in publicizing US military and civilian achievements in a given foreign country. Plans involving civil affairs should include coordination with USIA-USIS planners. When requested by the Secretary of Defense, USIA will provide a senior representative to any established interagency planning or oversight committee.

# APPENDIX B
# NONGOVERNMENTAL AND PRIVATE VOLUNTARY ORGANIZATIONS

1. This appendix provides a summary of selected nongovernmental organizations and private voluntary organizations.

2. A **nongovernmental organization (NGO)** is a transnational organization of private citizens that maintains a consultative status with the Economic and Social Council of the United Nations. Nongovernmental organizations may be professional associations, foundations, multinational businesses, or simply groups with a common interest in humanitarian assistance activities (development and relief). Nongovernmental organization is a term normally used by non-US organizations.

3. A **private voluntary organization (PVO)** is a non-profit humanitarian assistance organization involved in development and relief activities. Private voluntary organizations are normally US-based. PVO is often used synonymously with the term NGO.

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NONGOVERNMENTAL ORGANIZATIONS

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## INTERACTION's GEOGRAPHIC INDEX OF NGOs AND PVOs[1]

### 1. Overview

InterAction is a membership organization of more than 150 PVOs. Some InterAction PVOs are secular organizations; others represent more than a dozen religious affiliations. Collectively, InterAction members receive more than $2 billion each year in private contributions and handle over $1.3 billion in government funding (about half of which is in the form of commodities). More than half the InterAction members (about 80 agencies) receive little or no support from the Federal Government. Its programs are carried out through standing committees of member agency representatives and through **ad hoc** task forces and working groups formed to address special issues.

### 2. Geographical Index

**Worldwide**
American Red Cross
Episcopal Church of the USA
(Episcopal Migration Ministries & the Presiding Bishop's Fund for World Relief)

**Africa**
REGIONAL ACTIVITIES
Food For All

**North Africa**
ALGERIA
International Aid
MAP International

CANARY ISLAND
International Aid

EGYPT
CARE
Center for Development & Population Activities
Childreach
Children's Survival Fund, Inc.
Church World Service
CODEL, Inc.
Heifer Project International
Institute of Cultural Affairs
Interchurch Medical Assistance, Inc.
International Aid
International Catholic Migration Commission
International Center for Research on Women
International Orthodox Christian Charities
MAP International
National Council of Negro Women
Near East Foundation
Pathfinder International
Population Communication
Save the Children
United Methodist Committee on Relief
Winrock International
World Vision
YMCA

MAURITANIA
Goodwill Industries of America
International Catholic Migration Commission
MAP International
Medecins Sans Frontieres USA
World Learning
World Vision

MOROCCO
American ORT Federation
Center for International Development & Environment
Heifer Project International
Helen Keller International
International Aid
Near East Foundation
Winrock International
World Learning

TUNISIA
HIAS
Interchurch Medical Assistance, Inc.
Medical Care Development
Save the Children

**Sub-Saharan Africa**
REGIONAL ACTIVITIES
Institute for Development Research

ANGOLA
Adventist Development & Relief Agency
Africare
American Friends Service Committee
Baptist World Alliance
CARE
Church World Service
Interchurch Medical Assistance, Inc.
International Aid
International Medical Corps
Lutheran World Relief
MAP International
Medecins Sans Frontieres USA
United Methodist Committee on Relief
World Vision

BENIN
African-American Institute
America's Development Foundation
Direct Relief International
Helen Keller International
International Aid
International Medical Services for Health
MAP International
Medical Care Development
Planning Assistance
Trickle Up Program

BOPHUTHATSWANA
International Aid

BOTSWANA
African-American Institute
American Jewish World Service
American ORT Federation
Brother's Brother Foundation
Church World Service
CODEL, Inc.
Institute of Cultural Affairs
Interchurch Medical Assistance, Inc.
International Aid
Laubauch Literacy International
Lutheran World Relief
MAP International
National Council of Negro Women
Trickle Up Program
United Methodist Committee on Relief
World Learning
World Vision
World Wildlife Fund
YWCA

BURKINA FASO
Adventist Development & Relief Agency
African-American Institute
Africare
America's Development Foundation
AMURT
Center for International Development & Environment
Childreach
Freedom from Hunger
Helen Keller International
Institute of Cultural Affairs
Interchurch Medical Assistance, Inc.
International Aid
Jesuit Refugee Service
Lutheran World Relief
MAP International
Medical Care Development
Oxfam America
Save the Children
Trickle Up Program
Unitarian Universalist Service Committee
Winrock International
World Concern
World Neighbors
World Relief

BURUNDI
Adventist Development & Relief Agency
Baptist World Alliance
International Aid
MAP International
Pathfinder International
Trickle Up Program

United Methodist Committee on Relief
World Vision

CAMEROON
Adventist Development & Relief Agency
African-American Institute
CARE
Church World Service
CODEL, Inc.
Goodwill Industries of America
Heifer Project International
Helen Keller International
Interchurch Medical Assistance, Inc.
International Aid
International Eye Foundation
International Medical Services for Health
MAP International
Medecins Sans Frontieres USA
OIC International
River Blindness Foundation
Save the Children
Trickle Up Program
United Methodist Committee on Relief
Winrock International
World Concern
World Learning

CAPE VERDE
Church World Service
International Aid
Medical Care Development
Unitarian Universalist Service Committee

CENTRAL AFRICAN REPUBLIC
Africare
American ORT Federation
Baptist World Alliance
International Aid
International Catholic Migration Commission
International Medical Services for Health
MAP International
Medical Care Development
OIC International
River Blindness Foundation
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CHAD
Adventist Development & Relief Agency
Africare
American ORT Federation
CARE
Children's Survival Fund, Inc.
Direct Relief International
Food for the Hungry, Inc.
International Aid
MAP International
Medecins Sans Frontieres USA
Medical Care Development
River Blindness Foundation
Trickle Up Program
World Concern
World Neighbors
World Vision

COMOROS
CARE
MAP International
Medical Care Development

CONGO
Adventist Development & Relief Agency
African-American Institute
International Catholic Migration Commission
MAP International
River Blindness Foundation
Salvation Army World Service Office
World Wildlife Fund

DJIBOUTI
Medecins Sans Frontieres USA
Medical Care Development

EQUATORIAL GUINEA
MAP International
Medecins Sans Frontieres USA
Trickle Up Program

ERITREA
Eritrean Relief Committee
Grassroots International

Institute of Cultural Affairs
Oxfam America
Unitarian Universalist Service Committee
World Concern

ETHIOPIA
Adventist Development & Relief Agency
African-American Institute
African Medical & Research Foundation
AICF/USA
Air Serv International
American Jewish Joint Distribution Committee, Inc.
American Jewish World Service
AmeriCares Foundation
America's Development Foundation
Baptist World Alliance
Brother's Brother Foundation
CARE
Children's Survival Fund, Inc.
Christian Children's Fund
Church World Service
Debt-for-Development Coalition
Direct Relief International
Doctors of the World
Ethiopian Community Development Council, Inc.
Eritrean Relief Committee, Inc.
Food for the Hungry, Inc.
Interchurch Medical Assistance, Inc.
International Aid
International Catholic Migration Commission
International Eye Foundation
International Institute of Rural Reconstruction
Jesuit Refugee Service
Lutheran World Relief
MAP International
Margaret Sanger Center International
Medecins Sans Frontieres USA
OIC International
Operation USA
Oxfam America
Pathfinder International
Population Action International
Save the Children
Surgical Aid to Children of the World
Trickle Up Program
United Methodist Committee on Relief
World Concern
World Relief
World Vision
YMCA

GABON
International Aid
MAP International
World Wildlife Fund

THE GAMBIA
Adventist Development & Relief Agency
African-American Institute
Africare
Appropriate Technology International
Christian Children's Fund
Church World Service
Interchurch Medical Assistance, Inc.
International Aid
MAP International
OIC International
Oxfam America
Planning Assistance
Save the Children
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Winrock International
World Concern
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GHANA
Adventist Development & Relief Agency
African-American Institute
Africare
Aid to Artisans, Inc.
American ORT Federation
AMURT
Appropriate Technology International
Baptist World Alliance
Brother's Brother Foundation
Center for International Development & Environment
Center for Development & Population Activities
Childreach
Children's Survival Fund, Inc.

Church World Service
CODEL, Inc.
Direct Relief International
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Heifer Project International
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International Catholic Migration Commission
International Institute of Rural Reconstruction
International Rescue Committee
MAP International
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Center to Prevent Childhood Malnutrition
OIC International
Outreach International
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GUINEA
Adventist Development & Relief Agency
Africare
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International Catholic Migration Commission
International Medical Services for Health
International Rescue Committee
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Planning Assistance
Trickle Up Program

GUINEA-BISSAU
Africare
American Friends Service Committee
MAP International
Medical Care Development
Oxfam America
United Methodist Committee on Relief

GUINEA CONARKY
Medecins Sans Frontieres USA

IVORY COAST (COTE D'IVOIRE)
Adventist Development & Relief Agency
African-American Institute
Africare
Institute of Cultural Affairs
Interchurch Medical Assistance, Inc.
International Aid
International Rescue Committee
MAP International
OIC International
Pathfinder International
Trickle Up Program
Winrock International
World Concern
World Vision

KENYA
Adventist Development & Relief Agency
African-American Institute
African Medical & Research Foundation
Africare
Aga Khan Foundation USA
Air Serv International
American Jewish Joint Distribution Committee, Inc.
AmeriCares Foundation
AMURT
Appropriate Technology International
Baptist World Alliance
Brother's Brother Foundation
CARE
Center for International Development & Environment
Center for Development & Population Activities
Childreach
Children's Survival Fund, Inc.
Christian Children's Fund
Church World Service
CODEL, Inc.
Debt-for-Development Coalition
Direct Relief International

Doctors of the World
Food for the Hungry, Inc.
Heifer Project International
Institute of Cultural Affairs
Interchurch Medical Assistance Inc.
International Aid
International Center for Research on Women
International Institute of Rural Reconstruction
International Medical Services for Health
International Rescue Committee
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LESOTHO
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CARE
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Interchurch Medical Assistance Inc.
International Aid
Laubach Literacy International
MAP International
Medical Care Development
Near East Foundation
OIC International
Trickle Up Program
United Methodist Committee on Relief
World Vision

LIBERIA
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African-American Institute
AICF/USA
AMURT
Baptist World Alliance
Childreach
CODEL, Inc.
Interchurch Medical Assistance, Inc.
International Aid
Jesuit Refugee Service
Lutheran World Relief
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OIC International
River Blindness Foundation
SADA
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US Committee for Refugees
US Committee for UNICEF
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MADAGASCAR
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American Jewish World Service
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MALAWI
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American Refugee Committee
American Jewish World Service
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Appropriate Technology International
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Children's Survival Fund, Inc.
Freedom From Hunger
Helen Keller International
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International Medical Services for Health
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MAP International
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World Education
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MAURITIUS
Church World Service
Institute of Cultural Affairs
Interchurch Medical Assistance, Inc.
International Aid
United Way International

MOZAMBIQUE
Adventist Development & Relief Agency
African-American Institute
Africare
AICF/USA
Air Serv International
America's Development Foundation
American Jewish World Service
American Friends Service Committee
AmeriCares Foundation
AMURT
Baptist World Alliance

CARE
Children's Survival Fund, Inc.
Church World Service
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Food for the Hungry, Inc.
Interchurch Medical Assistance, Inc.
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International Catholic Migration Commission
International Medical Services for Health
Jesuit Refugee Service
Lutheran World Relief
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Medecins Sans Frontieres USA
Operations USA
Oxfam America
Salvation Army World Service Office
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Synergos Institute
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United Methodist Committee on Relief
US Committee for Refugees
US Committee for UNICEF
World Concern
World Education
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NAMIBIA
African-American Institute
African Medical & Research Foundation
Africare
American Jewish World Service
Church World Service
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International Medical Corps
Laubach Literacy International
Lutheran World Relief
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Trickle Up Program
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Winrock International
World Wildlife Fund

NIGER
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Africare
Appropriate Technology International
CARE
Church World Service
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Lutheran World Relief
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OIC International
Planning Assistance
United Methodist Committee on Relief
US Committee for UNICEF
Winrock International

NIGERIA
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Appropriate Technology International
Baptist World Alliance
Center for Development & Population Activities
Church World Service
CODEL, Inc.
Debt-for-Development Coalition
Goodwill Industries of America
Helen Keller International
Institute of Cultural Affairs
Interchurch Medical Assistance, Inc.
International Aid
International Catholic Migration Commission
International Eye Foundation
Laubach Literacy International
MAP International
Medecins Sans Frontieres USA
Medical Care Development
OIC International
Outreach International
Pathfinder International
Pax World Service
Planning Assistance
Population Action International
Population Communication
River Blindness Foundation
Salvation Army World Service Office
TechnoServe
Trickle Up Program

United Methodist Committee on Relief
United Way International
World Concern
World Learning
World Vision

RWANDA
Adventist Development & Relief Agency
Africare
American ORT Federation
Appropriate Technology International
Baptist World Alliance
Brother's Brother Foundation
CARE
Center for Development & Population Activities
Center for International Development & Environment
Direct Relief International
Interchurch Medical Assistance, Inc.
International Aid
International Medical Services for Health
MAP International
Medecins Sans Frontieres USA
Planning Assistance
TechnoServe
Trickle Up Program
United Methodist Committee on Relief
US Committee for Refugees
Winrock International

SAO TOME ET PRINCIPE
AmeriCares Foundation

SAHEL
United Methodist Committee on Relief

SENEGAL
Adventist Development & Relief Agency
African-American Institute
Africare
American ORT Federation
Appropriate Technology International
Childreach
Children's Survival Fund Inc.
Christian Children's Fund
Church World Service
CODEL, Inc.
Hunger Project
International Aid
International Catholic Migration Commission
Lutheran World Relief
MAP International
Medical Care Development
National Council of Negro Women
Oxfam America
PACT
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Unitarian Universalist Service Committee
United Methodist Committee on Relief
Winrock International
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World Relief
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YMCA

SEYCHELLES
MAP International

SIERRA LEONE
Adventist Development & Relief Agency
African-American Institute
Africare
AICF/USA
AmeriCares Foundation
Brother's Brother Foundation
CARE
Childreach
Christian Children's Fund
Church World Service
CODEL, Inc.
CONCERN/America
Direct Relief International
Interchurch Medical Assistance, Inc.
International Aid
International Rescue Committee
Laubach Literacy International
MAP International
Medical Care Development
OIC International
Population Action International
Trickle Up Program
United Methodist Committee on Relief
World Concern

World Vision
World Wildlife Fund
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SOMALIA
Adventist Development & Relief Agency
African Medical & Research Foundation
Africare
AICF/USA
American Friends Service Committee
American Jewish Joint Distribution Committee, Inc.
American Refugee Committee
AmeriCares Foundation
AMURT
Baptist World Alliance
CARE
Christian Children's Fund
Church World Service
Direct Relief International
Doctors of the World
Food for the Hungry, Inc.
Institute of Cultural Affairs
Interchurch Medical Assistance, Inc.
International Aid
International Medical Corps
International Rescue Committee
MAP International
Medecins Sans Frontieres USA
Operations USA
Oxfam America
Save the Children
Trickle Up Program
US Committee of Refugees
World Concern

SOUTH AFRICA
Adventist Development & Relief Agency
American Jewish World Service
American ORT Federation
AmeriCares Foundation
Baptist World Alliance
CARE
Center for Development & Population Activities
Children's Survival Fund, Inc.
Church World Service
Doctors of the World
Grassroots International
International Aid
International Catholic Migration Commission
Lutheran World Relief
MAP International
Medecins Sans Frontieres USA
PACT
Salvation Army World Service Office
United Methodist Committee on Relief
United Way International
World Education
World Learning
World Vision
YWCA

SUDAN
Adventist Development & Relief Agency
African Medical & Research Foundation
Air Serv International
AmeriCares Foundation
Baptist World Alliance
CARE
Childreach
Children's Survival Fund, Inc.
Church World Service
Direct Relief International
Eritrean Relief Committee, Inc.
Interchurch Medical Assistance, Inc.
International Aid
International Medical Services for Health
International Rescue Committee
Jesuit Refugee Service
Lutheran World Relief
MAP International
Medecins Sans Frontieres USA
Medical Care Development
Mercy Corps International
Near East Foundation
Operations USA
Oxfam America
River Blindness Foundation
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SWAZILAND
American Jewish World Service
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Goodwill Industries of America
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TANZANIA
Adventist Development & Relief Agency
African Medical & Research Foundation
African-American Institute
Aga Khan Foundation USA
American Jewish World Service
Appropriate Technology International
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TOGO
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African-American Institute
American Jewish World Service
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International Aid
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Lutheran World Relief
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Winrock International
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UGANDA
Adventist Development & Relief Agency
African Medical & Research Foundation
Aga Khan Foundation USA
AmeriCares Foundation
Appropriate Technology International
Brother's Brother Foundation
CARE
Center for International Development & Environment
Center for Development & Population Activities
Childreach

Children's Survival Fund, Inc.
Christian Children's Fund
Church World Service
CODEL, Inc.
Debt-for-Development Coalition
Direct Relief International
Food for the Hungry, Inc.
Foundation for International Community Assistance
Heifer Project International
Interchurch Medical Assistance, Inc.
International Aid
International Institute of Rural Reconstruction
International Medical Services for Health
Jesuit Refugee Service
Laubach Literacy International
MAP International
Medecins Sans Frontieres USA
OIC International
Pathfinder International
River Blindness Foundation
Salvation Army World Service Office
Trickle Up Program
Winrock International
World Concern
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ZAIRE
Adventist Development & Relief Agency
America's Development Foundation
American ORT Federation
Baptist World Alliance
Brother's Brother Foundation
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Interchurch Medical Assistance, Inc.
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ZAMBIA
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ZIMBABWE
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American Jewish World Service
American Friends Service Committee
American Jewish Joint Distribution Committee, Inc.
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CODEL, Inc.
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Direct Relief International
Goodwill Industries of America
Heifer Project International
Institute of Cultural Affairs
International Aid
International Catholic Migration Commission
International Medical Services for Health
International Voluntary Services
Jesuit Refugee Service
Laubach Literacy International
Lutheran World Relief
MAP International
Margaret Sanger Center International
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Winrock International
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YMCA
YWCA

**Caribbean**

REGIONAL ACTIVITIES
The Citizen's Network for Foreign Affairs

ANGUILLA
Trickle Up Program

ANTIGUA & BARBUDA
Interchurch Medical Assistance, Inc.
MAP International
Medical Care Development
Pan American Development Foundation
Partners of the Americas
Pax World Service
Trickle Up Program

ARUBA
HIAS

BAHAMAS
Goodwill Industries of America
HIAS
Pan American Development Foundation
Salvation Army World Service Office

BARBADOS
Church World Service
HIAS
Interchurch Medical Assistance, Inc.
Medical Care Development
Pan American Development Foundation
PANOS Institute
Partners of the Americas
Resource Foundation
Trickle Up Program
Winrock International
YMCA

BERMUDA
United Way International

CUBA
American Friends Service Committee
Baptist World Alliance
HIAS
Interchurch Medical Assistance, Inc.
Pax World Service
Salvation Army World Service Office

CURACAO
HIAS

DOMINICA
Adventist Development & Relief Agency
Oxfam America
Pan American Development Foundation
Partners of the Americas
Resource Foundation
Trickle Up Program
World Wildlife Fund

DOMINICAN REPUBLIC
ACCION International
Adventist Development & Relief Agency
AmeriCares Foundation
Amigos de Las Americas
AMURT
Brother's Brother Foundation
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Church World Service
CODEL, Inc.
Enersol Associates, Inc.
Food for the Hungry, Inc.
Foundation for International Community Assistance
Goodwill Industries of America
HIAS
Heifer Project International
Interchurch Medical Assistance, Inc.
International Center for Research on Women
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GRENADA
Adventist Development & Relief Agency
Interchurch Medical Assistance, Inc.
MAP International
Medical Care Development
Oxfam America
Pan American Development Foundation
Partners of the Americas
Trickle Up Program
World Concern

GUADELOUPE
Interchurch Medical Assistance, Inc.
Trickle Up Program

HAITI
Adventist Development & Relief Agency
America's Development Foundation
American Council for Nationalities Service
American Friends Service Committee
AICF/USA
American Jewish World Service
AmeriCares Foundation
AMURT
Baptist World Alliance
Brother's Brother Foundation
CARE
Childreach
Children's Survival Fund, Inc.
Church World Service
CODEL, Inc.
Direct Relief International
Doctors of the World
Grassroots International
Foundation for International Community Assistance
HIAS
Heifer Project International
Interchurch Medical Assistance, Inc.
International Center for Research on Women
International Medical Services for Health
Laubach Literacy International
MAP International
Medecins Sans Frontieres USA
Medical Care Development
Operation USA
Outreach International

Oxfam America
Pan American Development Foundation
Partners of the Americas
Planning Assistance
Salvation Army World Service Office
Save the Children
SADA
Trickle Up Program
Unitarian Universalist Service Committee
United Methodist Committee on Relief
United Way International
US Committee for Refugees
World Concern
World Learning
World Neighbors
World Vision
World Wildlife Fund

JAMAICA
Adventist Development & Relief Agency
AmeriCares Foundation
Baptist World Alliance
Brother's Brother Foundation
Children's Survival Fund, Inc.
Church World Service
Debt-for-Development Coalition
Goodwill Industries of America
HIAS
Interchurch Medical Assistance, Inc.
International Center for Research on Women
MAP International
Medical Care Development
Operation USA
Outreach International
Oxfam America
Pan American Development Foundation
PANOS Institute
Partners of the Americas
Salvation Army World Service Office
Trickle Up Program
Unitarian Universalist Service Committee
United Way International
Winrock International
World Concern
World Learning
World Wildlife Fund
YMCA
YWCA

MARTINIQUE
HIAS

MONTSERRAT
Interchurch Medical Assistance, Inc.
Medical Care Development
Partners of the Americas
Trickle Up Program

NETHERLANDS ANTILLES
YMCA

PUERTO RICO
American Jewish World Service
Children's Survival Fund, Inc.
Church World Service
MAP International
Salvation Army World Service Office
United Way International

ST. CROIX
AmeriCares Foundation
Interchurch Medical Assistance, Inc.
MAP International

ST. KITTS & NEVIS
AmeriCares Foundation
AMURT
Children's Survival Fund, Inc.
Interchurch Medical Assistance, Inc.
International Eye Foundation
MAP International
Medical Care Development
Partners of the Americas
Trickle Up Program

ST. LUCIA
AmeriCares Foundation
Brother's Brother Foundation
Interchurch Medical Assistance, Inc.
MAP International
Medical Care Development
Pan American Development Foundation
PANOS Institute
Partners of the Americas
Trickle Up Program

World Vision
World Wildlife Fund

ST. VINCENT
Katalysis North/South Development Partnerships
MAP International
Medical Care Development
Oxfam America
Partners of the Americas
Trickle Up Program
World Concern

TRINIDAD & TOBAGO
Baptist World Alliance
Goodwill Industries of America
HIAS
Pan American Development Foundation
PANOS Institute
Partners of the Americas
Trickle Up Program
YMCA

TURKS & CAICOS ISLANDS
International Eye Foundation
Trickle Up Program

VIRGIN ISLANDS
United Way International

**Central America**
REGIONAL ACTIVITIES
The Citizen's Network for Foreign Affairs
Institute for Development Research

BELIZE
CARE
Interchurch Medical Assistance, Inc.
International Aid
International Eye Foundation
International Medical Services for Health
International Rescue Committee
Katalysis North/South Development Partnerships
MAP International
Medical Care Development
OIC International
Pan American Development Foundation
PANOS Institute
Partners of the Americas
Salvation Army World Service Office
Trickle Up Program
Winrock International
World Concern
World Learning
World Vision
World Wildlife Fund

COSTA RICA
ACCION International
Adventist Development & Relief Agency
American Jewish Joint Distribution Committee, Inc.
American ORT Federation
American Jewish World Service
AmeriCares Foundation
Amigos de Las Americas
Anada Marga Universal Relief Team
Appropriate Technology International
Baptist World Alliance
CARE
Center for International Development & Environment
Church World Service
Foundation for International Community Assistance
Goodwill Industries of America
HIAS
Institute of Cultural Affairs
Interchurch Medical Assistance, Inc.
International Aid
International Catholic Migration Commission
International Rescue Committee
MAP International
Operation USA
Pan American Development Foundation
PANOS Institute
Partners of the Americas
Pax World Service
Planning Assistance
Resource Foundation
Salvation Army World Service Office
Save the Children
TechnoServe

Trickle Up Program
Winrock International
World Learning
World Vision
World Wildlife Fund
YMCA

EL SALVADOR
Adventist Development & Relief Agency
American Council for Nationalities Service
American Friends Service Committee
AmeriCares Foundation
American Jewish World Service
America's Development Foundation
Appropriate Technology International
Baptist World Alliance
Brother's Brother Foundation
Center for International Development & Environment
Childreach
Children's Survival Fund, Inc.
Christian Children's Fund
Church World Service
CONCERN/America
Direct Relief International
Doctors of the World
Foundation for International Community Assistance
HIAS
Interchurch Medical Assistance, Inc.
International Aid
International Catholic Migration Commission
International Medical Services for Health
Jesuit Refugee Service
Lutheran World Relief
MAP International
Medecins Sans Frontieres USA
Operations USA
Oxfam America
PACT
Pan American Development Foundation
PANOS Institute
Partners of the Americas
Planning Assistance
RESULTS
Salvation Army World Service Office
Save the Children
SHARE Foundation: Building a New El Salvador Today
TechnoServe
Trickle Up Program
Unitarian Universalist Service Committee
United Methodist Committee on Relief
US Committee for UNICEF
World Concern
World Learning
World Relief
World Vision

GUATEMALA
ACCION International
Adventist Development & Relief Agency
American Friends Service Committee
American Jewish World Service
AmeriCares Foundation
AMURT
Appropriate Technology International
CARE
Center for Development & Population Activities
Center for International Development & Environment
CHILDHOPE USA
Childreach
Christian Children's Fund
Church World Service
CONCERN/America
Direct Relief International
Doctors of the World
Enersol Associates, Inc.
Food for the Hungry, Inc.
Foundation for International Community Assistance
Goodwill Industries of America
HIAS
Heifer Project International
Institute of Cultural Affairs
Interchurch Medical Assistance, Inc.
International Aid
International Catholic Migration Commission
International Center for Research on Women
International Eye Foundation

International Institute of Rural Reconstruction
International Medical Services for Health
Jesuit Refugee Service
Katalysis North/South Development Partnerships
Laubach Literacy International
Lutheran World Relief
MAP International
Medecins Sans Frontieres USA
Operation USA
Outreach International
Oxfam America
PACT
Pan American Development Foundation
Partners of the Americas
Planning Assistance
Project Concern International
Resource Foundation
River Blindness Foundation
Salvation Army World Service Office
TechnoServe
Trickle Up Program
Unitarian Universalist Service Committee
United Methodist Committee on Relief
US Committee for Refugees
Winrock International
World Concern
World Learning
World Relief
World SHARE
World Vision
World Wildlife Fund
YMCA

HONDURAS

Adventist Development & Relief Agency
Aid to Artisans, Inc.
American Friends Service Committee
American Jewish World Service
AmeriCares Foundation
Amigos de Las Americas
Appropriate Technology International
Brother's Brother Foundation
CARE
Childreach
Children's Survival Fund, Inc.
Christian Children's Fund
Church World Service
CONCERN/America
Direct Relief International
Enersol Associates Inc.
Foundation for International Community Assistance
Freedom from Hunger
HIAS
Heifer Project International
Institute of Cultural Affairs
Interchurch Medical Assistance, Inc.
International Aid
International Catholic Migration Commission
International Eye Foundation
International Medical Services for Health
Katalysis North/South Development Partnerships
Lutheran World Relief
MAP International
Mercy Corps International
Outreach International
Pan American Development Foundation
Partners of the Americas
Pax World Service
Planning Assistance
Resource Foundation
Save the Children
Trickle Up Program
United Methodist Committee on Relief
Winrock International
World Concern
World Neighbors
World Relief
World Vision
World Wildlife Fund
YMCA

NICARAGUA

ACCION International
Adventist Development & Relief Agency
America's Development Foundation
American Friends Service Committee
AmeriCares Foundation
AMURT
Appropriate Technology International
Baptist World Alliance
Brother's Brother Foundation

CARE
Children's Survival Fund, Inc.
Church World Service
Delphi International
Heifer Project International
Foundation for International Community Assistance
HIAS
Interchurch Medical Assistance, Inc.
International Aid
International Catholic Migration Commission
International Medical Services for Health
International Rescue Committee
Lutheran World Relief
MAP International
Medecins Sans Frontieres USA
Mercy Corps International
Operation USA
Outreach International
Oxfam America
Pan American Development Foundation
Partners of the Americas
Project Concern International
Save the Children
Trickle Up Program
Unitarian Universalist Service Committee
United Methodist Committee on Relief
Winrock International
World Concern
World Relief
World Vision
World Wildlife Fund

PANAMA
ACCION International
Adventist Development & Relief Agency
America's Development Foundation
American Jewish Joint Distribution Committee, Inc.
AmeriCares Foundation
Brother's Brother Foundation
Church World Service
Goodwill Industries of America
HIAS
Interchurch Medical Assistance, Inc.
International Aid
International Catholic Migration Commission
International Center for Research on Women
MAP International
Pan American Development Foundation
Partners of the Americas
Planning Assistance
Resource Foundation
Salvation Army World Service Office
TechnoServe
Trickle Up Program
Winrock International
World Concern
World Learning
World Vision
World Wildlife Fund
YMCA

**North America**
CANADA
Aga Khan Foundation USA
CHILDHOPE USA
Goodwill Industries of America
Heifer Project International
HIAS
Hunger Project
Institute of Cultural Affairs
International Aid
Jesuit Refugee Service
RESULTS
Sierra Club
United Way International World Concern
World Concern
World Learning

MEXICO
ACCION International
Adventist Development & Relief Agency
Aid to Artisans, Inc.
American Friends Service Committee
American ORT Federation
American Jewish World Service
AmeriCares Foundation
Amigos de Las Americas
AMURT
Baptist World Alliance

Brother's Brother Foundation
Center for Development & Population Activities
Center for International Development & Environment
CHILDHOPE USA
Children's Survival Fund, Inc.
Christian Children's Fund
Christian Outreach Appeal
Church World Service
CONCERN/America
Debt-for-Development Coalition
Direct Relief International
Food for the Hungry, Inc.
Foundation for International Community Assistance
Goodwill Industries of America
Grassroots International
HIAS
Heifer Project International
Helen Keller International
Institute of Cultural Affairs
Interchurch Medical Assistance, Inc.
International Aid
International Catholic Migration Commission
International Center for Research on Women
International Institute for Energy Conservation
International Medical Service for Health
Jesuit Refugee Service
Laubach Literacy International
MAP International
Operation USA
Outreach International
Pan American Development Foundation
Partners of the Americas
Pathfinder International
Planning Assistance
Population Action International
Population Communication
Project Concern International
Resource Foundation
River Blindness Foundation
Salvation Army World Service Office
Save the Children
Synergos Institute
Trickle Up Program
United Methodist Committee on Relief
United Way International
US Committee for UNICEF
Winrock International
World Concern
World Learning
World Neighbors
World Relief
World SHARE
World Vision
World Wildlife Fund
YMCA
YWCA

UNITED STATES
ACCION International
Aga Khan Foundation USA
Aid to Artisans, Inc.
Alan Guttmacher Institute
America's Development Foundation
American ORT Federation
American Friends Service Committee
American Council For Nationalities Service
AmeriCares Foundation
AMURT
Armenian Assembly of America
Bread for the World
Bread for the World Institute on Development & Hunger
Center to Prevent Childhood Malnutrition
CHILDHOPE USA
Christian Children's Fund
Christian Outreach Appeal
Citizen's Network for Foreign Affairs
Delphi International
Direct Relief International
Doctors of the World
The End Hunger Network
Enersol Associates, Inc.
Ethiopian Community Development Council, Inc.
Freedom from Hunger
Goodwill Industries of America
HIAS
Heifer Project International
Hunger Project

Indochina Resource Action Center
Institute of Cultural Affairs
International Aid
International Catholic Migration Commission
International Child Health Foundation
International Institute for Energy Conservation
International Medical Corps
International Medical Services for Health
International Orthodox Christian Charities
International Reading Association
International Rescue Committee
Jesuit Refugee Service
Lutheran Immigration & Refugee Service
March of Dimes Birth Defects Foundation
National Council for International Health
National Council of Returned Peace Corps Volunteers
Outreach International
Overseas Development Council
PACT
Pan American Development Foundation
PANOS Institute
Partners of the Americas
Project Concern International
Refugees International
RESULTS
Save the Children
SHARE Foundation: Building a New El Salvador Today
Sierra Club
Synergos Institute
Trickle Up Program
United Methodist Committee on Relief
US Catholic Conference/Office of Migration & Refugee Services
US Committee for UNICEF
Winrock International
World Concern
World Learning
World SHARE
World Wildlife Fund
YMCA
YWCA
Zero Population Growth

**South America**

REGIONAL ACTIVITIES
The Citizen's Network for Foreign Affairs
Institute for Development Research

ARGENTINA
ACCION International
Adventist Development & Relief Agency
American Jewish Joint Distribution Committee, Inc.
American ORT Federation
AmeriCares Foundation
AMURT
Baptist World Alliance
Children's Survival Fund, Inc.
Church World Service
Delphi International
Direct Relief International
HIAS
International Aid
International Catholic Migration Commission
MAP International
Pan American Development Foundation
PANOS Institute
Partners of the Americas
Salvation Army World Service Office
Synergos Institute
Tolstoy Foundation
Trickle Up Program
United Methodist Committee on Relief
United Way International
Winrock International
World Learning
World Wildlife Fund
YMCA
YWCA

BOLIVIA
ACCION International
Adventist Development & Relief Agency
American Jewish Joint Distribution Committee, Inc.
Appropriate Technology International
CARE

Center for International Development & Environment
Childreach
Children's Survival Fund, Inc.
Christian Children's Fund
Church World Service
CODEL, Inc.
Direct Relief International
Food for the Hungry, Inc.
Freedom from Hunger
Heifer Project International
HIAS
Institute of Cultural Affairs
Interchurch Medical Assistance, Inc.
International Aid
International Catholic Migration Commission
International Center for Research on Women
International Medical Services for Health
International Voluntary Services
Laubach Literacy International
Lutheran World Relief
MAP International
Medecins Sans Frontieres USA
Outreach International
Oxfam America
Pan American Development Foundation
Partners of the Americas
Pathfinder International
Planning Assistance
Project Concern International
Resource Foundation
Salvation Army World Service Office
Save the Children
Trickle Up Program
United Methodist Committee on Relief
Winrock International
World Concern
World Learning
World Neighbors
World Vision
World Wildlife Fund
YWCA

BRAZIL
ACCION International
Adventist Development & Relief Agency
Aid to Artisans, Inc.
American ORT Federation
American Friends Service Committee
AmeriCares Foundation
American Jewish Joint Distribution Committee, Inc.
Amigos de Las Americas
AMURT
Appropriate Technology International
Brother's Brother Foundation
Baptist World Alliance
CHILDHOPE USA
Children's Survival Fund, Inc.
Christian Children's Fund
Church World Service
CODEL, Inc.
Direct Relief International
Doctors of the World
Goodwill Industries of America
HIAS
Helen Keller International
Institute of Cultural Affairs
Interchurch Medical Assistance, Inc.
International Aid
International Catholic Migration Commission
International Child Health Foundation
International Medical Services for Health
Lutheran World Relief
MAP International
Medecins Sans Frontieres USA
Outreach International
Oxfam America
Pan American Development Foundation
Partners of the Americas
Pathfinder International
Population Action International
Population Communication
Resource Foundation
River Blindness Foundation
Salvation Army World Service Office
Synergos Institute
Tolstoy Foundation
Trickle Up Program
United Methodist Committee on Relief
United Way International
Winrock International
World Concern

World Learning
World Vision
World Wildlife Fund
YWCA

CHILE
ACCION International
Adventist Development & Relief Agency
AmeriCares Foundation
American Friends Service Committee
American ORT Federation
American Jewish Joint Distribution Committee, Inc.
Baptist World Alliance
Center for International Development & Environment
Church World Service
CODEL, Inc.
Direct Relief International
Foundation for International Community Assistance
HIAS
Heifer Project International
Interchurch Medical Assistance, Inc.
International Aid
International Center for Research on Women
International Institute for Energy Conservation
Laubach Literacy International
Lutheran World Relief
MAP International
Pan American Development Foundation
PANOS Institute
Partners of the Americas
Resource Foundation
Salvation Army World Service Office
Synergos Institute
Tolstoy Foundation
Trickle Up Program
United Methodist Committee on Relief
World Learning
World Neighbors
World Vision
World Wildlife Fund
YMCA
YWCA

COLOMBIA
ACCION International
Adventist Development & Relief Agency
AmeriCares Foundation
Baptist World Alliance
Center for International Development & Environment
Childreach
Children's Survival Fund, Inc.
Christian Children's Fund
Church World Service
CODEL, Inc.
Direct Relief International
Goodwill Industries of America
HIAS
Interchurch Medical Assistance
International Aid
International Catholic Migration Commission
International Medical Services for Health
Laubach Literacy International
MAP International
Medecins Sans Frontieres USA
Operation USA
Pan American Development Foundation
PANOS Institute
Partners of the Americas
Pathfinder International
Resource Foundation
River Blindness Foundation
Salvation Army World Service Office
Save the Children
Trickle Up Program
United Way International
World Concern
World Learning
World Vision
World Wildlife Fund
YMCA
YWCA

ECUADOR
ACCION International
Adventist Development & Relief Agency
Aid to Artisans, Inc.
AmeriCares Foundation
American ORT Federation

Amigos de Las Americas
CARE
Center for International Development & Environment
Childreach
Christian Children's Fund
Church World Service
CODEL, Inc.
Debt-for-Development Coalition
Direct Relief International
Goodwill Industries of America
HIAS
Heifer Project International
Interchurch Medical Assistance, Inc.
International Aid
International Center for Research on Women
International Voluntary Services
Laubach Literacy International
Lutheran World Relief
MAP International
Operation USA
Oxfam America
PACT
Pan American Development Foundation
Partners of the Americas
Pathfinder International
Resource Foundation
River Blindness Foundation
Salvation Army World Service Office
Synergos Institute
Trickle Up Program
United Methodist Committee on Relief
Winrock International
World Concern
World Learning
World Neighbors
World Relief
World Vision
World Wildlife Fund

FRENCH GUIANA
Pan American Development Foundation

GUYANA
Brother's Brother Foundation
Direct Relief International
HIAS
Interchurch Medical Assistance, Inc.
International Aid
International Medical Service for Health
MAP International
Pan American Development Foundation
Partners of the Americas
Salvation Army World Service Office
Trickle Up Program
World Wildlife Fund
YWCA

PARAGUAY
ACCION International
Adventist Development & Relief Agency
American ORT Federation
Amigos de Las Americas
Church World Service
Delphi International
HIAS
Interchurch Medical Assistance, Inc.
International Aid
International Medical Services for Health
MAP International
Pan American Development Foundation
Partners of the Americas
Salvation Army World Service Office
Tolstoy Foundation
Trickle Up Program
World Concern
World Learning
World Wildlife Fund
YMCA
YWCA

PERU
ACCION International
Adventist Development & Relief Agency
American ORT Federation
AmeriCares Foundation
AMURT
Baptist World Alliance
Brother's Brother Foundation
CARE
Center to Prevent Childhood Malnutrition
Center for Development & Population Activities
Church World Service
CODEL, Inc.

Delphi International
Direct Relief International
Food for the Hungry, Inc.
Foundation for International Community Assistance
Goodwill Industries of America
HIAS
Heifer Project International
Helen Keller International
Institute of Cultural Affairs
Interchurch Medical Assistance, Inc.
International Aid
International Catholic Migration Commission
International Center for Research on Women
International Child Health Foundation
International Medical Services for Health
Lutheran World Relief
MAP International
Medecins Sans Frontieres USA
Oxfam America
PACT
Pan American Development Foundation
Partners of the Americas
Pathfinder International
Planning Assistance
Resource Foundation
Salvation Army World Service Office
TechnoServe
Trickle Up Program
United Methodist Committee on Relief
US Committee for Refugees
World Concern
World Learning
World Neighbors
World Relief
World Vision
World Wildlife Fund
YMCA
YWCA

SURINAME
Brother's Brother Foundation
HIAS
International Aid
MAP International
Pan American Development Foundation
Trickle Up Program
World Wildlife Fund

URUGUAY
Adventist Development & Relief Agency
American Jewish Joint Distribution Committee, Inc.
American ORT Federation
Church World Service
Debt-for-Development Coalition
Delphi International
Direct Relief International
Goodwill Industries of America
HIAS
Interchurch Medical Assistance, Inc.
International Aid
MAP International
Pan American Development Foundation
Partners of the Americas
Salvation Army World Service Office
Synergos Institute
Trickle Up Program
World Learning
World Relief

VENEZUELA
Adventist Development & Relief Agency
American ORT Federation
AmeriCares Foundation
Church World Service
Debt-for-Development Coalition
Goodwill Industries of America
HIAS
Helen Keller International
Institute of Cultural Affairs
International Aid
MAP International
Pan American Development Foundation
Partners of the Americas
Resource Foundation
River Blindness Foundation
Salvation Army World Service Office
Trickle Up Program
United Way International
World Concern
World Learning
World Wildlife Fund

**Asia**
REGIONAL ACTIVITIES
Food For All

**East Asia**
CHINA
American Friends Service Committee
American Jewish Joint Distribution Committee, Inc.
American ORT Federation
AmeriCares Foundation
AMURT
Brother's Brother Foundation
CARE
Church World Service
Direct Relief International
Food for the Hungry, Inc.
Heifer Project International
International Aid
International Institute of Rural Reconstruction
Medecins Sans Frontieres USA
Operation USA
Surgical Aid to Children of the World
Trickle Up Program
United Methodist Committee on Relief
World Concern
World Education
World Learning
World Vision
World Wildlife Fund
YMCA

HONG KONG
Church World Service
Institute of Cultural Affairs
International Aid
International Catholic Migration Commission
International Rescue Committee
Jesuit Refugee Service
Lutheran Immigration & Refugee Service
Lutheran World Relief
MAP International
Medecins Sans Frontieres USA
Salvation Army World Service Office
United Way International
YMCA

JAPAN
Goodwill Industries of America
Hunger Project
International Aid
Jesuit Refugee Service
MAP International
RESULTS
Synergos Institute
United Methodist Committee on Relief
United Way International
World Learning
World Wildlife Fund
YMCA

NORTH KOREA
United Methodist Committee on Relief

MONGOLIA
Pathfinder International

SOUTH KOREA
Adventist Development & Relief Agency
American Friends Service Committee
Church World Service
Direct Relief International
Goodwill Industries of America
Institute of Cultural Affairs
Interchurch Medical Assistance, Inc.
International Aid
International Catholic Migration Commission
MAP International
Salvation Army World Service Office
Save the Children
United Way International
World Learning
World Vision
YMCA

TAIWAN
Church World Service
Goodwill Industries of America
Institute of Cultural Affairs
Interchurch Medical Assistance, Inc.
MAP International
Salvation Army World Service Office
United Way International
World Vision

YMCA

**South Asia**

AFGHANISTAN
AmeriCares Foundation
CARE
Church World Service
International Catholic Migration Commission
International Medical Corps
MAP International
Medecins Sans Frontieres USA
Mercy Corps International
Save the Children
United Methodist Committee on Relief
World Concern
World Relief

BANGLADESH
Adventist Development & Relief Agency
Aga Khan Foundation USA
Aid to Artisans, Inc.
AMURT
Appropriate Technology International
Baptist World Alliance
CARE
Center for International Development & Environment
Childreach
Children's Survival Fund, Inc.
Church World Service
CODEL, Inc.
Food for the Hungry, Inc.
Helen Keller International
Hunger Project
Institute for Development Research
Interchurch Medical Assistance, Inc.
International Aid
International Center for Research on Women
International Child Health Foundation
International Medical Service for Health
International Rescue Committee
International Voluntary Services
Jesuit Refugee Service
Laubach Literacy International
Lutheran World Relief
MAP International
Medecins Sans Frontieres USA
Oxfam America
PACT
Pathfinder International
Population Action International
Population Communication
Save the Children
Salvation Army World Service Office
Trickle Up Program
Unitarian Universalist Service Committee
United Methodist Committee on Relief
World Concern
World Education
World Relief
World Vision
YMCA

BHUTAN
American Jewish World Service
MAP International
Save the Children
World Concern
World Wildlife Fund

INDIA
Adventist Development & Relief Agency
Aga Khan Foundation USA
American ORT Federation
American Jewish World Service
American Jewish Joint Distribution Committee, Inc.
AmeriCares Foundation
AMURT
Appropriate Technology International
Baptist World Alliance
Brother's Brother Foundation
CARE
Center for International Development & Environment
Center for Development & Population Activities
Childreach
Christian Children's Fund
Children's Survival Fund, Inc.
Church World Service
CODEL, Inc.
Direct Relief International
Goodwill Industries of America

Food for the Hungry, Inc.
Heifer Project International
Helen Keller International
Hunger Project
Institute for Development Research
Institute of Cultural Affairs
Interchurch Medical Assistance, Inc.
International Aid
International Catholic Migration Commission
International Institute for Energy Conservation
International Institute of Rural Reconstruction
International Medical Services for Health
Jesuit Refugee Service
Laubach Literacy International
Lutheran World Relief
MAP International
Outreach International
Oxfam America
PACT
Population Communication
Salvation Army World Service Office
Save the Children
Synergos Institute
Trickle Up Program
Unitarian Universalist Service Committee
United Methodist Committee on Relief
United Way International
Winrock International
World Education
World Learning
World Neighbors
World Relief
World Vision
YMCA
YWCA

NEPAL
Adventist Development & Relief Agency
Aid to Artisans, Inc.
American Jewish World Service
Appropriate Technology International
Brother's Brother Foundation
CARE
Center for Development & Population Activities
Center for International Development & Environment
Childreach
Children's Survival Fund, Inc.
Church World Service
Direct Relief International
Heifer Project International
Helen Keller International
Interchurch Medical Assistance, Inc.
International Aid
International Catholic Migration Commission
International Medical Services for Health
Laubach Literacy International
MAP International
PACT
Save the Children
Trickle Up Program
United Methodist Committee on Relief
World Concern
World Education
World Learning
World Neighbors
World Vision
World Wildlife Fund

PAKISTAN
Adventist Development & Relief Agency
Aga Khan Foundation USA
AmeriCares Foundation
Brother's Brother Foundation
Center for Development & Population Activities
Children's Survival Fund, Inc.
Church World Service
CODEL, Inc.
Direct Relief International
Heifer Project International
Interchurch Medical Assistance, Inc.
International Aid
International Center for Research on Women
International Medical Corps
International Medical Services for Health
International Rescue Committee
MAP International
Medecins Sans Frontieres USA
Mercy Corps International

Pathfinder International
Pax World Service
Population Communication
Salvation Army World Service Office
Save the Children
Trickle Up Program
United Methodist Committee on Relief
Winrock International
World Concern
World Learning
World Relief
World Vision
World Wildlife Fund
YMCA

SRI LANKA
Adventist Development & Relief Agency
American Jewish World Service
Appropriate Technology International
Baptist World Alliance
CARE
Center for International Development & Environment
Childreach
Christian Children's Fund
Church World Service
CODEL, Inc.
Helen Keller International
Institute of Cultural Affairs
Interchurch Medical Assistance, Inc.
International Aid
International Center for Research on Women
Jesuit Refugee Service
MAP International
Medecins Sans Frontieres USA
Operation USA
Salvation Army World Service Office
Trickle Up Program
World Relief
YMCA

**Southeast Asia**

BURMA (MYANMAR)
Adventist Development & Relief Agency
American Jewish Joint Distribution Committee, Inc.
Baptist World Alliance
Church World Service
International Aid
International Catholic Migration Commission
MAP International
Medecins Sans Frontieres USA
Salvation Army World Service Office
Trickle Up Program
United Methodist Committee on Relief
US Committee for Refugees
World Concern
World Vision
YWCA

CAMBODIA (KAMPUCHEA)
AICF/USA
American Friends Service Committee
American Refugee Committee
CARE
CODEL, Inc.
Direct Relief International
Doctors of the World
Food for the Hungry, Inc.
Heifer Project International
Helen Keller International
International Catholic Migration Commission
International Institute of Rural Reconstruction
International Medical Corps
International Rescue Committee
Jesuit Refugee Service
MAP International
Medecins Sans Frontieres USA
Operation USA
Oxfam America
PACT
Pathfinder International
United Methodist Committee on Relief
US Committee for UNICEF
World Concern
World Education
World Learning
World Relief
World Vision

INDONESIA
Adventist Development & Relief Agency

Aid to Artisans, Inc.
Appropriate Technology International
CARE
Center for International Development & Environment
CHILDHOPE USA
Childreach
Children's Survival Fund, Inc.
Christian Children's Fund
Church World Service
CODEL, Inc.
Direct Relief International
Heifer Project International
Helen Keller International
Interchurch Medical Assistance, Inc.
Institute for Development Research
Institute of Cultural Affairs
International Aid
International Catholic Migration Commission
International Center for Research on Women
International Medical Services for Health
Jesuit Refugee Service
MAP International
PACT
Pathfinder International
Population Communication
Project Concern International
Salvation Army World Service Office
Save the Children
Trickle Up Program
United Methodist Committee on Relief
Winrock International
World Concern
World Education
World Learning
World Neighbors
World Relief
World Vision
World Wildlife Fund
YMCA

LAOS
American Friends Service Committee
AmeriCares Foundation
CARE
Church World Service
Food for the Hungry, Inc.
Helen Keller International
Heifer Project International
International Aid
MAP International
Medecins Sans Frontieres USA
Save the Children
Trickle Up Program
World Concern
World Education
World Learning
World Vision

MALAYSIA
Adventist Development & Relief Agency
CHILDHOPE USA
CODEL, Inc.
Institute of Cultural Affairs
International Aid
International Catholic Migration Commission
Jesuit Refugee Service
MAP International
Salvation Army World Service Office
Trickle Up Program
United Methodist Committee on Relief
World Concern
World Wildlife Fund
YMCA
YWCA

MALDIVES
International Aid

PALAU
International Aid

PHILIPPINES
Adventist Development & Relief Agency
American Friends Service Committee
American Jewish World Service
American Jewish Joint Distribution Committee, Inc.
American ORT Federation
AmeriCares Foundation
AMURT
Appropriate Technology International
Baptist World Alliance

Brother's Brother Foundation
CARE
Center for International Development & Environment
CHILDHOPE USA
Childreach
Children's Survival Fund, Inc.
Christian Children's Fund
Church World Service
CODEL, Inc.
Direct Relief International
Debt-for-Development Coalition
Food for the Hungry, Inc.
Freedom from Hunger
Goodwill Industries of America
Grassroots International
Heifer Project International
Helen Keller International
Institute for Development Research
Institute of Cultural Affairs
Interchurch Medical Assistance, Inc.
International Catholic Migration Commission
International Institute of Rural Reconstruction
International Medical Services for Health
Jesuit Refugee Service
Laubach Literacy International
Lutheran World Relief
MAP International
Margaret Sanger Center International
Medecins Sans Frontieres USA
Mercy Corps International
OIC International
Operation USA
Outreach International
Oxfam America
PACT
Population Action International
Population Communication
Salvation Army World Service Office
Save the Children
Trickle Up Program
Unitarian Universalist Service Committee
United Methodist Committee on Relief
United Way International
Winrock International
World Concern
World Education
World Learning
World Neighbors
World Relief
World Vision
World Wildlife Fund
YMCA
YWCA

SINGAPORE
International Aid
Jesuit Refugee Service
Salvation Army World Service Office
United Way International
World Vision
YMCA

SOUTH PACIFIC
Pathfinder International

THAILAND
Adventist Development & Relief Agency
American Refugee Committee
American Friends Service Committee
AMURT
Appropriate Technology International
Baptist World Alliance
Brother's Brother Foundation
CARE
Center for International Development & Environment
Childreach
Christian Children's Fund
Church World Service
CODEL, Inc.
Food for the Hungry, Inc.
Freedom from Hunger
Goodwill Industries of America
Heifer Project International
Helen Keller International
Institute for Development Research
Interchurch Medical Assistance, Inc.
International Aid
International Catholic Migration Commission
International Center for Research on Women

International Institute for Energy Conservation
International Institute of Rural Reconstruction
International Rescue Committee
International Voluntary Services
Jesuit Refugee Service
Laubach Literacy International
Lutheran World Relief
MAP International
Medecins Sans Frontieres USA
Operation USA
PACT
Population Communication
Save the Children
Trickle Up Program
United Methodist Committee on Relief
United Way International
Winrock International
World Concern
World Education
World Learning
World Relief
World Vision
World Wildlife Fund
YMCA
YWCA

VIETNAM
Adventist Development & Relief Agency
American Friends Service Committee
Appropriate Technology International
CARE
CHILDHOPE USA
Childreach
Church World Service
Direct Relief International
Doctors of the World
Heifer Project International
Helen Keller International
Interchurch Medical Assistance, Inc.
International Aid
International Catholic Migration Commission
International Institute of Rural Reconstruction
International Voluntary Services
MAP International
Medecins Sans Frontieres USA
Operation USA
Oxfam America
PACT
Pathfinder International
Population Action International
Save the Children
Trickle Up Program
Winrock International
World Concern
World Education
World Learning
World Neighbors
World Relief
World Wildlife Fund

**Australasia**

AUSTRALIA
American ORT Federation
Goodwill Industries of America
HIAS
Hunger Project
Institute of Cultural Affairs
Jesuit Refugee Service
RESULTS
United Way International

NEW ZEALAND
HIAS
Hunger Project
International Aid

**Eastern Europe**

ALBANIA
American ORT Federation
Baptist World Alliance
Brother's Brother Foundation
CHILDHOPE USA
Church World Service
Food for the Hungry, Inc.
International Aid
International Orthodox Christian Charities
MAP International
Medecins Sans Frontieres USA
Trickle Up Program
World Learning

BOSNIA-HERZEGOVINA
American Refugee Committee
American Jewish Joint Distribution Committee, Inc.
AmeriCares Foundation
Baptist World Alliance
Brother's Brother Foundation
Children's Survival Fund, Inc.
CARE
Church World Service
Direct Relief International
International Medical Corps
International Rescue Committee
Jesuit Refugee Service
MAP International
Medecins Sans Frontieres USA
US Committee for Refugees
World Relief

BULGARIA
Baptist World Alliance
Children's Survival Fund, Inc.
Church World Service
Debt-for-Development Coalition
Interchurch Medical Assistance, Inc.
International Aid
International Eye Foundation
MAP International
Trickle Up Program
World Concern
World Learning

CROATIA
Adventist Development & Relief Agency
American Jewish Joint Distribution Committee, Inc.
American Refugee Committee
AmeriCares Foundation
AMURT
Baptist World Alliance
Brother's Brother Foundation
CARE
Church World Service
Direct Relief International
Food for the Hungry, Inc.
International Catholic Migration Commission
International Rescue Committee
Medecins Sans Frontieres USA
US Committee for Refugees
World Relief

CZECH REPUBLIC
Adventist Development & Relief Agency
American Jewish Joint Distribution Committee, Inc.
American ORT Federation
AmeriCares Foundation
Baptist World Alliance
Direct Relief International
International Aid
Surgical Aid to Children of the World
United Way International
World Learning

ESTONIA
American Jewish Joint Distribution Committee, Inc.
AmeriCares Foundation
Baptist World Alliance
Christian Children's Fund
Direct Relief International
World Concern
World Learning

HUNGARY
Adventist Development & Relief Agency
Aid to Artisans, Inc.
American Jewish Joint Distribution Committee, Inc.
American ORT Federation
AmeriCares Foundation
Baptist World Alliance
Brother's Brother Foundation
Church World Service
Direct Relief International
Goodwill Industries of America
HIAS
Institute of Cultural Affairs
International Aid
Surgical Aid to Children of the World
United Way International
World Learning

LATVIA
Adventist Development & Relief Agency

American Jewish Joint Distribution Committee, Inc.
AmeriCares Foundation
Baptist World Alliance
Christian Children's Fund
World Concern
World Learning

LITHUANIA
American Jewish Joint Distribution Committee, Inc.
AmeriCares Foundation
Brother's Brother Foundation
Christian Children's Fund
Direct Relief International
World Learning

MACEDONIA
International Aid

POLAND
Adventist Development & Relief Agency
American Jewish Joint Distribution Committee, Inc.
AmeriCares Foundation
Baptist World Alliance
Brother's Brother Foundation
CARE
CHILDHOPE USA
Children's Survival Fund, Inc.
Christian Children's Fund
Church World Service
Debt-for-Development Coalition
Delphi International
Direct Relief International
Food for the Hungry, Inc.
HIAS
Heifer Project International
Interchurch Medical Assistance, Inc.
International Aid
OIC International
Salvation Army World Service Office
TechnoServe
United Way International
World Learning

ROMANIA
Adventist Development & Relief Agency
American Jewish Joint Distribution Committee, Inc.
American ORT Federation
AMURT
Baptist World Alliance
Brother's Brother Foundation
Center for Development & Population Activities
CHILDHOPE USA
Children's Survival Fund, Inc.
Church World Service
Direct Relief International
Food for the Hungry, Inc.
HIAS
Heifer Project International
Interchurch Medical Assistance, Inc.
International Aid
MAP International
Medecins Sans Frontieres USA
PACT
Project Concern International
World Concern
World Learning

SLOVAK REPUBLIC
Adventist Development & Relief Agency
American Jewish Joint Distribution Committee, Inc.
American ORT Federation
AmeriCares Foundation
Baptist World Alliance
Brother's Brother Foundation
Direct Relief International
Surgical Aid to Children of the World
United Way International

SLOVENIA
American Jewish Joint Distribution Committee, Inc.
World Relief

YUGOSLAVIA (SERBIA, KOSOVO)
AmeriCares Foundation
Baptist World Alliance
Brother's Brother Foundation
Church World Service
Direct Relief International
Doctors of the World

International Aid
International Orthodox Christian Charities
International Rescue Committee
Medecins Sans Frontieres USA
Mercy Corps International
World Relief

**Europe**

AUSTRIA
American Jewish Joint Distribution Committee, Inc.
HIAS
Hunger Project
Institute of Cultural Affairs
International Aid
International Catholic Migration Commission
Jesuit Refugee Service

BELGIUM
International Aid
International Institute for Energy Conservation
Jesuit Refugee Service
Medecins Sans Frontieres USA
Tolstoy Foundation
United Way International

DENMARK
International Aid

FINLAND
International Aid

FRANCE
American ORT Federation
American Jewish Joint Distribution Committee, Inc.
Doctors of the World
Hunger Project
International Aid
Jesuit Refugee Service
Medecins Sans Frontieres USA
Tolstoy Foundation
World Concern
World Learning

GERMANY
Hunger Project
Institute of Cultural Affairs
International Aid
International Catholic Migration Commission
Jesuit Refugee Service
RESULTS
Tolstoy Foundation
World Concern
World Learning

GREECE
American Jewish Joint Distribution Committee, Inc.
HIAS
International Aid
International Catholic Migration Commission
Save the Children
Trickle Up Program
World Vision
YMCA

IRELAND
American ORT Federation
International Aid
Jesuit Refugee Service
Trickle Up Program
United Way International

ITALY
American Jewish Joint Distribution Committee, Inc.
American ORT Federation
HIAS
International Aid
International Catholic Migration Commission
International Rescue Committee
Jesuit Refugee Service
Salvation Army World Service Office
Tolstoy Foundation
World Learning

LUXEMBOURG
International Aid

MONACO
International Aid

NETHERLANDS
American ORT Federation
Hunger Project
Institute of Cultural Affairs
International Aid

NORWAY
International Aid

PORTUGAL
African-American Institute
Aga Khan Foundation USA
Institute of Cultural Affairs
International Aid
Salvation Army World Service Office
Trickle Up Program
World Concern

SPAIN
American Jewish Joint Distribution Committee, Inc.
International Aid
International Catholic Migration Commission
International Rescue Committee
Jesuit Refugee Service
Salvation Army World Service Office
World Concern
World Learning

SWEDEN
Hunger Project
International Aid
Jesuit Refugee Service

SWITZERLAND
American ORT Federation
Hunger Project
International Aid
International Catholic Migration Commission

UNITED KINGDOM
Aga Khan Foundation USA
American ORT Foundation
CHILDHOPE USA
Goodwill Industries of America
Hunger Project
Institute of Cultural Affairs
International Aid
Jesuit Refugee Service
OIC International
RESULTS
United Way International
World Learning

**Former Soviet Republics**

ARMENIA
American Jewish Joint Distribution Committee, Inc.
American Jewish World Service
AmeriCares Foundation
Armenian Assembly of America
Baptist World Alliance
Brother's Brother Foundation
CARE
Children's Survival Fund, Inc.
Church World Service
Direct Relief International
The Fund for Democracy & Development
HIAS
Interchurch Medical Assistance, Inc.
MAP International
Medecins Sans Frontieres USA
US Committee for Refugees
World Learning

AZERBAIJAN
American Jewish Joint Distribution Committee, Inc.
Direct Relief International
The Fund for Democracy & Development
HIAS
Medecins Sans Frontieres USA
US Committee for Refugees

BELARUS
American Jewish Joint Distribution Committee, Inc.
AmeriCares Foundation
Baptist World Alliance
Brother's Brother Foundation
Children's Survival Fund, Inc.

Direct Relief International
The Fund for Democracy & Development
HIAS
Interchurch Medical Assistance, Inc.
US Committee for Refugees
World Learning

GEORGIA
American Jewish Joint Distribution Committee, Inc.
Baptist World Alliance
Direct Relief International
The Fund for Democracy & Development
HIAS
Interchurch Medical Assistance, Inc.
US Committee for Refugees
World Learning

KAZAKHSTAN
Adventist Development & Relief Agency
American Jewish Joint Distribution Committee, Inc.
America's Development Foundation
AmeriCares Foundation
Brother's Brother Foundation
The Fund for Democracy & Development
HIAS
Interchurch Medical Assistance, Inc.
Mercy Corps International
Winrock International
World Learning

KYRGYZSTAN
American Jewish Joint Distribution Committee, Inc.
Brother's Brother Foundation
The Fund for Democracy & Development
HIAS
Winrock International
World Learning

MOLDOVA
Adventist Development & Relief Agency
American Jewish Joint Distribution Committee, Inc.
Baptist World Alliance
Brother's Brother Foundation
The Fund for Democracy & Development
HIAS
US Committee for Refugees
World Learning

RUSSIA
Adventist Development & Relief Agency
American Jewish Joint Distribution Committee, Inc.
American ORT Federation
AmeriCares Foundation
America's Development Foundation
AMURT
Baptist World Alliance
CARE
CHILDHOPE USA
Citizen's Network for Foreign Affairs
Church World Service
Doctors of the World
The Fund for Democracy & Development
Goodwill Industries of America
HIAS
Interchurch Medical Assistance, Inc.
International Aid
International Catholic Migration Commission
International Orthodox Christian Charities
International Rescue Committee
MAP International
Medecins Sans Frontieres USA
PACT
RESULTS
Salvation Army World Service Office
Tolstoy Foundation
Trickle Up Program
United Way International
US Committee for Refugees
Winrock International
World Concern
World Learning

TAJIKISTAN
American Jewish Joint Distribution Committee, Inc.
Brother's Brother Foundation
The Fund for Democracy & Development
HIAS
US Committee for Refugees

Winrock International
World Learning

TURKMENISTAN
American Jewish Joint Distribution Committee, Inc.
Brother's Brother Foundation
The Fund for Democracy & Development
HIAS
Winrock International
World Learning

UKRAINE
Adventist Development & Relief Agency
American Jewish Joint Distribution Committee, Inc.
AmeriCares Foundation
America's Development Foundation
Baptist World Alliance
Brother's Brother Foundation
Citizen's Network for Foreign Affairs
Direct Relief International
The Fund for Democracy & Development
HIAS
Interchurch Medical Assistance, Inc.
MAP International
RESULTS
Salvation Army World Service Office
Trickle Up Program
Winrock International
World Concern
World Learning

UZBEKISTAN
American Jewish Joint Distribution Committee, Inc.
America's Development Foundation
The Fund for Democracy & Development
HIAS
Winrock International
World Learning

**Middle East**

BAHRAIN
Interchurch Medical Assistance, Inc.
International Aid
MAP International

CYPRUS
Adventist Development & Relief Agency
Church World Service
International Aid
World Vision

IRAN
AmeriCares Foundation
Baptist World Alliance
Direct Relief International
HIAS
Interchurch Medical Assistance, Inc.
Lutheran World Relief
MAP International

IRAQ
American Friends Service Committee
AMURT
CARE
Church World Service
Direct Relief International
Doctors of the World (Kurdistan)
Interchurch Medical Assistance, Inc.
International Aid
Medecins Sans Frontieres USA
World Concern

ISRAEL
American Near East Refugee Aid
American ORT Federation
American Jewish Joint Distribution Committee, Inc.
American Friends Service Committee
Baptist World Alliance
Children's Survival Fund, Inc.
Church World Service
Direct Relief International
HIAS
Interchurch Medical Assistance, Inc.
International Aid
MAP International
Mercy Corps International
Pax World Service
Save the Children
United Israel Appeal
United Methodist Committee on Relief
World Concern

World Vision
YMCA

JORDAN
Adventist Development & Relief Agency
Aid to Artisans, Inc.
American Friends Service Committee
American Near East Refugee Aid
Baptist World Alliance
CARE
Children's Survival Fund, Inc.
Church World Service
Heifer Project International
Interchurch Medical Assistance, Inc.
International Aid
International Center for Research on Women
International Medical Services for Health
Lutheran World Relief
MAP International
Near East Foundation
Operation USA
Pathfinder International
Pax World Service
Save the Children
World Vision
YMCA

KUWAIT
AmeriCares Foundation
International Aid
MAP International

LEBANON
American Friends Service Committee
American Near East Refugee Aid
AmeriCares Foundation
Baptist World Alliance
Church World Service
Direct Relief International
Grassroots International
Interchurch Medical Assistance, Inc.
International Aid
International Orthodox Christian Charities
MAP International
Medecins Sans Frontieres USA
Near East Foundation
Operations USA
Save the Children
United Methodist Committee on Relief
World Vision
YMCA
YWCA

OMAN
International Aid

SYRIA
Church World Service
MAP International
World Vision

TURKEY
American Jewish Joint Distribution Committee, Inc.
American ORT Federation
AmeriCares Foundation
Center for Development & Population Activities
Church World Service
Direct Relief International
International Aid
International Catholic Migration Commission
MAP International
Pathfinder International
Planning Assistance
World Concern
World Vision

UNITED ARAB EMIRATES
International Aid
MAP International

WEST BANK & GAZA
American Friends Service Committee
American Near East Refugee Aid
Church World Service
Grassroots International
Lutheran World Relief
Medecins Sans Frontieres USA
Mercy Corps International
Operation USA
Save the Children
YMCA

YEMEN ARAB REPUBLIC
International Center for Research on Women
MAP International
Medecins Sans Frontieres USA
World Education

**Pacific**
BELAU
(FEDERATED STATES OF MICRONESIA)
Church World Service
Direct Relief International
Foundation for the Peoples of the South Pacific
International Medical Services for Health
MAP International
Trickle Up Program
YMCA

CAROLINE ISLANDS
International Aid

FIJI
Adventist Development & Relief Agency
Church World Service
Direct Relief International
Foundation for the Peoples of the South Pacific
International Aid
MAP International
Salvation Army World Service Office
Trickle Up Program
World Vision
YMCA
YWCA

GUAM
International Aid

KIRIBATI
Foundation for the Peoples of the South Pacific
Trickle Up Program
World Vision

MARSHALL ISLANDS
Foundation for the Peoples of the South Pacific
International Aid
Trickle Up Program

MELANESIA
Church World Service

PACIFIC ISLANDS
YMCA

PAPUA NEW GUINEA
Adventist Development & Relief Agency
Church World Service
CODEL, Inc.
Foundation for the Peoples of the South Pacific
Interchurch Medical Assistance, Inc.
International Aid
International Medical Service for Health
Lutheran World Relief
MAP International
Medecins Sans Frontieres USA
Project Concern International
Salvation Army World Service Office
Trickle Up Program
United Methodist Committee on Relief
World Concern
World Vision
World Wildlife Fund
YMCA
YWCA

SAMOA
International Aid

SAIPAN
International Aid

SOLOMON ISLANDS
Adventist Development & Relief Agency
Church World Service
Direct Relief International
Foundation for the Peoples of the South Pacific
International Aid
Trickle Up Program
World Vision
YWCA

TONGA
Church World Service
Foundation for the Peoples of the South Pacific
Trickle Up Program
World Concern
World Vision

TUVALU
Foundation for the Peoples of the South Pacific
World Vision

VANUATU
Church World Service
Foundation for the Peoples of the South Pacific
Interchurch Medical Assistance, Inc.
Trickle Up Program
World Vision

WESTERN SAMOA
Church World Service
Direct Relief International
Foundation for the Peoples of the South Pacific
Trickle Up Program
YMCA
YWCA

1 InterAction Member Profiles 1993, Fourth Edition.

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# ANNEX B TO APPENDIX B
# CONCERN WORLDWIDE LIMITED

## 1. Overview

CONCERN Worldwide Limited was created in response to the 1968 Biafran famine to provide humanitarian relief and development assistance to disaster-afflicted people and to those whose vulnerability is due to inadequate income, education, and access to power — the "poorest of the poor."

## 2. Authority and Responsibilities

CONCERN feeds the hungry, works for the development and improvement of conditions of extreme poverty, and provides emergency and rehabilitation programs to rebuild shattered communities in the least developed countries as defined by the United Nations. Within these countries, it targets the urban poor, refugees, and disadvantaged women and children.

## 3. Organizational Structure

CONCERN is headquartered in Dublin, Ireland (Camden Street, Dublin 2). An affiliate, CONCERN Worldwide USA, is based in New York (104 East 40th Street, Suite 903, NY, NY 10016). Its Belfast-based subsidiary, CONCERN Worldwide (UK) Limited, operates in Northern Ireland and Great Britain. CONCERN Worldwide Limited should not be confused with Center of Concern in Washington, D.C.; CONCERN/ America in Santa Ana, CA, or World Concern in Seattle, WA. Areas of operation are African and Asian countries, including Angola, Bangladesh, Cambodia, Ethiopia, Kenya, Laos, Mozambique, Somalia, Sudan, Tanzania, Uganda, and Rwanda. CONCERN is also involved in Haiti in its first long-term project in the Caribbean. In each country, a Field Director oversees the work of volunteers and local staff.

## 4. Capabilities and Core Competencies

CONCERN's capabilities include the following:

a. To assess relief needs, identify required resources, and ensure fair distribution of supplies.

b. To train members of the community, who in turn pass their newly acquired knowledge and skills in agriculture, crafts, hygiene, and public health to their neighbors.

c. To provide sanitation and water supply services.

d. To assist women to become more economically independent through job skills, health, credit, and training facilities.

e. To help farmers to learn new skills and techniques in agriculture, horticulture, forestry, fertilizers, and pesticides.

f. To provide credit schemes and seed; and repair and replace damaged agricultural tools.

g. To construct roads, bridges, clinics, schools, public buildings, and low-cost housing.

h. To monitor nutrition in its countries of operation, scientifically assess the nutritional status of populations at risk for starvation, and distribute emergency rations.

i. To help mothers to recognize infection and to take appropriate action.

j. To operate prenatal clinics and vaccination programs.

k. To provide health-care worker training.

## 5. Interagency Relationship

CONCERN cooperates with other humanitarian agencies and local governments. Funding is received from the governments of Ireland, Great Britain, France, Tanzania, European Union (EU) and EU's Humanitarian Office, UN Development Programme, UN High Commissioner for Refugees, UN Children's Fund, UN World Food Programme, and US Agency for International Development.

# ANNEX C TO APPENDIX B
# INTERNATIONAL ORGANIZATION FOR MIGRATION (IOM)

## 1. Overview

The International Organization for Migration was created to deal with the problem of displaced persons and refugees in Europe after World War II. As problems of voluntary and forced movement of people increased, its work expanded worldwide.

## 2. Authority and Responsibilities

IOM provides technical assistance and advisory services to promote the orderly transfer of refugees, displaced persons and other individuals compelled to leave their homeland, as well as nationals who desire to migrate to countries where they may achieve independence through their employment, while advancing the economic, social and cultural conditions of the receiving countries.

## 3. Organizational Structure

IOM headquarters is in Switzerland (17 route des Morillons, Case postale 71, CH-1211, Geneve 19). IOM has over 70 field offices in 52 member and 40 non-member and/or observer countries. US field offices are located in Washington, D.C., New York, San Francisco, Rosemont, IL, and Miami Springs, FL.

## 4. Capabilities and Core Competencies

IOM's capabilities include the following:

a. To recruit, select, and process migrants.

b. To provide language training, orientation activities, medical examinations, and document processing for placement, reception and integration into the host country.

c. To respond to emergencies through IOM's Emergency Response Unit for assessing complex emergency migration situations.

d. To maintain an emergency response roster of internal and external personnel for emergency operations or for urgent dispatch to the field.

## 5. Interagency Relationships

IOM cooperates on migration assistance at the request or with the agreement of interested nations and in coordination with regional and international organizations, NGOs, PVOs and the UN Department of Humanitarian Affairs.

a. **Major Partners:** Economic and Social Commission for Asia and the Pacific, Economic Commission for Latin America and the Caribbean, International Labour Organization, World Health Organization, International Bank for Reconstruction and Development, International Maritime Organization, Council of European Communities, Organization of American States, Inter-American Development Bank, Italian-Latin American Institute, and International Committee of the Red Cross.

b. **UN Relationships.** UN agencies with which IOM has strong bonds include: the UN Economic Commission for Africa; UN Disaster Relief Coordinator; UN Conference on Trade and Development; UN Development Programme; UN Center for Human Rights; UN Population Fund; UN Research Institute for Social Development; Food and Agriculture Organization of the UN; UN Educational, Scientific and Cultural Organization; UN Industrial Development Organization; and UN High Commissioner for Refugees.

c. **Funding.** Funding is derived from member nations, voluntary contributions from governments, other international agencies (e.g., UN High Commissioner for Refugees), sponsors of migrants, and the migrants themselves.

# ANNEX D TO APPENDIX B
# MEDECINS SANS FRONTIERES (MSF) (DOCTORS WITHOUT BORDERS)

## 1. Overview

Medecins Sans Frontieres, translated as Doctors Without Borders, was established in 1971 by doctors to offer emergency medical assistance wherever manmade or natural disasters occur, independently of all states, institutions, and political, economic, and religious influences.

## 2. Authority and Responsibilities

Medecins Sans Frontieres offers assistance to victims of natural or manmade disasters and armed conflict, irrespective of race, religion, creed or political affiliation. MSF operates with strict neutrality and impartiality, unhindered freedom in the exercise of its functions, respect for their professional code of ethics and complete independence from all political, economic, or religious powers.

## 3. Organizational Structure

MSF is a network of six operational centers (Amsterdam, Barcelona, Brussels, Geneva, Luxembourg, and Paris), twelve delegate offices (Australia, Austria, Canada, Denmark, Germany, Greece, Hong Kong, Italy, Japan, Sweden, the United Kingdom, and the United States), and the Brussels-based International Office. During emergencies or major crises, the operational centers combine forces, recruiting and dispatching volunteers as well as coordinating logistical support and finances with those in charge of operations. Each operational center is supported by logistics, medical, human resources, financial, communications, and fund-raising departments. The twelve delegate offices are responsible for recruitment, public advocacy, and fund-raising. The US delegate office, MSF USA, is based in New York City (30 Rockefeller Plaza, Suite 5425, NY, NY 10112).

## 4. Capabilities and Core Competencies

MSF's capabilities include the following:

a. To initiate field missions to cope with war, massive population movements, famine, or natural disasters.

b. To send fact-finding teams to assess emergency needs.

c. To deploy medical teams and logistics experts with specially designed, pre-packed equipment.

d. To provide health facilities, feeding centers and sanitation, vaccinations, and epidemiological surveillance in refugee camps.

e. To deliver customized kits for shelter, communications, water and waste processing, sanitation, food, and power supplies.

f. To store emergency logistics in areas at high risk.

g. To rehabilitate hospitals and dispensaries, establish rural health units, immunization programs, and sanitation facilities, and train local medical, paramedical and technical personnel.

h. To provide quasi-permanent aid in countries where conflict, food shortages, and population movements are recurring phenomena, or where the immediate emergencies have ended but rehabilitation needs are still massive.

i. Use logistical centers in Amsterdam, Bordeaux, and Brussels to purchase, test, and store equipment such as vehicles, communication equipment, water and sanitation equipment, surgical instruments, shelters, and tools.

j. Dispatch equipment kits from centers in Kenya, Thailand, and Costa Rica for more than 60 different kinds of emergencies.

## 5. Interagency Relationships

MSF cooperates with local health authorities and various international agencies, such as the UN Development Programme, UN Children's Fund (UNICEF), World Health Organization (WHO), and UNHCR in refugee camps.

# ANNEX E TO APPENDIX B
## OXFAM (UNITED KINGDOM AND IRELAND) (Oxfam [UK/I])

### 1. Overview

Oxfam United Kingdom and Ireland was founded in Oxford in 1942 as the Oxford Committee for Famine Relief, and in 1965 it changed its name to Oxfam. Its humanitarian efforts reflect its belief that the world's material resources can, if equitably distributed, satisfy the basic needs of all people.

### 2. Authority and Responsibilities

Oxfam aims to relieve poverty, distress and suffering throughout the world and to educate the public about the nature, causes and effects of poverty.

### 3. Organizational Structure

Oxfam UK/I is headquartered in Oxford (274 Banbury Road, Oxford OX2 7DZ, United Kingdom). Oxfam organizations operate in eight other countries, including the United States and Canada. Oxfam UK/I has representatives in Africa, Asia, Central and South America, the Middle East, and Eastern Europe.

### 4. Capabilities and Core Competencies

Oxfam UK/I's capabilities include the following:

a. To provide food, water, and shelter to people during natural disasters.

b. To assist migrants with reception, short-term assistance, and finding housing in the UK.

c. To assist people in their efforts to gain economic self-sufficiency.

d. To administer charitable programs and link them to overseas aid efforts.

e. To operate relief and development projects in agriculture, health, and education.

f. To market goods produced by small community groups in developing countries.

### 5. Interagency Relationships

Oxfam UK/I enjoys official relations with the World Health Organization and holds consultative status with the United Nations' Economic and Social Council. It has links with the Commonwealth Secretariat, European Development Fund, Global Information and Early Warning System on Food and Agriculture, International Bank for Reconstruction and Development, International Fund for Agricultural Development, UN High Commissioner for Refugees, World Food Programme, the UN Relief and Works Agency for Palestine Refugees in the Near East, International Federation of Red Cross and Red Crescent Societies, and European Union. It cooperates with many NGOs and PVOs, including Agency for Cooperation and Research in Development, African Medical and Research Foundation, Africa Network for Integrated Development, Aga Khan Foundation, Arab Women's Solidarity Association, Asian Disaster Preparedness Centre, Caribbean Organization of Indigenous Peoples, Catholic Fund for Overseas Development, Indian Council of South America, Latin American Association for Human Rights, PANOS Institute, Register of Engineers of Economic and Social Research, and Water, Engineering and Development Centre.

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# ANNEX F TO APPENDIX B
# SAVE THE CHILDREN FUND (UNITED KINGDOM) (SCF[UK])

## 1. Overview

Save the Children Fund (United Kingdom) is the United Kingdom's largest international voluntary agency for child health and welfare in Africa, Asia, Eastern Europe, the Middle East, Latin America, the Caribbean, and throughout the United Kingdom.

## 2. Authority and Responsibilities

The UN Convention on the Rights of the Child and the 1923 Declaration of the Rights of the Child is the basis of SCF(UK)'s work to ensure that children are the first to receive relief in time of distress and are protected against every form of exploitation. Emphasis is placed upon early childhood development, primary and non-formal education, and care for children in especially difficult circumstances, but not necessarily only those among the poorest.

## 3. Organizational Structure

SCF(UK) is headquartered in London (17 Grove Lane, London SE5 8RD). SCF(UK) is the oldest and currently the largest member of the International Save the Children Alliance, a body that represents and coordinates the activities of 25 autonomous Save the Children organizations around the world. An SCF(UK) country program is coordinated by a Field Director. A network of regional offices provide technical support and advice to field offices.

## 4. Capabilities and Core Competencies

SCF(UK)'s capabilities include the following:

a. To provide emergency relief, including food, during major disasters and refugee migrations.

b. To promote long-term development efforts with disabled children, disadvantaged children, and women.

c. To establish food security, distribution, transport management and logistics.

d. To provide health care management, refugee health care and refugee health care management, health planning, epidemiology, "cold chain" management of vaccines,[1] and nutritional surveillance.

e. To develop social policy, juvenile justice and legal reform.

f. To carry out community development by community-based rehabilitation, education, management of water resources, hydro-geological surveys, village-level maintenance of water facilities, water pump location and installation, and bridge and road building and repair.

g. To maintain a fleet of vehicles for rapid response in Africa.

h. To operate a communications network, including a telephone, high frequency radio, satellite link, and electronic mail system.

## 5. Interagency Relationships

SCF(UK) cooperates with national or local governments, other NGOs and PVOs, and communities and families.

1 "Cold chain" management is the process of maintaining vaccines in a refrigerated state (if required) from storage site to dispensing facility.

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# ANNEX G TO APPENDIX B
# ACTION INTERNATIONALE CONTRE LA FAIM (INTERNATIONAL ACTION AGAINST HUNGER) (AICF)

## 1. Overview

AICF/USA — International Action Against Hunger — was founded in 1985 as American Friends of AICF, to promote development efforts and provide emergency assistance in Africa, Asia, and Central Europe. It focuses its efforts on health, drinking water, and agriculture-based income generation projects.

## 2. Authority and Responsibilities

AICF/USA provides emergency intervention and undertakes longer-term development programs to help improve living standards by enhancing capacities at the local level. Its central criterion for assistance is need, without regard to race, religion, age, sex, or ethnic group.

## 3. Organizational Structure

AICF/USA is headquartered in Washington, D.C. (1511 K Street, N.W., Suite 1025, Washington, D.C. 20005). AICF/USA has four field offices based on specific target countries or programs; Cambodia, Northeast Somalia, Bosnia-Herzegovina, and Rwanda.

## 4. Capabilities and Core Competencies

AICF's capabilities include the following:

a. To provide agriculture and food production programs to improve agriculture-based income generation.

b. To carry out disaster and emergency relief with health services, water supply and environmental sanitation, and shelter.

c. To provide primary health care, health education, maternal and child health care, training, and supervision of primary health care services and primary health care facilities.

d. To provide potable water and sanitation.

## 5. Interagency Relationships

AICF/USA cooperates with local agencies and communities and the international aid community, including its sister organization, AICF/France. The organization is funded by private individuals, the Soros Humanitarian Fund for Bosnia-Herzegovina, the Christopher Reynolds Foundation, the US Agency for International Development, Britain's Overseas Development Administration, Oxfam/UK, UNICEF, and UNHCR.

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# ANNEX H TO APPENDIX B
# ADVENTIST DEVELOPMENT AND RELIEF AGENCY INTERNATIONAL (ADRA)

## 1. Overview

The Adventist Development and Relief Agency was established in 1983 as the humanitarian arm of the Seventh-Day Adventist (SDA) church. ADRA works in more than 100 countries around the world in Asia, Africa, Eastern Europe, the South Pacific, and Central and South America.

## 2. Authority and Responsibilities

ADRA is an independent agency established by the SDA church for the specific purposes of individual and community development and disaster relief.

## 3. Organizational Structure

ADRA is headquartered in Silver Spring, Maryland (12501 Old Columbia Pike, Silver Spring, MD 20904). Field work is coordinated through twelve regional offices in Abidjan, Berne, Brasilia, Harare, Johannesburg, London, Miami, Moscow, Nicosia, Hosur (India), Singapore, and Sydney.

## 4. Capabilities and Core Competencies

ADRA's capabilities include the following:

a. To provide mother and child health, AIDS and primary health care, growth monitoring, oral rehydration therapy, breast feeding, and immunization.

b. To educate parents in nutrition, hygiene, child spacing, and child care.

c. To provide supplementary food aid for pregnant women, preschool children, and nursing mothers.

d. To develop infrastructure, schools, day care centers, roads, hospitals, and bridges.

e. To assist small enterprise development and human resources development and training.

f. To construct irrigation with deep water wells, water reservoirs, irrigation systems, sewage and storm drainage projects, and potable water projects.

g. To provide agricultural training for soil improvement and reforestation.

h. To maintain food, clothing, and shelter warehouses in Germany, Australia, Japan, Canada, the former Yugoslavia, the Philippines, and the United States (California and Maryland).

## 5. Interagency Relationships

ADRA cooperates with the US Agency for International Development to receive food for distribution to developing countries and receives USAID reimbursement for ocean freight for shipment of food, clothing, bedding, medicines, and hospital and vocational equipment. The Agency advises NGOs, PVOs, and advocacy groups such as Food Aid Coalition, Child Survival Collaborative, Policy and Development Committee, Advocacy, Advisory Committee on Foreign Aid, and Food Aid Consultative Group. It operates with the Church World Service, United Nations (UN Development Programme, UN High Commissioner for

Refugees, World Food Programme, World Health Organization, and UN Children's Fund), American Council for Voluntary International Action (InterAction), Australian Development Assistance Bureau, Canadian International Development Agency, Cooperative for Assistance and Relief Everywhere, Danish International Development Agency, and the European Union. ADRA is funded by donor countries and government and international humanitarian agencies, as well as public support from individuals and corporations.

# ANNEX I TO APPENDIX B
## AFRICARE

## 1. Overview

Africare is dedicated to improving the quality of life in rural Africa in five principal areas: agriculture, water resource development, environmental management, health, and emergency humanitarian aid.

## 2. Authority and Responsibilities

Africare works in all the major regions of the continent to assist in human and economic development by developing water resources, increasing food production, delivering basic health services, protecting the environment, and providing emergency assistance to refugees.

## 3. Organizational Structure

Africare is headquartered in Washington, D.C. (Africare House, 440 R Street, N.W., Washington, D.C. 20001). It has field offices in 24 African countries: Angola, Benin, Burkina Faso, Central African Republic, Chad, Cote d'Ivoire, Ethiopia, Guinea, Guinea-Bissau, Liberia, Malawi, Mali, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, South Africa, Zambia, Zimbabwe, Tanzania, and Eritrea. Africare also has nine US chapters: Chicago, IL; Columbia, MD; Columbus, OH; Detroit, MI; Los Angeles, CA; Milwaukee, WI; Seattle, WA; Tampa, FL; and Mclean, VA.

## 4. Capabilities and Core Competencies

Africare's capabilities include the following:

a. To construct rural access roads, buildings, irrigation, dams, wells, and health centers.

b. To support production cooperatives, vegetable gardening, forestry, livestock, and poultry raising.

c. To support fodder production and storage, and reforestation and soil conservation.

d. To supply blankets, high protein foods, cooking utensils, and agricultural equipment to refugees.

e. To supply oxen and animal traction equipment and farm equipment and supplies for long-term development.

f. To provide medicine and public health with family planning equipment.

g. To provide pharmaceutical supplies and medical equipment and supplies, village-based primary health care services, medical distribution systems, comprehensive health care plans, dispensaries and maternal child health centers, and village health teams training.

h. To meet short-term needs for potable water, medicine, health care, seeds, and tools.

i. To assist small business with credit, technical, advisory, and managerial assistance.

## 5. Interagency Relationships

Africare consults with African planners, field experts, village leaders, and workers and attends briefings between African ambassadors and US leaders through the African Diplomatic Outreach Program, cosponsored by Africare and the Georgetown University Institute for the Study of Diplomacy. Africare projects address the needs and involve the collaboration of the Africans they assist. Funding is derived from

the governments of Canada, Great Britain, Switzerland, Guinea, Malawi, Niger, Nigeria, Zambia, Zimbabwe, and the United States (through the US Agency for International Development) and with multinational organizations, like the African Development Bank, European Union's European Development Fund, UN Development Programme, World Health Organization, UN Children's Fund, and UN High Commissioner for Refugees, charitable foundations, corporations, the religious community, other private organizations, the US Government, international agencies, foreign institutions, and private citizens. Africare is a member of International Service Agencies, a part of the Combined Federal Campaign, and is the recipient of many corporate as well as state and local government campaigns.

# ANNEX J TO APPENDIX B
# AMERICAN COUNCIL FOR VOLUNTARY INTERNATIONAL ACTION (INTERACTION)

## 1. Overview

The American Council for Voluntary International Action — InterAction — is a coalition of nearly 160 US-based private voluntary organizations engaged in international humanitarian efforts, including sustainable development, disaster relief, refugee assistance, advocacy, and education in 165 countries around the world.

## 2. Authority and Responsibilities

InterAction works to coordinate and promote the activities of its members with a number of US Government and international organizations through consultation, discussion, coordination, planning, and joint action in common areas of concern.

## 3. Organizational Structure

InterAction has approximately 30 staff members and is not operational overseas. InterAction's Program Officer for Disaster Response provides staff support for the PVOs active on InterAction's Disaster Response Committee. This committee deals most directly with peace operations and often acts as a functional liaison with organizations such as the US military and United Nations peacekeeping operations. InterAction is headquartered in Washington, D.C. (1717 Massachusetts Avenue, N.W., Suite 801, Washington, D.C. 20036).

## 4. Capabilities and Core Competencies

InterAction's capabilities include the following:

a. To provide up-to-date information on members' programs and finances through InterAction Member Profiles 1993 (Fourth edition, Washington, D.C.: InterAction, 1993).

b. To publish a bi-weekly publication containing news and commentary on changing global events that affect humanitarian work.

c. To provide up-to-date information on international disaster response efforts through its reports on complex emergencies.

d. To bring PVOs together for briefings or planning sessions on short notice.

## 5. Interagency Relationships

a. InterAction conducts PVO-to-PVO coordination to improve action among PVOs. InterAction is a member of the International Council of Voluntary Agencies (ICVA) with member PVOs from all over the world.

b. InterAction conducts PVO-to-UN coordination, with monthly meetings for its members with the UN Department of Humanitarian Affairs and regular meetings of the United Nations Interagency Standing Committee (IASC), bringing together the heads of UN relief organizations as well as the International Committee of the Red Cross and several international PVO coalitions.

c. InterAction conducts PVO-to-US Government coordination. The organization communicates with USAID/OFDA, the Department of State and Department of Defense to build an understanding of PVO capabilities and operations.

d. InterAction has worked extensively with a number of military units to promote understanding of NGOs and PVOs. The objective is to build a much better and broader understanding within the US military of PVO capabilities and operations. InterAction has organized the participation of NGOs and PVOs in numerous training activities, including the peace enforcement training exercises at the Joint Readiness Training Center in Fort Polk. InterAction has briefed many civil affairs units on the activities of NGOs and PVOs as well as a number of the US military schools, including the US Army Peacekeeping Institute and the Command and General Staff College at Fort Leavenworth. InterAction staff have traveled with the Secretary of Defense and with the Chief of Staff of the Army on two trips to Rwanda to review the progress of relief operations. In addition, InterAction staff traveled to Ft. Drum to participate in planning for the CMOC and HACC in Haiti, and have assisted in the production of a US military video on CMOCs to be distributed to NGOs and PVOs.

# TAB A
# RELIEF ORGANIZATIONS ASSOCIATED WITH INTERACTION

InterAction is a consortium of nearly 160 PVOs that includes the following.

- Academy for Educational Development
- ACCION International
- Adventist Development & Relief Agency
- African-American Institute
- African Medical & Research Foundation
- Africare
- Aga Khan Foundation USA
- AICF/USA (International Action Against Hunger)
- Aid to Artisans
- Air Serv International
- Alan Guttmacher Institute
- America's Development Foundation
- American Friends Service Committee
- American Jewish Joint Distribution Committee
- American Jewish World Service
- American Near East Refugee Aid
- American ORT Federation
- American Red Cross
- American Refugee Committee
- Amigos de las Americas
- Ananda Marga Universal Relief Team
- Appropriate Technology International
- Armenian Assembly of America
- Baptist World Alliance
- Bread for the World
- Bread for the World Institute on Hunger and Development
- Brother's Brother Foundation
- CARE
- Catholic Relief Services
- Center for International Development & Environment/World Resources Institute
- Center for International Health & Cooperation
- Center for Concern
- Center to Prevent Childhood Malnutrition
- Center for Development & Population Activities
- Child Health Foundation
- Childhope USA
- Childreach
- Children's Survival Fund
- Christian Children's Fund

- Christian Outreach Appeal
- Christian Reformed World Relief Committee
- Church World Service
- Citizen's Network for Foreign Affairs
- CODEL (Coordination in Development)
- Concern America
- Council of Jewish Federations
- Counterpart/Foundation for the Peoples of the South Pacific
- Croatian Democracy Project
- Debt-for-Development Coalition
- Delphi International
- Direct Relief International
- Doctors of the World
- End Hunger Network
- Enersol Associates
- Episcopal Church of the USA/Presiding Bishop's Fund for World Relief
- Episcopal Migration Ministries
- Eritrean Relief Committee
- Ethiopian Community Development Council
- Food for All
- Food for the Hungry
- Foundation for International Community Assistance
- Freedom from Hunger
- Friends of Liberia
- Fund for Democracy & Development
- Goodwill Industries International
- Grassroots International
- Habitat for Humanity International
- Hebrew Immigrant Aid Society
- Heifer Project International
- Helen Keller International
- The Hunger Project
- Immigration and Refugee Services of America
- Institute for Development Research
- Institute of Cultural Affairs
- Interchurch Medical Assistance
- International Aid
- International Catholic Migration Commission
- International Center for Research on Women
- International Eye Foundation
- International Institute for Conservation
- International Institute of Rural Reconstruction
- International Medical Corps
- International Medical Services for Health

- International Orthodox Christian Charities
- International Reading Association
- International Rescue Committee
- International Voluntary Services
- International Women's Health Coalition
- Islamic African Relief Agency USA
- Jesuit Refugee Service/USA
- Katalysis North/South Development Partnerships
- Laubach Literacy International
- Lutheran Immigration & Refugee Service
- Lutheran World Relief
- MAP International
- March of Dimes Birth Defects Foundation
- Margaret Sanger Center International
- Medecins Sans Frontieres USA (Doctors Without Borders)
- Medical Care Development
- Mercy Corps International
- MiraMed Institute
- National Council for International Health
- National Council of Negro Women
- National Peace Corps Association
- National Wildlife Federation
- Near East Foundation
- Operation USA
- Opportunities Industrialization Centers International
- Opportunity International
- Outreach International
- Overseas Development Council
- Oxfam America
- PACT
- Pan American Development Foundation
- PANOS Institute
- Partners of the Americas
- Pathfinder International
- Pax World Service
- Physicians for Peace
- Planning Assistance
- Points of Light Foundation
- Population Action International
- Population Communication
- Population Resource Center
- Refugees International Resource Foundation
- RESULTS
- River Blindness Foundation
- Salvation Army World Service Office

- Save the Children
- Service & Development Agency of the African Methodist Episcopal Church
- SHARE Foundation: Building a New El Salvador Today
- Sierra Club
- Southeast Asia Resource Action Center
- Synergos Institute
- TechnoServe
- Tolstoy Foundation
- Trickle Up Program
- Unitarian Universalist Service Committee
- United Israel Appeal
- United Methodist Committee on Relief
- United Way International
- US Catholic Conference/Migration & Refugee Services
- US Committee for Refugees
- US Committee for UNICEF
- Volunteers in Overseas Cooperative Assistance
- Volunteers in Technical Assistance
- Winrock International
- Institute for Agricultural Development
- World Concern
- World Education
- World Learning
- World Neighbors
- World Relief
- World Share
- World Vision Relief & Development
- World Wildlife Fund
- YMCA of the USA
- YWCA of the USA
- Zero Population Growth

# ANNEX K TO APPENDIX B
# AMERICAN RED CROSS (ARC)

## 1. Overview

The American Red Cross is a humanitarian organization led by volunteers. It provides relief to victims of disasters and helps people prevent, prepare for, and respond to emergencies. The ARC does this through services that are consistent with its congressional charter and the fundamental principles of the International Red Cross and Red Crescent Movement, of which it is a part.

## 2. Authority and Responsibilities

a. ARC is chartered by Congress (Act of Congress of January 5, 1905, as amended, 36 USC Sections 1-9) to undertake relief activities to mitigate the suffering caused by disasters. It is the only nongovernmental organization chartered by Congress to provide relief to victims of major disasters.

b. There are seven fundamental principles of the International Red Cross and Red Crescent Movement.

- Humanity — seeking to prevent and alleviate human suffering wherever it may occur.
- Impartiality — without discrimination as to nationality, race, religion, gender, class, or political opinions.
- Neutrality — not taking sides in hostilities or in political, racial, religious, or ideological controversies.
- Independence — but subject to the laws of their respective countries.
- Voluntary — not prompted in any manner by desire for gain.
- Unity — only one Red Cross or Red Crescent society in any country.
- Universality — worldwide, while all national societies have equal status.

## 3. Organizational Structure

a. The International Red Cross Movement encompasses the International Committee of the Red Cross that acts to protect victims of armed conflict, and the International Federation of Red Cross and Red Crescent Societies that help coordinate international relief efforts for disaster victims, displaced persons, and refugees. As an active member of the ICRC, the ARC supports the Movement's mission to protect human life and relieve suffering worldwide.

b. The National Headquarters of the ARC is located in Washington, D.C. (431 18th Street, N.W., 20006). There are almost 2,600 Red Cross chapters throughout all 50 states, US possessions, and dependencies. Nearly every community in the United States has a Red Cross unit. Each unit has its own array of services and programs based on the needs of the community it serves. All Red Cross services are provided free of charge.

c. The largest relief efforts are directed from the Disaster Operations Center in Alexandria, VA, which is ready to respond 24 hours a day. It typically launches a new relief operation about two times a week. In addition, the ARC has a national Quick Response Team that can deploy on four hour's notice.

## 4. Capabilities and Core Competencies

ARC's capabilities include the following:

a. To position advanced communications equipment such as satellite uplinks, high frequency radios, and cellular phones in disaster-prone areas.

b. To train citizens to teach courses in everything from first aid, CPR, and water safety to proper nutrition and health care.

c. To train disaster team members to help those in need with emergency shelters and food.

d. To provide nurses for crucial education, disaster, and blood-related services.

e. To provide biomedical services: blood for transfusion and tissue for transplantation, human bone, heart valves, veins, skin, tendons, and cartilage for transplantation, blood drives and tests for infectious diseases, biotherapeutics made from donated plasma for trauma and hemophilia, and registry of rare blood donors and rare blood.

f. To trace people, exchange Red Cross messages, and reunite family members separated by disaster, civil disturbance, or war.

g. To support international relief efforts with personnel, financial aid, and gifts of goods and services.

h. To provide refugee and immigrant language banks and health and safety courses in foreign languages.

i. To assist members of the Armed Forces, their families, and veterans with emergency communications, to relay urgent messages to Service personnel far from home, notify them of births, deaths, serious illnesses, and other family emergencies, verify information contained in requests for emergency leave, provide interest-free loans and grants for expenses related to emergency travel or personal crisis, and provide counseling, referrals, and other social services.

j. To provide money to disaster and hazardous materials victims for essentials, repairs, transportation, household items, medicines, and shelter.

k. To determine the level of damage to homes in a disaster.

l. To provide hot meals to disaster-stricken communities and emergency workers.

m. To move vehicles and supplies across the country.

n. To interview individuals and families to assess their needs.

o. To provide the media with information on the disaster and the ARC response.

p. To provide computer, communications, or accounting support.

q. To resolve inquiries from concerned family members outside the disaster area.

r. To provide mass care with emergency food, shelter, medicine, first aid, and long-term recovery assistance when victims exhaust other resources.

## 5. Interagency Relationships

The ARC works with the US Government and other organizations, including: the American Psychological Association, American Counseling Association, and mental health professionals for counseling; the US Center for Disease Control and Prevention for HIV/AIDS education programs; FEMA's Family Protection Program to educate the American public about safety precautions and

coping with disasters; the National Oceanic and Atmospheric Administration to educate the public about heat waves, winter storms, thunderstorms, and hurricanes; the Coast Guard through an agreement on "Cooperation During Disasters;" and the US Geological Survey to educate the public about earthquakes.

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# ANNEX L TO APPENDIX B
# CATHOLIC RELIEF SERVICES (CRS)

## 1. Overview

Catholic Relief Services was founded in 1943 by the Catholic bishops of the United States to assist the poor and disadvantaged outside the United States. Its first project was to provide aid to refugees in Europe during World War II. The agency's principal mission is to alleviate human suffering, encourage human development, and foster charity and justice for poor and disadvantaged people around the world. Today CRS is active in countries in Africa, Eastern Europe, the Middle East, Asia, Latin America, and the Caribbean.

## 2. Authority and Responsibilities

a. CRS serves as the overseas humanitarian and development agency of the US Catholic Conference. The policies and programs of the agency reflect and express the teachings of the Catholic Church — assisting people on the basis of need, not creed, race, or nationality.

b. CRS draws its financial, material, and moral support from the Catholic community in the United States, but it also reaches out for support to individuals of many faiths and to governments and community organizations, foundations, corporations, and student groups.

c. Through education and advocacy, CRS is active in raising the awareness of governments, civil servants, inter-governmental organizations, and the public concerning issues of relief, reconciliation, rehabilitation, human development, and human rights outside the United States.

## 3. Organizational Structure

CRS is headquartered in Baltimore, MD (209 West Fayette Street, Baltimore, MD 21201-3443). CRS has offices in 48 countries around the world through assistance directed to local project holders. The staff includes approximately 275 American personnel, half of whom work overseas. However, the majority of staff are nationals of countries in which the CRS works.

## 4. Capabilities and Core Competencies

CRS' capabilities include the following:

a. To respond to victims of natural and manmade disasters, famine, epidemics, civil wars and unrest, and economic emergencies.

b. To provide assistance to the poor to alleviate their immediate needs.

c. To support self-help development programs of job-skills training, community development, poverty lending, education, and agricultural improvement.

d. To assist refugees and displaced people with emergency relief, repatriation, and rehabilitation as well as local reintegration and resettlement.

e. To promote and support efforts aimed at conflict mitigation, reconciliation, justice, and peace.

f. To distribute lifesaving food and non-food emergency and medical supplies, as in its recent efforts in Haiti, the former Yugoslavia, Rwanda, Somalia, Burundi and India.

g. Some recent examples of CRS's humanitarian intervention around the world are listed below.

- In Haiti, CRS has undertaken a Crisis Response Program to more effectively

address the country's political and economic crisis. The nutrition component of the program serves over 250,000 beneficiaries.

- In the former Yugoslavia, CRS maintains offices in Sarajevo (Bosnia), Zagreb and Split (Croatia), and Skopje (Macedonia), and has distributed more than $15 million in relief assistance to refugees and displaced persons.

- In Somalia, where many relief agencies had opened offices in Mogadishu, CRS established its presence in the Bay and Gedo regions (using Baidoa as the central dispersal point) to balance assistance, providing massive food distribution to more than 200,000 Somalis in those regions.

- In Rwanda in 1994, CRS provided over 400,000 displaced persons with food and other emergency assistance.

- In 1993 and 1994, hundreds of thousands of people in Burundi were killed or displaced from their homes due to recurring ethnic violence and civil unrest. In cooperation with the UN World Food Programme and Caritas/ Burundi, CRS helped launch a large-scale relief effort, delivering food and other assistance to 700,000 displaced persons and Rwandan refugees.

- During the 1993 Indian earthquake which left thousands homeless, CRS brought in an assessment team within a few days, and within weeks had rushed enough food to feed 15,000 people. Blankets and plastic sheeting for temporary roofing was distributed, and antibiotics and other medicine was provided to Indian counterpart agencies to forestall any possibility of an outbreak of cholera or dysentery.

## 5. Interagency Relationships

CRS is part of the US Catholic Conference and affiliated with the Interfaith Hunger Appeal, National Council of Catholic Women, and Italy's Caritas Internationalis, a network of national Caritas agencies worldwide. CRS is also a member of InterAction and has collective relationships with a number of other NGOs, PVOs, and UN agencies.

# ANNEX M TO APPENDIX B
# COOPERATIVE FOR ASSISTANCE AND RELIEF EVERYWHERE (CARE)

## 1. Overview

Cooperative for Assistance and Relief Everywhere, Inc. — CARE USA or CARE — was founded to aid victims of World War II in Europe and, soon after, Asia. CARE USA, CARE Canada, and CARE Deutschland joined together to create CARE International in 1982. CARE International is a confederation of 11 national CARE partners that addresses poverty and responds to emergencies worldwide.

## 2. Authority and Responsibilities

CARE's purpose is to help the developing world's poor in their efforts to achieve social and economic well-being. It supports processes that create competence and lead to self-sustainment over time. CARE's task is to reach new standards of excellence in offering disaster relief, technical assistance, training, food, and other material resources and management in combinations appropriate to local needs and priorities. It also advocates public policies and programs that support these ends.

## 3. Organizational Structure

CARE International is headquartered in Brussels, Belgium (Boulevard du Regent 58/10, B-1000 Brussels).

a. Just as each CARE partner represents its host nation, CARE USA is the US partner in CARE International. In the regular course of its operations, CARE USA makes certain grants to CARE International and its member organizations, and likewise receives certain funding from members of CARE International. CARE USA's Headquarters is in Atlanta (151 Ellis Street, N.E., Atlanta, GA 30303).

b. CARE USA has fifteen Regional Offices. These represent the Northeastern Region (two offices: New York, NY, and Concord, MA); Mid-Atlantic Region (two offices: Philadelphia, PA, and Washington, D.C.); Midwestern Region (two offices: Chicago, IL, and Minneapolis, MN); Southeastern Region (two offices: Atlanta, GA, and Miami, FL); Southwestern Region (four offices: Dallas and Houston, TX, Denver, CO, and Kansas City, MO); and Western Region (three offices: Los Angeles and San Francisco, CA, and Seattle, WA). CARE USA has both a Regional and Liaison Office in Washington, D.C. (Both are at 2025 I Street, N.W., Suite 1024, Washington, D.C. 20006.)

c. CARE USA operates in over 50 developing nations in Asia, Africa, and Latin America. Each country with a CARE mission is represented by either a CARE Country Director, Acting Country Director, or Representative.

d. To coordinate operations, one CARE partner within CARE International is designated the "lead member" in each country represented by CARE. CARE USA is the lead member of CARE International in over 30 nations.

## 4. Capabilities and Core Competencies

CARE's capabilities include the following:

a. To assist agriculture and environment efforts to plant trees, manage forests, irrigate land, start vegetable gardens, conserve soil, promote natural pesticides, build fish ponds, and lend on-site technical advice on improving production.

b. To supply clean and plentiful water, nutritious food, immunizations, improved sanitation, AIDS prevention counseling, and health care for pregnant women and new mothers.

c. To offer family planning and other reproductive health care services training, equipment, and contraceptives and AIDS prevention.

d. To support small business with loans, training in basic accounting and bookkeeping, and savings for future investments.

e. To deliver emergency aid, clothing, clean water, medicine, tools, and food.

f. To handle requests for commodities from CARE country offices, negotiate grants for US Government funds, deliver food to CARE countries worldwide, track food supplies overseas, and ensure that supplies reach their destination safely and are used in ways that best promote self-sufficiency.

## 5. Interagency Relationships

a. CARE programs are partnerships, carried out under agreements among NGOs, PVOs, national government agencies, local communities, the UN High Commissioner for Refugees, World Food Programme, UN Children's Fund, the Peace Corps, USAID, and foreign governments (especially the Government of the Netherlands).

b. CARE requires a written basic agreement with the host government of every country where it establishes a presence to secure a broad legal base for its projects. The basic agreement is always augmented by specific project activity agreements that outline the terms of each project.

# ANNEX N TO APPENDIX B
# INTERNATIONAL MEDICAL CORPS (IMC)

## 1. Overview

International Medical Corps was founded in 1984 to address the critical need for medical care in war-torn Afghanistan. Its charter is to help people become self-sufficient. Volunteer physicians and medical personnel provide emergency medical relief, health care services, and training to people in devastated regions worldwide where health resources are scarce and few organizations dare to serve.

## 2. Authority and Responsibilities

IMC provides humanitarian assistance and helps rebuild health care systems devastated by war and disaster with emergency medical services and essential health care training. It conducts programs of public awareness of human suffering and acts of atrocity throughout the world through testimony, published reports, and visual images.

## 3. Organizational Structure

IMC is headquartered in Los Angeles, CA (12233 West Olympic Boulevard, Suite 280, Los Angeles, CA 90064). It has five regional offices that are located in Brussels, Belgium; London, England; Nairobi, Kenya; Split, Croatia; and Windhoek, Namibia.

## 4. Capabilities and Core Competencies

IMC's capabilities include the following:

a. To dispense teams of qualified doctors, nurses, physician assistants, medics, logisticians, and support staff to help rebuild health care systems and restore self-sufficiency,

b. To train people to diagnose and treat common diseases, disorders, and injuries encountered within their country.

c. To train vaccinators, traditional birth attendants, village health workers, trauma and emergency medicine specialists.

d. To conduct efforts in child mental health, "cold chain" vaccine management,[1] immunization, health assessments, maternal child health care, midwifery and obstetric gynecology, nutrition and sanitation management, and tuberculosis control.

e. To treat war-related injuries.

## 5. Interagency Relationships

Partnerships with local health workers, community leaders, and village elders provide a self-sustaining health care system that can flourish independent of international relief efforts. IMC is funded by individuals, foundations, corporations, UNHCR, USAID/OFDA, WHO, UNICEF, European Union's Humanitarian Office, Overseas Development Administration (UK), Soros Humanitarian Fund, and Swedish International Development Authority.

[1]"Cold chain" management is the process of maintaining vaccines in a refrigerated state (if required) from storage site to dispensing facility.

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# ANNEX O TO APPENDIX B
# INTERNATIONAL RESCUE COMMITTEE (IRC)

## 1. Overview

The International Rescue Committee was founded in 1933 to assist anti-Nazi opponents of Hitler. The Committee is committed to freedom, human dignity, and self-reliance in programs for resettlement assistance, global emergency relief, refugee rehabilitation and advocacy, relief, protection, and resettlement services for refugees and victims of oppression or violent conflict.

## 2. Authority and Responsibilities

The IRC's first mission was to rescue people in Europe from Nazi oppression and to find new homes for them in free countries. Today, the IRC's mission is to help victims of racial, religious, and ethnic persecution and oppression, as well as people uprooted by war and violence. Since its inception, the Committee's work has evolved to include the assistance of displaced people within their own borders and refugees during repatriation.

## 3. Organizational Structure

The IRC is headquartered in New York City (122 East 42nd Street, NY, NY 10168). The IRC has 15 domestic offices in Atlanta, GA; Boston, MA; Dallas, TX; Los Angeles, CA; Miami, FL; New York City, NY; San Diego, CA; San Francisco, CA; San Jose, CA; Fresno, CA; Sacramento, CA; Santa Ana, NM; Seattle, WA; Washington, D.C.; and West New York, NJ. The Committee has eight offices abroad: Madrid, Spain; Rome, Italy; Paris, France; Geneva, Switzerland; Vienna, Austria; Zagreb and Split, Croatia; and Moscow, Russia.

## 4. Capabilities and Core Competencies

IRC's capabilities include the following:

a. To provide refugee relief services in sanitation, medical services, food, training, education, and income-generating and self-reliance projects.

b. To train refugees to be community workers as the first line of defense against diseases, epidemics, and malnutrition (training individuals to become health educators, birth attendants, midwives, immunization teams, paramedics, physicians' assistants, and nursing aides).

c. To provide educational support with preschool, primary, and secondary education and specialized courses in teacher training, public administration, math, science, health education, engineering, and language development.

d. To encourage self-sufficiency through self-reliance training, income-generation, and leadership development,

e. To preserve cultural and community values of those uprooted and respect for the authority of community leaders.

f. To resettle refugees into American society, provide basic needs — food, shelter, and clothing — and help refugees become self-sufficient by teaching English and new job skills, and by finding employment opportunities.

## 5. Interagency Relationships

IRC cooperates with the Bureau for Refugee Programs of the US Department of State, Office of Refugee Resettlement of the US Department of Health and Human Services, USAID and OFDA, Immigration and Naturalization Service of the US Department of Justice, US Information Agency, Office of the UN High Commissioner for Refugees, UN Development Program, Food and Agriculture Organization of the United Nations, UN Children's Fund, UN Fund for Women, World Food Programme, International Organization for Migration, and the European Union. IRC programs are coordinated with many private groups, especially the American Council for Voluntary Action (InterAction) and its Subcommittee for Refugee and Migration Affairs. The IRC communicates with the National Security Council and officials of the US Departments of State and Defense, the media, human rights groups, and related organizations.

# ANNEX P TO APPENDIX B
## LUTHERAN WORLD RELIEF (LWR)

### 1. Overview

Lutheran World Relief was founded in 1945 to help Europeans displaced by World War II. Today, LWR works in the overseas development and relief on behalf of the Evangelical Lutheran Church in America and The Lutheran Church-Missouri Synod.

### 2. Authority and Responsibilities

LWR "supports the poor and oppressed of less-developed countries in their efforts to meet basic human needs and to participate with dignity and equity in the life of their communities; and to alleviate human suffering resulting from natural disaster, war, social conflict or poverty."

### 3. Organizational Structure

LWR is headquartered in New York City (390 Park Avenue South, NY, NY 10016). Regional offices are in Quito, Ecuador; Nairobi, Kenya; and Niamey, Niger. LWR's Office of Development Policy is located in Washington, D.C. (110 Maryland Avenue, N.E., Washington, D.C. 20002).

### 4. Capabilities and Core Competencies

LWR's capabilities include the following:

a. To pledge cash on behalf of local organizations and the Lutheran World Federation to provide medicine, food, clothing, and shelter.

b. To send clothing and relief supplies from its US warehouses.

c. To train in management, project planning, and evaluation.

d. To provide water and soil management, build wells, introduce dry-season gardening, and plant trees.

e. To strengthen the leadership role of women, offering literacy and vocational education and village health-care training.

### 5. Interagency Relationships

Cooperates with humanitarian agencies, governmental and nongovernmental organizations, religious and secular agencies, international and regional organizations, and with local implementing partners in the following countries: Angola, Bangladesh, Botswana, Cambodia, Croatia, Dominican Republic, El Salvador, Eritrea, Ethiopia, Haiti, India, Israel, Kenya, Liberia, Malawi, Mauritania, Mozambique, Nepal, Peru, Swaziland, Tanzania, Uganda, Venezuela, Zambia, and Zimbabwe. The LWR is funded through the International Service Agencies, a workplace fund-raising federation. LWR participates in a number of workplace employee campaigns, including the Combined Federal Campaign, state, county and municipal campaigns, and the private sector. It receives significant donations from individuals, foundations, and the USAID.

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# ANNEX Q TO APPENDIX B
## OXFAM AMERICA

## 1. Overview

Oxfam America was founded in 1970 and incorporated in 1973 in Massachusetts. It now has long-term development and disaster relief projects in Africa (Somalia, Ethiopia, Eritrea, Sudan, Mozambique, Zimbabwe, Namibia, Senegal, Mali, Guinea-Bissau, Burkina Faso, The Gambia), Asia (Vietnam, Cambodia, Philippines, Bangladesh, India), and the Americas (United States, El Salvador, Guatemala, Nicaragua, Peru, Bolivia, Brazil, Ecuador).

## 2. Authority and Responsibilities

Oxfam America promotes self-reliant efforts through projects that help people supply more of their own food, helps poor people gain more control over resources and decisions that affect their lives, and provides emergency relief. The organization also conducts development education programs in the United States.

## 3. Organizational Structure

Oxfam America is headquartered in Boston (26 West Street, Boston, MA 02111). Branch offices are in Oakland, CA (4797 Telegraph Avenue, Suite 201, Oakland, CA 94609) and in Washington, D.C. (1511 K Street, N.W., Suite 1044, Washington, D.C. 20005). There are field offices in El Salvador, Ethiopia, India, Peru, Philippines, Senegal, Sudan, and Zimbabwe.

## 4. Capabilities and Core Competencies

Oxfam America's capabilities include the following:

a. To assist small-scale and long-term development projects.

b. To provide emergency food, clothing, shelter, and medical aid in disasters.

c. To help improve and diversify crops.

d. To provide seeds, farm implements, animals, irrigation, reforestation, and loans to farmers' cooperatives.

e. To create adult literacy and skills programs and cultural centers for preserving histories of indigenous peoples.

f. To conduct programs to increase income and organization among women.

g. To train village health workers, provide mobile medical units, and implement preventive health care programs.

## 5. Interagency Relationships

Oxfam America works in partnership with local communities and with other NGOs and PVOs around the world, as well as other Oxfam organizations. In order to retain its independence Oxfam works with, but accepts no funds from, any government.

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# ANNEX R TO APPENDIX B
## REFUGEES INTERNATIONAL (RI)

## 1. Overview

Refugees International was founded in 1979 in Japan in response to the forced repatriation of thousands of Indochinese refugees. It provides early warning in crises of mass exodus. The RI also serves as an advocate for refugees. Since 1990, RI has moved from its original focus on Indochinese refugees to refugee crises worldwide.

## 2. Authority and Responsibilities

RI's mission is to bring refugees' plight to international attention. Unlike other NGOs and PVOs, RI concentrates exclusively on advocacy for refugee protection as its single goal. RI is not a relief agency. RI responds only to life-threatening emergencies that, in its view, are not being handled adequately by other organizations.

a. Its four criteria for involvement include:

- Is the situation life threatening?
- Is an early warning and/or global alert needed?
- Are other organizations doing the job?
- Can RI make a difference?

b. RI can:

- Launch a Refugee Emergency Action mission to assess the crisis on-site and galvanize governments and international organizations to step in with lifesaving measures;
- Apprise policy makers about looming refugee emergencies;
- Provide credible on-site assessments and reliable recommendations for action; and
- Pave the way for relief agencies and human rights organizations to intervene with lifesaving measures and promote better coordination and collaboration among operating voluntary agencies.

## 3. Organizational Structure

RI is headquartered in Washington, D.C. (21 Dupont Circle, N.W., Washington, D.C. 20036). It is incorporated in the United States and maintains an office in Europe.

## 4. Interagency Relationships

Whenever refugees are in danger, RI attempts to spur governments, the United Nations, and voluntary agencies into action.

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# ANNEX S TO APPENDIX B
## SAVE THE CHILDREN FEDERATION (SCF[US])

### 1. Overview

Save the Children is a relief and development organization dedicated to improving the lives and futures of needy children and their families. It was founded in 1932 to help destitute Appalachian families during the Great Depression. From preventative health care to early childhood education, from relief and rehabilitation to economic development, SCF's programs promote self-sufficiency and self-determination so that positive changes become permanent improvements for needy children and their families.

### 2. Authority and Responsibilities

SCF's mission is to make lasting, positive changes in the lives of disadvantaged children.

### 3. Organizational Structure

SCF Headquarters is located in Westport, CT. At its headquarters, SCF maintains Program Operations and Program Development Departments for the development and implementation of programs as well as operational departments related to finance, management services, donor services, global marketing, and public affairs. Throughout the United States and in the 40 countries where SCF sponsors children and provides programs, SCF Field Offices serve as the primary contact for program operations.

### 4. Capabilities and Core Competencies

SCF(US)'s capabilities include the following:

a. To work with parents to help them rebuild lives and find permanent solutions in their communities.

b. To teach parents about prenatal care, sanitation, and nutrition and improve access to basic health services, immunizations and medicine.

c. To provide literacy and skills training for women to achieve greater financial security.

### 5. Interagency Relationships

Cooperates with humanitarian agencies and, through its Commodity Assisted Development and Emergency Response Unit, works directly with government and intergovernmental organizations such as the US Agency for International Development, the US Department of Agriculture, the UN World Food Programme, and other worldwide NGOs and PVOs.

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# ANNEX T TO APPENDIX B
## WORLD CONCERN

## 1. Overview

World Concern is an international Christian relief and development organization committed to providing long-term solutions to poverty and hunger. Founded in 1955 as "Medicine for Missions," the organization collected donations of medicines to be sent to those in greatest need throughout the world. Since then, the work has expanded to include not only contributions of medicines, but also seeds and clothing, operation of feeding centers, medical clinics, and development projects. More than four million people are served annually in nearly 80 countries.

## 2. Authority and Responsibilities

World Concern's mission is to work as a funding and resource agency in the areas of relief, rehabilitation, and development; to enable aid recipients in developing countries to achieve self-sufficiency and economic independence; and to form partnerships between Christian churches in North America and churches in less developed countries. World Concern works in three regions: Asia (including the former Soviet Union), Africa, and Latin America and the Caribbean (Haiti).

## 3. Organizational Structure

World Concern's international headquarters is in Seattle, WA (World Concern Seattle, WA, 19303 Fremont Avenue, North, Seattle, WA 98133). The headquarters also serves as the international arm of CRISTA Ministries.[1] World Concern's Area Offices are located in Bangkok, Thailand (World Concern Asia); Port-au-Prince, Haiti (World Concern Haiti); Santa Cruz, Bolivia (World Concern Latin America); and Nairobi, Kenya (World Concern Africa).

## 4. Capabilities and Core Competencies

World Concern's capabilities include the following:

a. To provide water development, personnel training, leprosy care, primary health, population planning, immunization, public health, rehabilitation therapy, administrative skills, mother and child health, community health workers, AIDS counseling, and training.

b. To increase income generation through food production and/or agribusiness, forestry and/or soil conservation, vocational training, human resource development, micro enterprises, and animal husbandry.

c. To establish programs for child welfare, handicapped training, social work, radio outreach and/or education, and literacy and/or education.

## 5. Interagency Relationships

World Concern works with governments and all types of relief organizations, and is funded by many organizations throughout the world.

[1] CRISTA (Christianity in Action) is a corporation of 10 ministries, one of which is World Concern.

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# ANNEX U TO APPENDIX B
# WORLD VISION RELIEF AND DEVELOPMENT (WVRD)

## 1. Overview

World Vision was founded in 1950 in response to the needs of Korean War orphans. The organization provides emergency relief, community development, leadership training, Christian outreach, and public education in partnership with churches, community associations, and national development groups.

## 2. Authorities and Responsibilities

World Vision fights poverty, hunger, and homelessness by volunteer programs such as the Student Mentoring Initiative and the Love for Children program.

## 3. Organizational Structure

World Vision Relief and Development is headquartered at 919 West Huntington Drive, Monrovia, CA 91016. A Washington, D.C. office is located at 220 "I" Street, Washington, D.C. 20002.

## 4. Capabilities and Core Competencies

World Vision provides emergency relief, medical assistance, community development, leadership training, Christian outreach, and public education with an annual budget of nearly 500 million dollars. The organization provides its services to 97 countries through a network of field offices.

## 5. Interagency Relationships

World Vision has collaborated much more closely with the US Government than before, with regular briefings at the Department of State, Department of Defense, and the USAID/OFDA. It is also represented at meetings chaired by the UN Department of Humanitarian Affairs. Private funds for World Vision are raised through special television programming, mailings, public awareness programs, church and civic campaigns, and publications. World Vision's recent fund-raising has exceeded $250 million annually in the United States.

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# APPENDIX C
# REGIONAL AND INTERNATIONAL ORGANIZATIONS

This appendix includes the descriptions of key regional and international organizations.

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# ANNEX A TO APPENDIX C
## NORTH ATLANTIC TREATY ORGANIZATION (NATO)

## 1. Background and Objectives

a. The North Atlantic Treaty created an Alliance for collective defense as defined in Article 51 of the United Nations Charter. The original signatories were Belgium, Canada, Denmark, France, Great Britain, Iceland, Italy, Luxembourg, the Netherlands, Norway, Portugal, and the United States. Greece and Turkey were admitted in 1952, the Federal Republic of Germany in 1955, and Spain in 1982. In 1966, France withdrew from NATO's military structure, but remained a member of the Atlantic Alliance. Today, the Alliance links fourteen European countries with the United States and Canada.

b. NATO is the organization that serves the Alliance. It provides the structures needed to facilitate consultation and cooperation between them, not only in political fields but also in many other areas where policies can be coordinated in order to fulfill the goals of the North Atlantic Treaty.

c. The Alliance performs the following fundamental security tasks.

- Provide one of the indispensable foundations for stable security in Europe based on the growth of democratic institutions and commitment to the peaceful resolution of disputes.
- Seek to create an environment in which no country would be able to intimidate or coerce any European nation or to impose hegemony through the threat or use of force.
- Serve as a transatlantic forum for Allied consultations on any issues affecting the vital interests of its members, in accordance with Article 4 of the North Atlantic Treaty, including developments which might pose risks to their security.
- Facilitate appropriate coordination of members' efforts in fields of common concern.
- Provide deterrence and defense against any form of aggression against the territory of any NATO member state.
- Preserve the strategic balance within Europe.

d. To fulfill these tasks, member nations:

- Provide continuous consultation and cooperation in political, economic and other nonmilitary fields;
- Formulate joint plans for the common defense;
- Establish the infrastructure needed to enable military forces to operate;
- Arrange joint training programs and exercises; and
- Coordinate communications needed to facilitate political consultation, command and control of military forces, and their logistic support.

## 2. The North Atlantic Treaty

Often known as the Treaty of Washington, the North Atlantic Treaty was signed on April 4, 1949, and entered into force on August 24, 1949, after ratification by all member states. In an official NATO analysis of the treaty, it is pointed out that the treaty is of unlimited duration, and in connection with Article 6 (as amended) it is stated: "The definition of the military area in which the treaty is applicable in no way implies that political events occurring outside it cannot be the subject of consultations within the Council, for it is the overall international situation which is liable

to affect the preservation of peace and security in the area in question, and its consideration of this situation that the Council must, and indeed does, devote its attention as a matter of course.[1]" The text of the treaty follows:

**Preamble.** The Parties to this Treaty reaffirm their faith in the purposes and principles of the Charter of the United Nations and their desire to live in peace with all peoples and all governments.

They are determined to safeguard the freedom, common heritage and civilization of their peoples, founded on the principles of democracy, individual liberty and the rule of law.

They seek to promote stability and well-being in the North Atlantic area.

They are resolved to unite their efforts for collective defense and for the preservation of peace and security.

They therefore agree to this North Atlantic Treaty.

**Article 1.** The Parties undertake as set forth in the Charter of the United Nations, to settle any international dispute in which they may be involved by peaceful means in such a manner that international peace and security and justice are not endangered, and to refrain in their international relations from the threat or use of force in any manner inconsistent with the purposes of the United Nations.

**Article 2.** The Parties will contribute toward the further development of peaceful and friendly international relations by strengthening their free institutions, by bringing about a better understanding of the principles upon which these institutions are founded, and by promoting conditions of stability and well-being. They will seek to eliminate conflict in their international economic policies and will encourage economic collaboration between any or all of them.

**Article 3.** In order more effectively to achieve the objectives of this Treaty, the Parties, separately and jointly, by means of continuous and effective self-help and mutual aid, will maintain and develop their individual and collective capacity to resist armed attack.

**Article 4.** The Parties will consult together whenever, in the opinion of any of them, the territorial integrity, political independence or security of any of the Parties is threatened.

**Article 5.** The Parties agree that an armed attack against one or more of them in Europe or North America shall be considered an attack against them all, and consequently they agree that, if such an armed attack occurs, each of them, in exercise of the right of individual or collective self-defense recognized by Article 51 of the Charter of the United Nations, will assist the Party or parties so attacked by taking forthwith, individually, and in concert with the other Parties, such actions as it deems necessary, including the use of armed force, to restore and maintain the security of the North Atlantic area.

Any such armed attack and all measures taken as a result thereof shall immediately be reported to the Security Council. Such measures shall be terminated when the Security Council has taken the measures necessary to restore and maintain international peace and security.

**Article 6**[2]. For the purpose of Article 5, an armed attack on one or more of the Parties is deemed to include an armed attack:

- on the territory of any of the Parties in Europe or North America, on the Algerian Departments of France[3], on the territory of Turkey or on the islands under the jurisdiction of any of the Parties in the North Atlantic area north of the Tropic of Cancer;
- on the forces, vessels, or aircraft of any of the Parties, when in or over these territories or any area in Europe in which occupation forces of any of the Parties were stationed on the date when the Treaty entered into force or the Mediterranean Sea or the North Atlantic area north of the Tropic of Cancer.

**Article 7.** The Treaty does not effect, and shall not be interpreted as affecting in any way the rights and obligations under the Charter of the Parties which are members of the United Nations, or the primary responsibility of the Security Council for the maintenance of international peace and security.

**Article 8.** Each Party declares that none of the international engagements now in force between it and any other of the parties or any third State is in conflict with the provisions of this Treaty, and undertakes not to enter into any international engagement in conflict with this Treaty.

**Article 9.** The Parties hereby establish a Council, on which each of them shall be represented to consider matters concerning the implementation of this Treaty. The Council shall be so organized as to be able to meet promptly at any time. The Council shall set up such subsidiary bodies as may be necessary; in particular it shall establish immediately a defense committee which shall recommend measures for the implementation of Articles 3 and 5.

**Article 10.** The Parties may, by unanimous agreement, invite any other European State in a position to further the principles of this Treaty and to contribute to the security of the North Atlantic area to accede to this Treaty. Any State so invited may become a party to the Treaty by depositing its instrument of accession with the Government of the United States of America. The Government of the United States of America will inform each of the Parties of the deposit of each such instrument of accession.

**Article 11.** This Treaty shall be ratified and its provisions carried out by the Parties in accordance with their respective constitutional processes. The instruments of ratification shall be deposited as soon as possible with the Government of the United States of America, which will notify all the other signatories of each deposit. The Treaty shall enter into force between the States which have ratified it as soon as the ratification of the majority of the signatories, including the ratification of Belgium, Canada, France, Luxembourg, the Netherlands, the United Kingdom and the United States, have been deposited and shall come into effect with respect to other States on the date of the deposit of their ratification.

**Article 12.** After the Treaty has been in force for ten years, or at any time thereafter, the Parties shall, if any of them so requests, consult together for the purpose of reviewing the

Treaty, having regard for the factors then affecting peace and security in the North Atlantic area including the development of universal as well as regional arrangements under the Charter of the United Nations for the maintenance of international peace and security.

**Article 13.** After the Treaty has been in force for twenty years, any Party may cease to be a Party one year after its notice of denunciation has been given to the Government of the United States of America, which will inform the Governments of the other Parties of the deposit of each notice of denunciation.

**Article 14.** This Treaty, of which the English and French texts are equally authentic, shall be deposited in the archives of the Government of the United States of America. Duly certified copies will be transmitted by that government to the governments of the other signatories.

## 3. Excerpts of The Alliance's Strategic Concept[4]

The Alliance's Strategic Concept was agreed upon by the Heads of State and Government participating in the meeting of the North Atlantic Council in Rome on 7-8 November 1991.

*Security Challenges and Risks*

- The security challenges and risks which NATO faces are different in nature from what they were in the past. The threat of a simultaneous, full-scale attack on all of NATO's European fronts has effectively been removed and thus no longer provides the focus for Allied strategy. Particularly in Central Europe, the risk of a surprise attack has been substantially reduced, and minimum Allied warning time has increased accordingly.

- In contrast with the predominant threat of the past, the risks to Allied security that remain are multifaceted in nature and multidirectional, which makes them hard to predict and assess. NATO must be capable of responding to such risks if stability in Europe and the security of Alliance members are to be preserved. These risks can arise in various ways.

- Risks to Allied security are less likely to result from calculated aggression against the territory of the Allies, but rather from the adverse consequences of instabilities that may arise from the serious economic, social and political difficulties, including ethnic rivalries and territorial disputes, which are faced by many countries in Central and Eastern Europe. The tensions which may result, as long as they remain limited, should not directly threaten the security and territorial integrity of members of the Alliance. They could, however, lead to crises inimical to European stability and even to armed conflicts, which could involve outside powers or spill over into NATO countries, having a direct effect on the security of the Alliance . . .

- The Allies also wish to maintain peaceful and non-adversarial relations with the countries in the Southern Mediterranean and Middle East . . .

- Any armed attack on the territory of the Allies, from whatever direction, would be covered by Articles 5 and 6 of the Washington Treaty. However, Alliance security must also take account of the global context. Alliance security interests can be affected by other risks of a wider nature, including proliferation of

weapons of mass destruction, disruption of the flow of vital resources and actions of terrorism and sabotage. Arrangements exist within the Alliance for consultation among the Allies under Article 4 of the Washington Treaty and, where appropriate, coordination of their efforts including their responses to such risks...

- Two conclusions can be drawn from this analysis of the strategic context. The first is that the new environment does not change the purpose or the security functions of the Alliance, but rather underlies their enduring validity. The second, on the other hand, is that the changed environment offers new opportunities for the Alliance to frame its strategy within a broad approach to security.

**PART IV - GUIDELINES FOR DEFENSE**

*Principles of Alliance Strategy*

- The diversity of challenges now facing the Alliance thus requires a broad approach to security. The primary role of Alliance military forces, to guarantee the security and territorial integrity of member states, remains unchanged.

- In peace, the role of Allied military forces is to guard against risks to the security of Alliance members; to contribute towards the maintenance of stability and balance in Europe; and to ensure that peace is preserved.

- In the event of crises which might lead to a military threat to the security of Alliance members, the Alliance's military forces can complement and reinforce political actions within a broad approach to security, and thereby contribute to the management of such crises and their peaceful resolution. This requires that these forces have a capability for measured and timely responses in such circumstances; the capability to deter action against any Ally and, in the event that aggression takes place, to respond to and repel it as well as to reestablish the territorial integrity of member states...

- To implement its security objectives and strategic principles in the new environment, the organization of the Allies' forces must be adapted to provide capabilities that can contribute to protecting peace, managing crises that affect the security of Alliance members, and preventing war, while retaining at all times the means to defend, if necessary, all Allied territory and to restore peace...

*Characteristics of Conventional Forces*

- It is essential that the Allies' military forces have a credible ability to fulfill their functions in the new security environment. This will be reflected in force and equipment levels; readiness and availability; training and exercises; deployment and employment options; and force buildup capabilities, all of which will be adjusted accordingly. The conventional forces of the Allies will include, in addition to immediate and rapid reaction forces, main defense forces, which will provide the bulk of forces needed to ensure the Alliance's territorial integrity and the unimpeded use of their lines of communication; and augmentation forces, which will provide a means of reinforcing existing forces in a particular region. Main defense and augmentation forces will comprise both active and mobilisable elements...

**CONCLUSION**

- This Strategic Concept reaffirms the defensive nature of the Alliance and the resolve of its members to safeguard their

security, sovereignty and territorial integrity. The Alliance's security policy is based on dialogue; cooperation; and effective collective defense as mutually reinforcing instruments for preserving the peace. Making full use of the new opportunities available, the Alliance will maintain security at the lowest possible level of forces consistent with the requirements of defense.

- The Allies will continue to pursue vigorously further progress in arms control and confidence-building measures with the objective of enhancing security and stability.

- NATO's strategy will retain the flexibility to reflect further developments in the politico-military environment, including progress in the moves towards a European security identity, and in any changes in the risks to Alliance security. For the Allies concerned, the Strategic Concept will form the basis for the further development of the Alliance's defense policy, its operational concepts, its conventional and nuclear force posture and its collective defense planning arrangements.

## 4. Recent NATO Heads of State Communiques

a. Excerpts of the North Atlantic Council Communique — Brussels, Belgium, 10-11 January 1994.

- We, the Heads of State and Government of the member countries of the North Atlantic Alliance, have gathered in Brussels to renew our Alliance in light of the historic transformation affecting the entire continent of Europe. . . . We reaffirm our offer to support, on a case by case basis in accordance with our own procedures, peacekeeping and other operations under the authority of the UN Security Council or the responsibility of the CSCE [now OSCE]. Participation in any such operation or mission will remain subject to decisions of member states in accordance with national constitutions . . .

- Therefore, we direct the North Atlantic Council in Permanent Session, with the advice of the NATO Military Authorities, to examine how the Alliance's political and military structures and procedures might be developed and adapted to conduct more efficiently and flexibly the Alliance's missions, including peacekeeping, as well as improve cooperation with the WEU and to reflect the emerging European Security and Defense Identity. As part of this process, we endorse the concept of Combined Joint Task Force as a means to facilitate contingency operations, including operations with participating nations outside the Alliance.[5]

b. Excerpts of the North Atlantic Council Ministerial Communique, Istanbul, Turkey, June 9, 1994.

- We reaffirm the importance we attach to enhanced relations with other institutions. Over the past six months, the Alliance's relationship with the UN has developed greatly. The Alliance has demonstrated its readiness and capacity to support on a case by case basis, peacekeeping and other operations under the authority of the UN Security Council. We will work for further improvement in the mutual understanding and the close cooperation between NATO and the UN.[6]

## 5. NATO's Organizational Structure

a. **NATO Headquarters.** NATO's headquarters in Brussels is the home of the North Atlantic Council. It houses Permanent

Representatives and national delegations, the Secretary General and the International Staff, national Military Representatives, the Chairman of the Military Committee and the International Military Staff, and a number of NATO agencies. NATO's civil and military organizational structure is shown in Figure C-A-1.

b. **North Atlantic Council.** The supreme authority of the Atlantic Alliance is the North Atlantic Council (NAC), which has effective

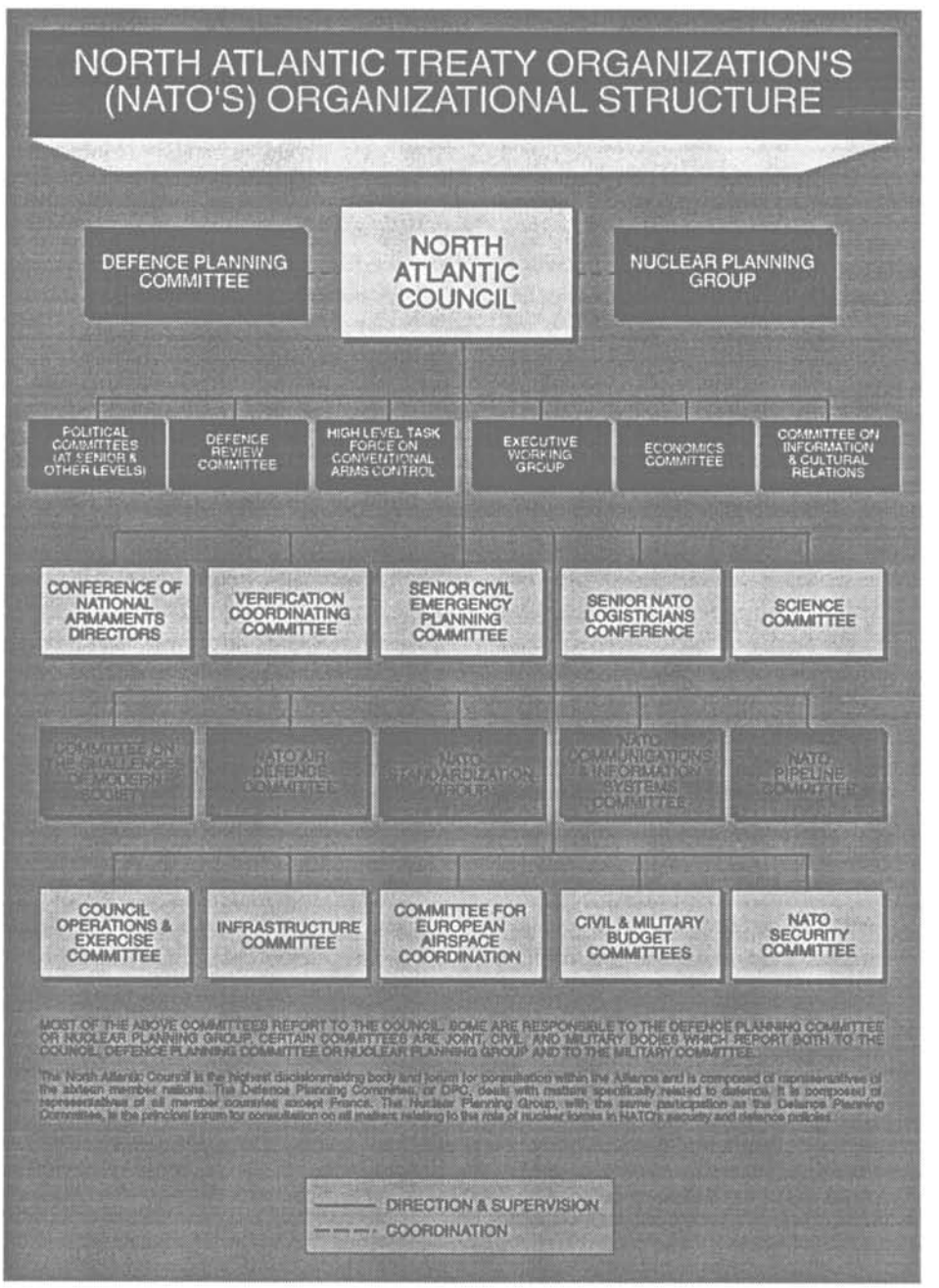



**Figure C-A-1. North Atlantic Treaty Organization's (NATO's) Organizational Structure**

political authority and powers of decision and consists of Permanent Representatives (PERMREPs) of the sixteen member countries who meet together at least once a week. The Council also meets at higher levels involving Foreign Ministers or Heads of Government, but it has the same authority and powers of decision making and its decisions have the same status and validity at whatever level it meets. The Chairman of the Council, at both the ministerial and PERMREP levels, is the Secretary General. The presidency, held by the Foreign Ministers of each member country in turn, rotates annually. The Council has an important public profile and issues declarations and communiques explaining its policies and decision to the general public and to governments of countries which are not members of the Alliance.

c. **Permanent Representatives.** Each member nation is represented on the Council by an Ambassador or Permanent Representative with ambassadorial rank. Each PERMREP is supported by a national delegation composed of advisers and officials who represent their country on different NATO committees. The delegations are similar in many respects to small embassies. Their collocation within the same headquarters building enables them to maintain formal and informal contacts with each other, as well as with NATO's international staffs, easily and without delay.

d. **Defense Planning Committee.** The Defense Planning Committee (DPC) is normally composed of Permanent Representatives, but meets at the level of Defense Ministers at least twice a year and deals with most defense matters and subjects related to collective defense planning. With the exception of France, all member countries are represented in this forum. The DPC provides guidance to NATO's military authorities and, within the area of its responsibilities, has the same function and attributes and the same authority as the Council. An Executive Working Group is responsible to the DPC for the principal aspects of defense and the overall conduct of the long-term defense program.

e. **Nuclear Planning Group.** The Nuclear Planning Group meets at the same level and with the same status as the DPC. It is the principal forum for consultation on all matters relating to the role of nuclear forces in NATO's security policy. The Nuclear Planning Group follows a similar pattern of meeting at the ambassadorial level and at the level of Ministers of Defense and has the same functions and authority for decisions on nuclear matters as the NAC and DPC have in their own spheres. All member countries except France participate. Iceland participates only as an observer.

f. **Secretary General**

- The Secretary General is a senior international statesman nominated by the member nations both as Chairman of the North Atlantic Council, Defense Planning Committee, Nuclear Planning Group and of other senior committees and as Secretary General of NATO. The Secretary General also acts as principal spokesman of the Organization, both in its external relations and in communications and contacts between member governments. As such, the Secretary General is responsible for promoting and directing the process of consultation and decision making through the Alliance.

- The Secretary General has under his direct control a Private Office and the Office of the Secretary General. The Private Office supports the Secretary General and Deputy Secretary General in all aspects of their work. Its staff includes a Legal Adviser and a Special Adviser for Central and Eastern European Affairs.

g. **International Staff.** The work of the North Atlantic Council and its many committees and working groups is supported by an International Staff. This staff comprises the Office of the Secretary General, five operational Divisions, the Office of Management and the Office of the Financial Controller. Each of the Divisions is headed by an Assistant Secretary General, who is normally the Chairman of the main Committee dealing with subjects in his field of responsibility.

h. **National Military Representatives.** The members of the Military Committee (Chiefs of Staff) are represented at NATO Headquarters by senior officers acting as Military Representatives, each supported by a national staff varying in size. The Military Representatives constitute the Military Committee in Permanent Session. France is represented by a Military Mission to the Military Committee.

i. **Military Committee**

- The Military Committee is the highest military authority in the Alliance and is responsible to the North Atlantic Council, Defense Planning Committee, and the Nuclear Planning Group for the overall conduct of the military affairs of the Alliance. It provides for the maximum consultation and cooperation between member nations on military matters relating to the Treaty and is the primary source of military advice to the Secretary General and to the NAC, DPC, and Nuclear Planning Group.

- The Military Committee is composed of the Chiefs of Staff, Chairman of the Joint Staff, or Chiefs of Defense Staff of each member country except France, which is represented by a Military Mission to the Military Committee. Iceland has no military forces, but may be represented by a civilian. The Chiefs of Staff meet at least twice a year. At other times, member countries are represented by national military representatives appointed by the Chiefs of Staff.

- The Presidency of the Military Committee rotates annually among the nations in the order of the English alphabet.

- The Chairman of the Military Committee chairs both the Chiefs of Staff and permanent sessions and is elected by the Chiefs of Staff, normally for a 3-year term. The Chairman is the spokesperson and representative of the Committee, directs its day-to-day activities, and represents the Military Committee at meetings of the NAC, DPC, and the Nuclear Planning Group, providing advice on military matters. The Chairman is assisted by the Deputy Chairman and by the Director of the International Military Staff. NATO's military structure is shown in Figure C-A-2.

j. **International Military Staff**

- The Military Committee is supported by an integrated International Military Staff made up of military personnel seconded from national military establishments and of supporting civilian personnel. Members of the International Military Staff have a similar status within the Organization as the International Staff, but come under the administrative authority of the Director of the International Military Staff or the Head of the independent NATO agency within which they are employed. The national military status of personnel transferred from national armed forces is not affected by their temporary assignment to NATO.

- The International Military Staff is headed by a Director of three star rank who is

nominated by the member nations and is selected by the Military Committee. The Director must be of a different nationality than the Chairman of the Military Committee.

- As the executive agent of the Military Committee, the International Military Staff is tasked with ensuring that the policies and decisions of the Military Committee are implemented as directed.

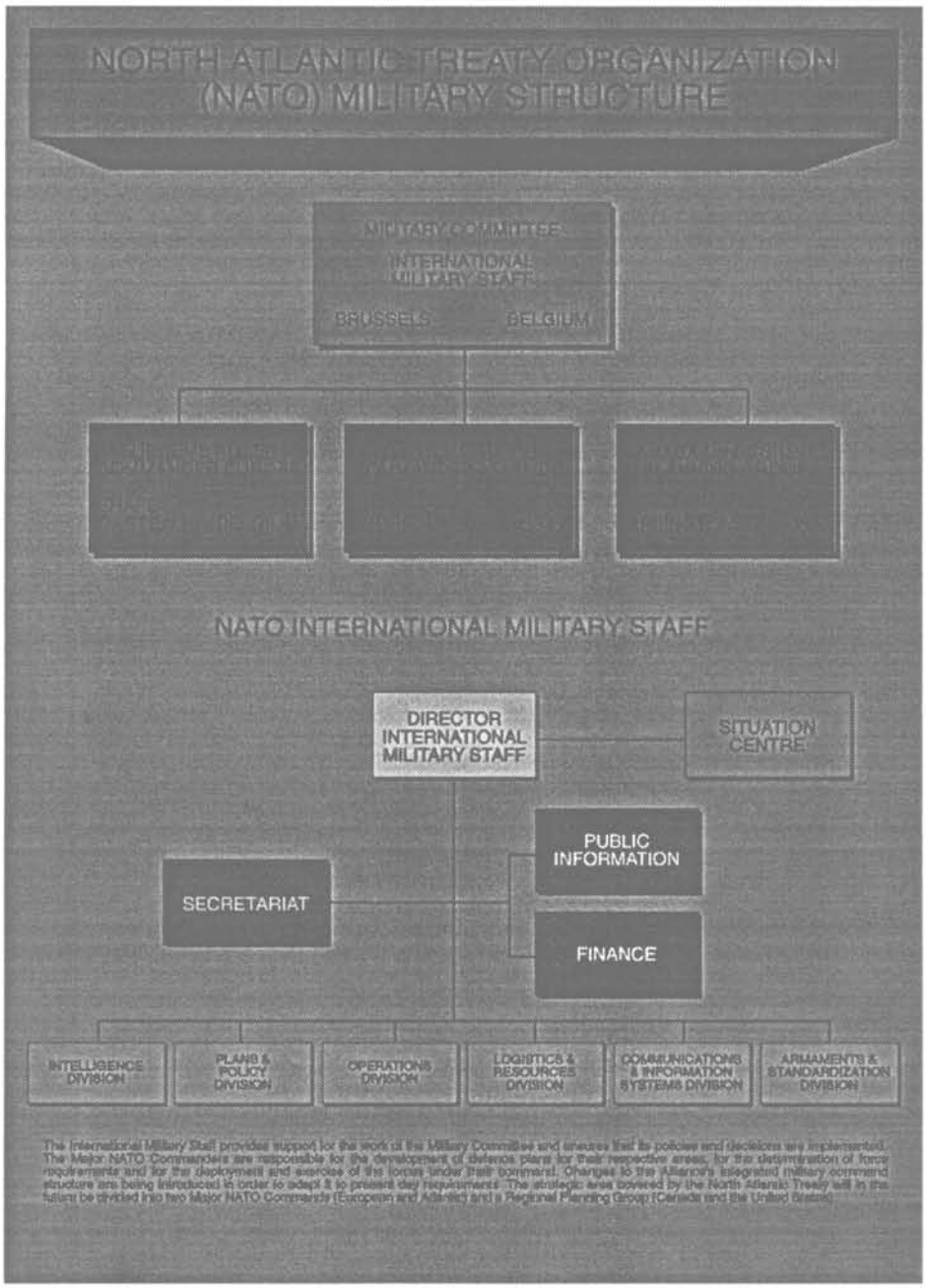



**Figure C-A-2. North Atlantic Treaty Organization (NATO) Military Structure**

In addition, the International Military Staff prepares plans, initiates studies and recommends policy on matters of a military nature referred to NATO or to the Military Committee by national or NATO authorities, commanders, or agencies.

k. **Integrated Military Structure**

- The integrated military structure remains under political control and guidance at the highest level. It includes a network of major and subordinate military commands covering the whole of the North Atlantic area.

- The strategic area covered by the North Atlantic Treaty is currently divided among two Major NATO Commands (European and Atlantic) and a Regional Planning Group for Canada and the United States. Three major subordinate commands are within Allied Command Europe, and are responsible for the Southern, Central, and Northwest regions.

- The Major NATO Commanders are responsible for the development of defense plans for their respective areas, for the determination of force requirements and for the deployment and exercise of the forces under their command. Their reports and recommendations regarding the forces assigned to them and their logistic support are referred to the NATO Military Committee. The Major NATO Commanders are also responsible for the development and conduct of their military contacts with cooperation partners.

## 6. Allied Command Europe Headquarters: SHAPE at Casteau, Belgium

a. The task of Allied Command Europe (ACE) is to safeguard the area extending from the northern tip of Norway to Southern Europe (including the whole of the Mediterranean) and from the Atlantic coastline to the German-Polish frontier and the eastern border of Turkey.

b. The headquarters of Allied Command Europe is the Supreme Headquarters Allied Powers Europe (SHAPE).

c. The military task of ACE is to contribute, along with the forces of the other Major NATO Commands, to the defense of the above area. In the event of crisis, the Supreme Allied Commander, Europe, becomes responsible for implementing military measures to preserve the security, or restore the integrity, of Allied Command Europe within the framework of the authority given to him by the Council or Defense Planning Committee.

## 7. Supreme Allied Commander, Europe (SACEUR)

a. The SACEUR is responsible for preparing defense plans for the ACE and ensuring the combat efficiency of the forces assigned to ACE; making recommendations to the Military Committee on matters likely to improve the organization of ACE; setting down standards for organizing, training, equipping, maintaining and sustaining the forces he commands; and conducting exercises and evaluations to ensure that these forces form a unified and capable force for the collective defense of NATO territory. In the event of war, SACEUR would control all land, sea, and air operations in the ACE area.

b. SACEUR makes recommendations to NATO's political and military authorities on any matter which might affect his ability to carry out his responsibilities, and he has direct access to the chiefs of staff, the defense ministers and heads of government of the NATO nations.

## 8. Command Organization

a. Three major subordinate commands (MSCs) report to SACEUR as depicted in Figure C-A-3, and represent the reorganized command structure implemented 1 July 1994. Figure C-A-4 details the principal subordinate commands assigned to each of the three MSCs.

b. NATO's military forces fall into three categories: immediate and rapid reaction, main defense, and augmentation. In crisis, it is envisioned that NATO would present a graduated response to an aggressor. This response would be provided by varying levels of forces, beginning with the immediate and rapid reaction forces portrayed in Figure C-A-5.

- The first level is distant monitoring carried out primarily by the NATO Airborne Early Warning Force of E-3A Sentry aircraft. As previously discussed and as depicted in Figure C-A-5, this force is under the joint operational command of both SACEUR and Supreme Allied Commander, Atlantic (SACLANT).

- The next level of response consists of the immediate reaction forces. The first of these is the ACE Mobile Force (Land) (AMF[L]), whose air support would come initially from NATO aviation units in the area to which AMF(L) would be deployed and supplemented by deployment of additional aviation units. Additionally, there are the maritime immediate reaction forces: Standing Naval Forces Mediterranean and Standing Naval Force Minesweepers within ACE, and Standing Naval Forces Atlantic (STANAVFORLANT) under Allied Command Atlantic (ACLANT).

- The highest response level is the Allied Command Europe Rapid Reaction Corps (ARRC) which is a direct strategic resource under SACEUR.

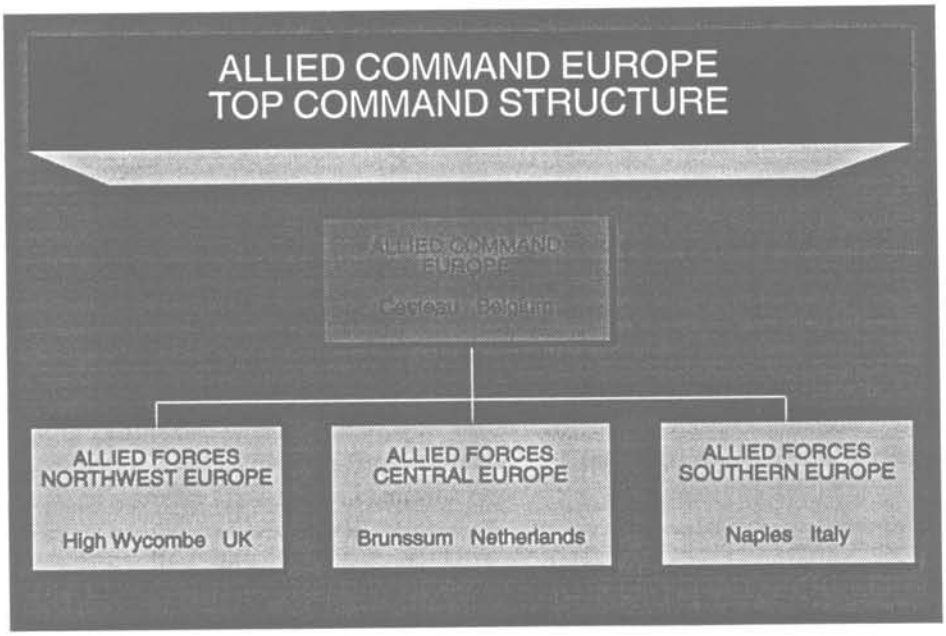



**Figure C-A-3. Allied Command Europe Top Command Structure**

- The NATO Combined Joint Task Force concept, discussed below, will become another element of NATO's reaction forces upon approval. (The staffing of combined joint task forces with NATO is currently under review at SHAPE and its MSC headquarters.)

- A force structure disconnect is evident in Figure C-A-5. While ACLANT is a maritime command, if faced with a contingency requiring significant ground forces, SACLANT would have to create a ground reaction force or request assignment of the ARRC or AMF(L) from SACEUR. Each of these alternatives would require significant coordination.

## 9. Allied Command Atlantic

a. The Allied Command Atlantic was established on 10 April 1952, three years after the signing of the North Atlantic Treaty, and began operations with its Headquarters in Norfolk, VA. ACLANT's area of responsibility extends from the North Pole to the Tropic of Cancer and from the coastal waters of North America to those of Europe and Africa, including Portugal but not including the Channel and the British Isles.

b. ACLANT is divided into three geographical command areas: Western Atlantic Command, Eastern Atlantic Command, and Iberian Atlantic Command. Furthermore, ACLANT has two functional

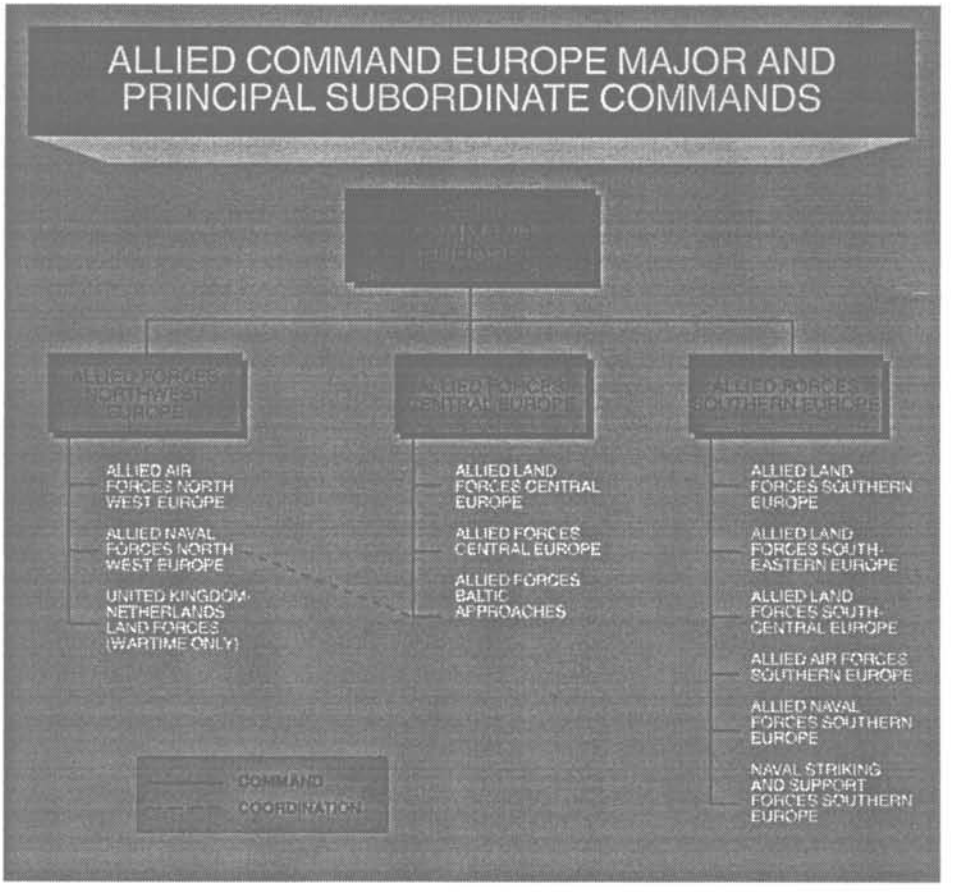



**Figure C-A-4. Allied Command Europe Major and Principal Subordinate Commands**

commands, the Striking Fleet, Atlantic, and the Submarines Allied Command, Atlantic. Also included are the island commands of the Faeroes, the Azores, the Madeiras, Greenland, Bermuda, and Iceland.

c. **Supreme Allied Commander, Atlantic**

- The Allied Command Atlantic is commanded by the Supreme Allied Commander, Atlantic, a four-star US flag officer, who is nominated by the President of the United States and approved by the North Atlantic Council. The SACLANT receives direction from NATO's Military Committee while carrying out ACLANT's mission and assigned tasks, and is responsible for preparing defense plans for subordinate commands, conducting joint and combined training exercises, setting training standards, and determining the establishment of units within the command's organization. The SACLANT also advises NATO military authorities regarding the command's strategic requirements. Like the Supreme Allied Commander, Europe, SACLANT has direct access to NATO chiefs of staff, defense ministers, and heads of government.

- SACLANT is assisted by the Deputy Supreme Allied Commander, Atlantic, (usually a British Vice Admiral) and the SACLANT staff at headquarters. The SACLANT staff consists of more than 400 staff personnel from 14 of the 16

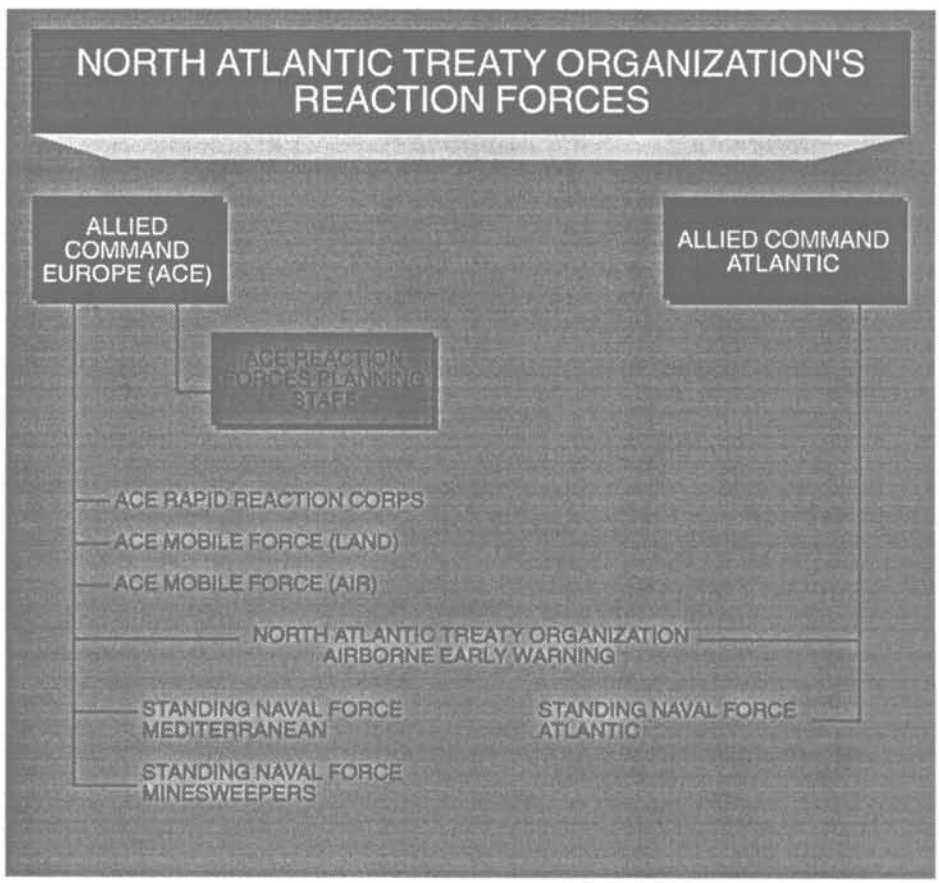



**Figure C-A-5. North Atlantic Treaty Organization's Reaction Forces**

NATO countries, including Belgium, Canada, Denmark, the Federal Republic of Germany, Greece, Italy, the Netherlands, Norway, Portugal, Turkey, the United Kingdom, and the United States. France and Spain have military missions located near SACLANT HQ. The SACLANT headquarters staff organization is shown in Figure C-A-6.

- In addition to the five major subordinate commands that are directly responsible to SACLANT, there is a permanently assigned multinational naval force — STANAVFORLANT — that consists of six to ten ships from different NATO nations. SACLANT is also responsible for the SACLANT Undersea Research Center, located in La Spezia, Italy, which conducts marine research for both major NATO commanders and operates the research vessel Alliance.

- The following subordinate commands are currently responsible to the Supreme Allied Commander Atlantic:

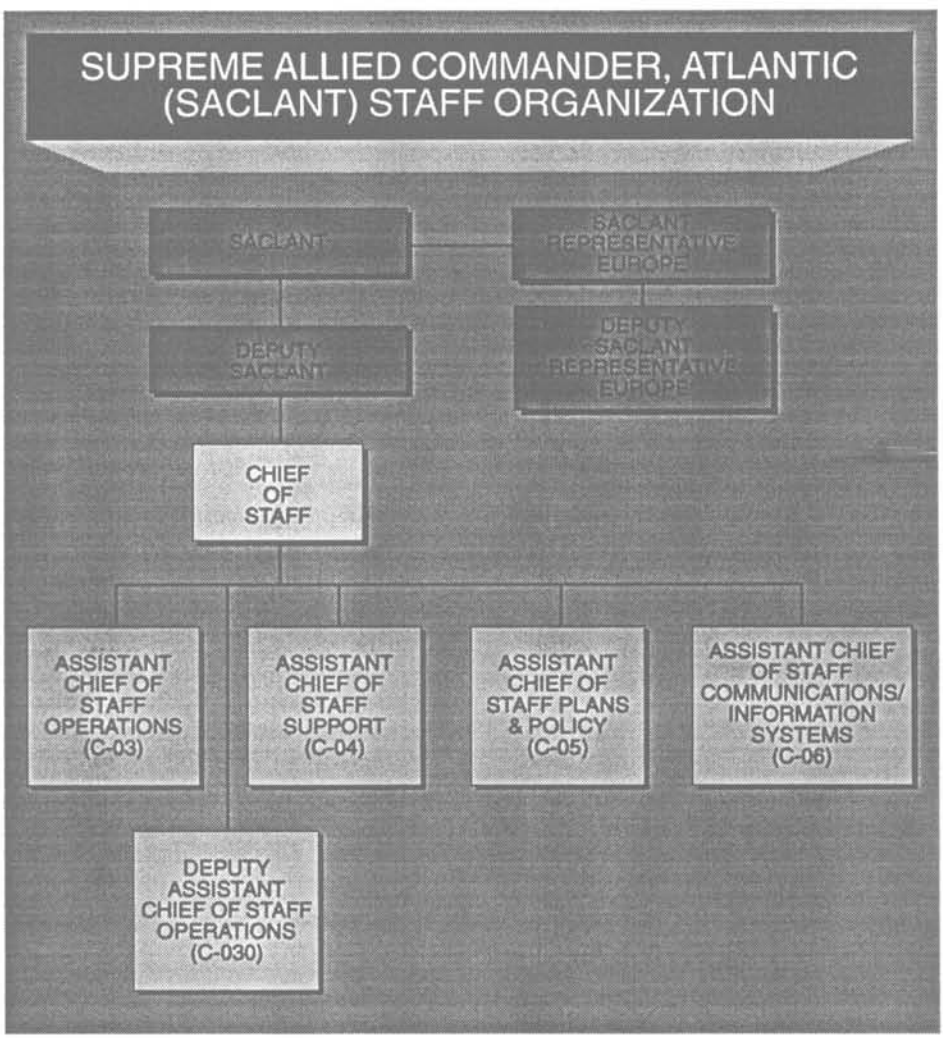



**Figure C-A-6. Supreme Allied Commander, Atlantic (SACLANT) Staff Organization**

- Western Atlantic Command;
- Eastern Atlantic Command;
- Striking Fleet Atlantic Command;
- Submarines Allied Command Atlantic;
- The Iberian Atlantic Command; and
- Standing Naval Force Atlantic.

## 10. Combined Joint Task Force Concept[7]

The combined joint task force concept is the latest in a series of NATO adaptations as the Alliance responds to the ever-changing international security environment. The concept was developed as a means of modifying NATO's traditional integrated military structure to provide NATO with flexible, rapidly deployable military forces to meet the requirements of peace operations and other contingencies. Broadly speaking, there are three main objectives contained in this new concept:

- Managing crises with smaller multinational forces possessing the flexibility for contingencies over a wide geographical area;
- Extending security and stability beyond NATO's borders; and
- Developing a European collective defense capability — European Security and Defense Identity.

a. **Combined Joint Task Force Defined.** Varying slightly from US military doctrine regarding a joint task force, the NATO context of a combined joint task force can be described as a multinational, multiservice task force consisting of NATO and possibly non-NATO forces. The combined joint task force should be capable of rapid deployment to conduct limited duration peace operations beyond NATO's borders under the control of the NATO military structure, the Western European Union (WEU), or even a coalition of states.

b. **Combined Joint Task Force Command and Control.** Present plans call for the combined joint task force headquarters staffs to be created in selected ACE and ACLANT MSCs. Figures C-A-7 and C-A-8 illustrate the C2 concept for NATO and WEU-led combined joint task forces. The conceptual underpinnings of combined joint task force command and control C2 are few but important:

- Support the three main objectives of the NATO transformation process outlined in paragraph 10 above;
- Ensure that collective defense requirements can take priority if they arise; and
- Preserve both the transatlantic nature of the Alliance and the single integrated military structure with minimum added cost.

c. **Combined Joint Task Force Missions**

- An important consideration in developing the C2 concept is the limitation on conducting peace operations outside the NATO area by combined joint task forces. Peace operations (so-called "non-Article 5 operations") are described in NATO's MC 327, "NATO Military Planning for Peace Support Operations (Draft)."
- The peace support missions of combined joint task forces will fall into four categories: conflict prevention, peacekeeping, humanitarian assistance, and peace enforcement. SHAPE has drafted separate military doctrine for

peace operations, excluding peace enforcement, which is regarded as being adequately addressed in existing NATO and national military doctrine.

- The geographical areas to which a NATO combined joint task force may deploy is first a political question. However, military capabilities and limitations are also important considerations. Any mission will aim to protect an Alliance interest which may include preservation of peace in the lands and waters immediately adjacent to NATO territory, but might also extend to distant areas where conflict or other problems could threaten European security and stability.

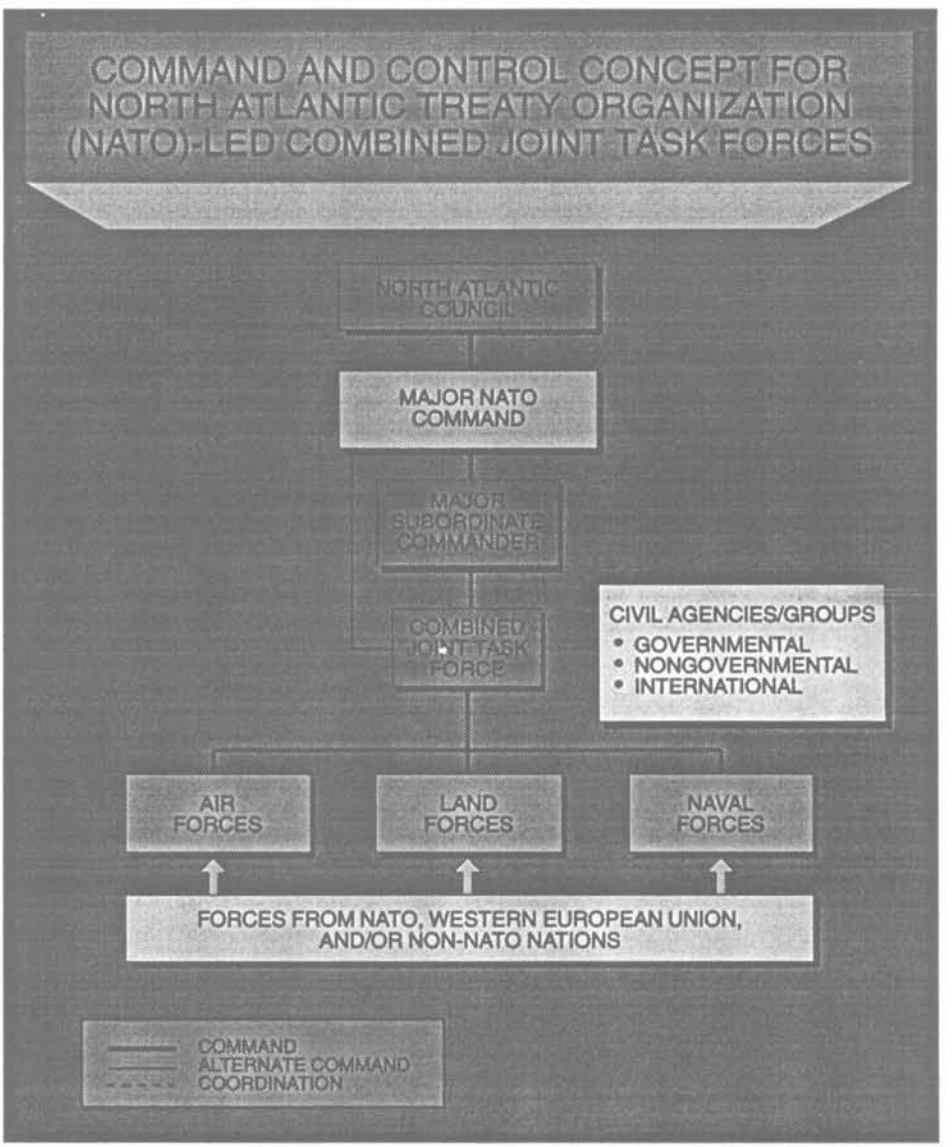



**Figure C-A-7. Command and Control Concept for North Atlantic Treaty Organization (NATO)-Led Combined Joint Task Forces**

- Missions for a combined joint task force under WEU control include humanitarian relief, rescue operations, and peacekeeping.[8] An implied mission for combined joint task force planners is to provide an increased reservoir of personnel experienced in crisis response. Many short warning missions such as noncombatant evacuation, disaster relief, and search and rescue, which may have to be executed by ad hoc coalition forces, should benefit from NATO's combined joint task force initiative and program training.

- From a politico-military perspective, the combined joint task force can:

  •• Provide separable but not separate military capabilities that could be employed by NATO or the WEU with non-NATO nations;

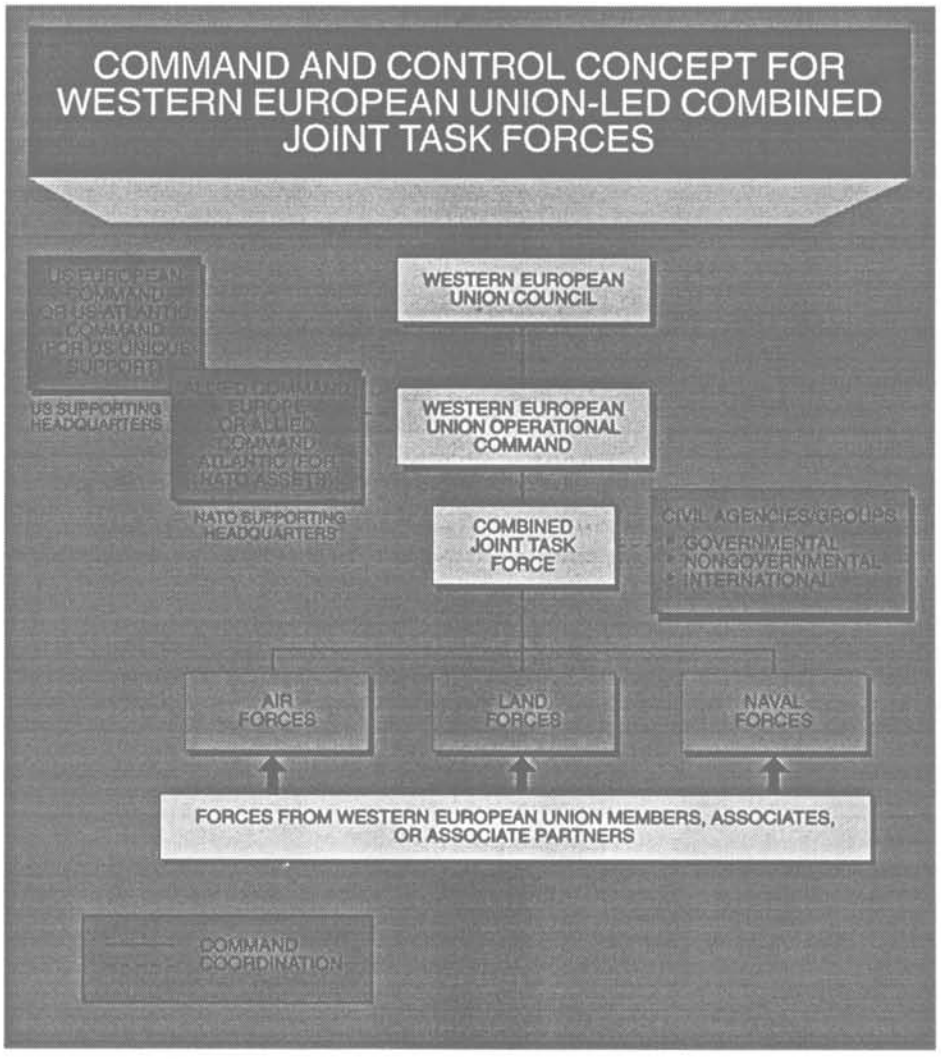



**Figure C-A-8. Command and Control Concept for Western European Union-Led Combined Joint Task Forces**

•• Provide for a NATO, NATO "plus" or a European-led configuration;

•• Respond to the strategic direction of the Alliance;

•• Avoid unnecessary duplication of military structures and capabilities between the two organizations;

•• Preserve an Alliance-integrated military structure;

•• Make operationally effective use of the integrated military structure; and

•• Avoid additional costs through all means.

- From an operational perspective, the combined joint task force should be:

•• Capable of rapid formation when the probability of commitment is high;

•• Capable of sustained operations in a hostile environment if necessary; and

•• Able to execute a myriad of tasks. (1) Command and control of air, land, and sea forces. (2) Process and disseminate intelligence. (3) Conduct logistical sustainment. (4) Receive and commit reinforcements. (5) Control airspace management. (6) Manage peace support missions of task force organizations from smaller disaster relief and traditional peacekeeping to larger, possibly corps-size operations with supporting air, land and sea elements for peace-enforcement.

- Like any new undertaking, the combined joint task force concept is far from an operational reality. There are major issues to negotiate before the concept's minimum requirements are met. National doctrines on techniques such as transferring a sea-based headquarters ashore, defining the C2 linkages between commands, and airspace control must be fully developed by the Alliance and adapted for multinational uses.

## 11. Non-Article 5 Operations (Out of Area)

a. The Alliance's Strategic Concept[9] fully describes the Alliance's continuing focus on preserving the territorial integrity of the member states. More recent ministerial communiques have noted and supported the concept of undertaking tasks from the United Nations for various forms of "peacekeeping and other operations."

b. Recent NATO operations have begun to set a precedent. The airborne early warning orbits flown by NATO aircraft over Hungary, begun in 1992 for the purpose of surveillance over the former Yugoslavian territories, required agreement "at the sixteen." The Adriatic Sea maritime intercept operation was crafted without a clear doctrine in mind in order to embargo the maritime shipment of arms into the former Yugoslavian territories. This was later expanded to prevent economic goods from reaching Serbia and Montenegro. A third example is the airspace operation over Bosnia. Not only is it "out of area," it is the first combat operation undertaken by NATO as a "non-Article 5 operation." While these three efforts are not yet a precedent, they have begun to expand NATO's concept of a broader approach to security.

1 "North Atlantic Treaty Organization (NATO)," Treaties and Alliances of the World, Longman Group UK Limited, 1990, p. 179.

2 As amended by Article 2 of the Protocol to the North Atlantic Treaty on the accession of Greece and Turkey.

3 On 16 January 1963, the Council noted that insofar as the former Algerian Departments of France were concerned, the relevant clauses of this Treaty had become inapplicable from 3 July 1962.

4 This subsection is extracted from the NATO Handbook, Brussels, Belgium: NATO Office of Information and Press, 1992.

5 Declaration of the Heads of State and Government participating in the Meeting of the North Atlantic Council held at NATO Headquarters, Brussels, Belgium, on 10-11 January 1994.

6 NAC Ministerial Communique, Istanbul, Turkey. Department of State cable from US Mission to NATO, 9 June 1994.

7 This subsection adapted from "NATO's Bold New Concept — Combined Joint Task Force," Joint Force Quarterly, Summer 1994, Number 5, by Lt. Col. Charles L. Barry.

8 The Petersberg Declaration (June 1992) implemented the Mastricht Declaration, which sought to have WEU develop a defense identity for the European Union. In creating a military planning staff, the declaration assigned the task of contingency planning for these missions.

9 Declaration by NATO Heads of States and Government in Rome on 7-8 November 1991.

# ANNEX B TO APPENDIX C
# INTERNATIONAL COMMITTEE OF THE RED CROSS (ICRC)

## 1. Overview

Formed in 1863, the International Committee of the Red Cross is a private, independent humanitarian institution, not a multinational organization, composed exclusively of Swiss nationals.

## 2. Authority and Responsibilities

The ICRC's mission is to provide care to persons not directly participating in hostilities, such as the sick, wounded, prisoners, or those in distress, without discrimination.

a. The 1949 Geneva Conventions and their 1977 Protocols confer on the ICRC what many nations believe is the right to take action (e.g., to visit prisoners of war) and to make proposals to states (e.g., to offer its services). Additionally, the International Red Cross and Red Crescent Movement's Statutes recognize that the ICRC has a right of humanitarian initiative in situations not covered by the Geneva Conventions or their protocols. All of these "rights" constitute the permanent mandate conferred on the ICRC by much of the international community. This specific mandate distinguishes it from other humanitarian organizations. However, as discussed in Chapter II, "Established Interagency Relationships," while the ICRC and advocates of humanitarian law may argue that the 1977 Protocols to the Geneva Conventions of 1949 have gained universal application through the formative custom of international law, the United States does not agree. The United States has not ratified the 1977 Protocols and may not always agree with nor recognize as authoritative ICRC actions based on the Protocols. Other nations that have acceded to these Protocols are bound to them. This leads to a major problem for the legal counsel in the international arena: not all participants are similarly bound to international law on very basic matters. There are numerous conventions of wide but not universal application. Adherence or non-adherence can make a mismatch of potential partners in humanitarian ventures.

b. The ICRC is the guardian of the International Red Cross and Red Crescent Movement's seven fundamental principles: humanity, impartiality, neutrality, independence, voluntary service, unity, and universality.

## 3. Organizational Structure

The ICRC is the founding institution of the International Red Cross and Red Crescent Movement which, in addition to the ICRC, is comprised of two other components: the International Federation of Red Cross and Red Crescent Societies and the National Red Cross and Red Crescent Societies. The ICRC is headquartered in Geneva, Switzerland (19, Avenue de la Paix, CH-1202 Geneva). Founded in 1863, this neutral Swiss association, with international influence, applies the provisions of international humanitarian law in armed conflicts. It undertakes its tasks and derives its mandate from the Geneva Conventions of 1949 and the two additional Protocols of 1977, which the ICRC and advocates of humanitarian law argue have gained universal application through the formative custom of International Law. The headquarters' Directorate of Operations includes the Relief and Medical Divisions and the Central Tracing Agency. All ICRC delegates have a university education and speak several languages, including English.

## 4. Capabilities and Core Competencies

ICRC's capabilities include the following:

a. To care for the wounded on the battlefield, protect captives, assist civilians who have been displaced or have fallen into the hands of the enemy, and reunite families separated by events.

b. To organize material and medical assistance programs to ensure the survival of certain categories of people (i.e., civilians, displaced persons, refugees in combat zones) affected by armed conflict.

c. To protect prisoners of war, the wounded, and civilian internees and visit them wherever they are (e.g., camps, prisons, hospitals, labor camps).

d. To provide material and moral support to the detainees visited, to civilians in enemy hands or in occupied territories, to displaced persons, or to refugees in combat zones and situations not covered by the Geneva Conventions (i.e., internal disturbances and tensions).

e. To visit persons who have been detained for security reasons and could be victims of arbitrary treatment to assess their material and psychological conditions of detention, not the reasons for the detention.

f. To distribute additional aid to prisoners and their families who, deprived of their means of support, often run into serious economic difficulties.

g. To keep reports (drawn up by the ICRC following visits to places of detention) confidential with the detaining authorities or, in the specific case of visits to prisoners of war, to the prisoners' state of origin.

h. To care for the wounded and supply medicine and medical equipment.

i. To conduct disease prevention activities, nutrition programs, vaccination campaigns, water purification, and public hygiene.

j. To recruit, select, and prepare the members of medical and surgical teams sent to the field to care for the wounded or participate in emergency relief programs.

k. To maintain a short-wave radio network that is one of the world's largest nongovernmental telecommunications systems.

l. To obtain and record all information that might enable dead, wounded, or missing persons to be identified and to pass information to next of kin.

m. To facilitate correspondence between members of families separated by events when other means of communication have been interrupted.

n. To trace people who are missing or who have not been heard from by their next of kin.

o. To issue various types of documents, such as certificates of captivity or death, and travel papers.

## 5. Interagency Relationships

The ICRC and the IFRC keep each other informed of their respective activities and consult with each other regularly on the coordination and distribution of their work and on all matters of interest to the International Red Cross and Red Crescent Movement. The ICRC has enjoyed permanent observer status to the UN since 1991.

## 6. Funding

The ICRC has no resources or funds of its own. Funding comes from voluntary contributions from the states party to the Geneva Conventions and the European Union, the National Red Cross and Red Crescent Societies, private donors, and various gifts and bequests. Half of the ICRC's regular budget is financed by the Swiss Government.

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# ANNEX C TO APPENDIX C
# INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES (IFRC)

## 1. Overview

Founded in 1919 as the League of Red Cross Societies, the International Federation of Red Cross and Red Crescent Societies coordinates Red Cross and Red Crescent operations for relief of disaster victims, develops the humanitarian and health activities of national societies, and helps refugees outside war zones. In the early 1980s, the League changed its name to the "League of Red Cross and Red Crescent Societies" to better indicate its composition. In 1992, to more clearly reflect its global nature, the League became the "International Federation of Red Cross and Red Crescent Societies," — referred to as the "Federation." The seven Principles of the International Red Cross and Red Crescent Movement — humanity, impartiality, neutrality, independence, voluntary service, unity, and universality — guide all Federation actions.

## 2. Authority and Responsibilities

The functions of the Federation are to:

a. Organize, coordinate, and direct international relief actions;

b. Promote and support humanitarian activities;

c. Represent national societies on an international level;

d. Bring help to victims of armed conflicts, refugees, and displaced persons outside of conflict zones;

e. Encourage the creation and development of national societies; and

f. Reduce the vulnerability of people through development programs.

## 3. Organizational Structure

The Federation is comprised of more than 160 National Red Cross and Red Crescent Societies, with a coordinating Secretariat in Geneva. The Federation is headquartered in Geneva, Switzerland (P.O. Box 372, 1211 Geneva 19). The Federation, the individual national societies, and the ICRC together constitute the International Red Cross and Red Crescent Movement.

## 4. Capabilities and Core Competencies

IFRC's capabilities include the following:

a. To appeal to a select number of National Societies for disaster relief, stating the amount and duration of assistance needed, the number of people requiring help, and the methods of providing that help.

b. To coordinate for the people, money, and materials that are donated from the Societies.

c. To help national societies to devise development and disaster preparedness programs.

d. To provide national societies with support in areas as diverse as blood donation, the prevention of disease and epidemics, first aid, social welfare, the prevention and treatment of AIDS, and information and communication systems.

e. To bring the plight of refugees to public attention.

f. To help refugees or displaced people by providing food, shelter, protection, and long-term assistance in education, medical care and, in some cases, return to homes.

g. To send delegates who are specialists in logistics, nursing, telecommunications, information, and finance to disaster spots.

## 5. Interagency Relationships

The Federation Secretariat in Geneva is at the heart of a global network that helps national societies to develop and to coordinate their work at the international level. Through its regional delegations and its many country delegations, the Secretariat is in regular contact with the national societies and keeps abreast of current field conditions. It enjoys consultative status (Category I) with the Economic and Social Council of the United Nations. In 1994, the UN General Assembly invited the Federation to become a permanent observer and participate in the work of the Assembly. Through its many delegations, the Federation maintains permanent contact, both in Geneva and in the field, with UN agencies, governments, the European Union (especially the Humanitarian Office), and other nongovernmental organizations. The Federation has a delegation in New York City to maintain relations with UN agencies and diplomatic missions. In the field, Federation delegates maintain very close contact with other humanitarian agencies, particularly with the ICRC, that are engaged in operations complementary to those of the Federation. The Federation, funded by annual contributions from all member national societies, represents the Societies at the international level.

# ANNEX D TO APPENDIX C
## INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT

### 1. Overview

Presently in some 160 countries, the International Red Cross and Red Crescent Movement (also known by its former title, the "International Red Cross") is composed of the International Committee of the Red Cross, the recognized National Societies, and the International Federation of Red Cross and Red Crescent Societies (see Figure C-D-1).

### 2. The International Committee of the Red Cross

The ICRC acts as a neutral intermediary between belligerents on behalf of the victims of war: prisoners of war, civilian internees, the wounded and sick, displaced persons, or persons living under occupation. The ICRC brings assistance to victims by providing medical care and setting up hospitals and

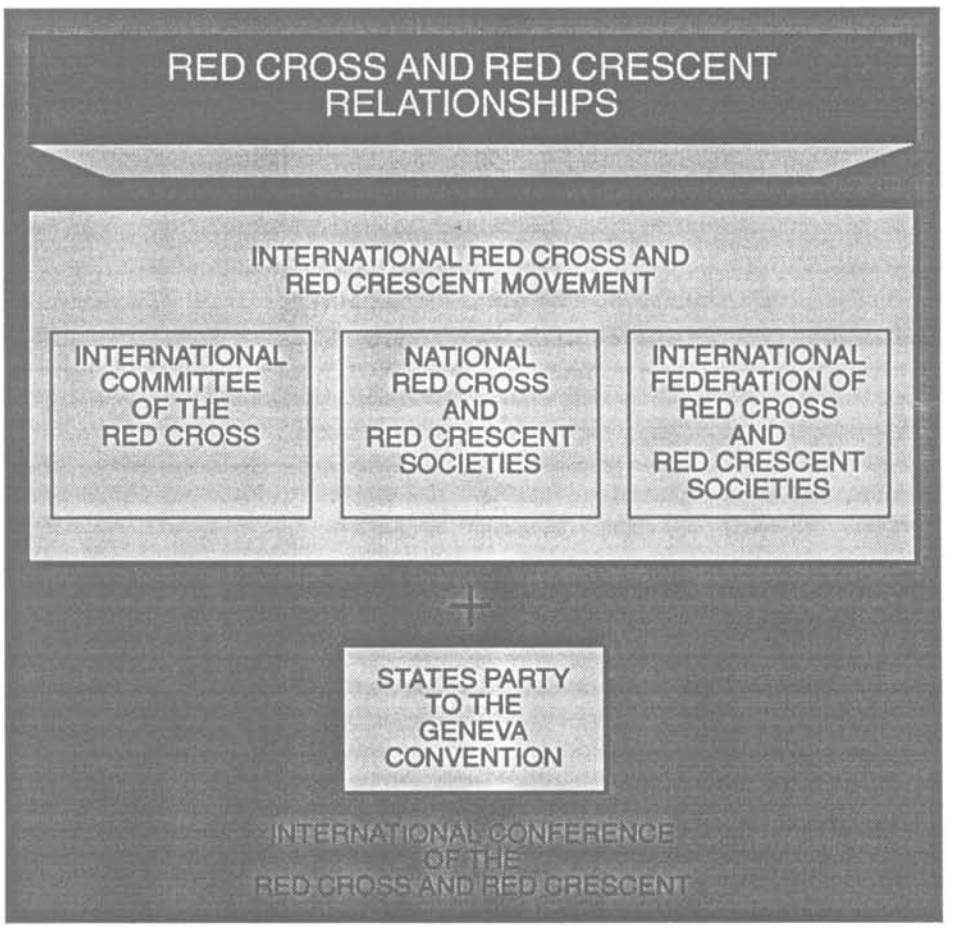



**Figure C-D-1. Red Cross and Red Crescent Relationships**

rehabilitation centers. It also assists civilians by providing material aid as needed, such as food, shelter and clothing. The ICRC also runs a Central Tracing Agency, whose main tasks are to trace persons whose families have no news of them or who have disappeared, arrange for the exchange of family messages when normal channels of communication have broken down, and organize family reunifications and repatriations. The ICRC may also offer its services in situations not covered by international humanitarian law, such as internal disturbances. It is responsible for promoting international humanitarian law and for overseeing its development. The ICRC plays an essential role in promoting respect for the humanitarian principles that guide the work of the International Red Cross and Red Crescent Movement, ensuring that they are observed and helping in their implementation and dissemination within the Movement. It also declares the recognition of new national societies, which thus become members of the Movement.

## 3. The National Red Cross and Red Crescent Societies

National Red Cross and Red Crescent Societies were originally created for service in time of war to help army medical personnel care for the wounded and the sick. Today, the National Societies work within their countries as auxiliaries to the public authorities and have numerous responsibilities both in war and in peace as well as in natural disasters (e.g., floods, earthquakes, and tidal waves). The national society in Israel is called the Magen David Adom or MDA (Red Shield of David). Although it is closely involved with the work of the International Red Cross and Red Crescent Movement, MDA is not currently a recognized member because it uses the Red Shield of David as its emblem, rather than one of the emblems in the Geneva Conventions as called for in the Movement's statutes. The National Society in the United States is the American Red Cross. Chartered in 1905 by Congress, the American Red Cross was created as the US impartial humanitarian organization for work during war situations as called for in the Geneva Conventions. The American Red Cross is the largest humanitarian organization in the United States (led by 1.4 million volunteers) that provides relief to victims of disasters and helps people prevent, prepare for, and respond to emergencies. It does this through services that are consistent with its congressional charter and the principles of the International Red Cross and Red Crescent Movement.

American Red Cross activities and services include humanitarian duties in wartime as provided for in the Geneva Conventions and International Red Cross conferences; disaster planning, preparedness, education, and relief, emergency communications and assistance to members of the Armed Forces and their families; health and safety services, including CPR, first aid, lifeguard training, and swimming; blood, blood products, and tissue services; and HIV/AIDS education.

As a member of the International Red Cross and Red Crescent Movement, the American Red Cross International Services supports humanitarian relief around the world. Activities include tracing relatives lost during disasters or wars; educating the public about international humanitarian law; responding with personnel, financial aid, and very specific donations of products in response to appeals from the ICRC, the Federation, or national societies for relief assistance in armed conflicts and international disasters; and helping to strengthen national Red Cross and Red Crescent societies in other nations by sharing the expertise and resources of the American Red Cross.

## 4. The Federation

Created in 1919, the International Federation of Red Cross and Red Crescent Societies (formerly known as the League of

Red Cross and Red Crescent Societies) serves as the umbrella organization and the Central Secretariat of the National Societies. Its function is to support and encourage the member Societies in their activities and in their development.

## 5. The International Conference of the Red Cross and Red Crescent

These three components of the International Red Cross and Red Crescent Movement normally meet every 4 years, together with representatives of the States Party to the Geneva Convention. The role of the Conference, which is the Movement's highest deliberative assembly, is essentially to consider general problems, adopt resolutions, and assign mandates.

## 6. The Red Cross Emblem

The emblem of a red cross on a white background was created with a specific purpose: to ensure the protection of those wounded in war and those who care for them. The emblem's red cross, mentioned in the 1864 Geneva Convention, was adopted as a tribute to Switzerland; it was not intended to have any religious significance. However, a number of countries in the Islamic world have adopted the red crescent, that is recognized as having equal status with the red cross. The Red Crescent is mentioned in the 1949 Geneva Conventions and their additional protocols. Any abuse of these signs is a breach of international law and threatens the humanitarian protection granted by them. Any use of these emblems for commercial or publicity purposes is forbidden. These emblems are used to identify and protect medical and relief workers, military and civilian medical facilities, mobile units, and hospital ships. They are also used to identify the programs and activities of national Red Cross and Red Crescent societies, and those of the Magen David Adom (Red Shield of David) humanitarian society in Israel.

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# ANNEX E TO APPENDIX C
## UNITED NATIONS (UN)

## 1. Introduction

The United Nations is a voluntary association of sovereign countries which have committed themselves, through signing the Charter, to ensure international peace and security and to further international cooperation in solving economic, social, cultural, and humanitarian problems. The UN is not a world government and is not authorized to intervene in the internal affairs of any country.

a. The name United Nations was devised by President Franklin D. Roosevelt and was first used in the Washington Declaration by the United Nations in January 1942, when representatives from 26 countries pledged their governments to continue fighting together against the Axis Powers. The Charter of the new institution was signed on 26 June 1945, becoming effective 24 October 1945, following ratification by China, France, the UK, the United States, the USSR, and by a majority of other signatories.

b. The number of member countries of the UN has risen from the original 51 to 186, including practically all independent nations in the world; the only notable exceptions are Switzerland, Taiwan (which occupied the Chinese seat from 1945 to 1971, when it was replaced by the People's Republic of China) and the Vatican City State.

## 2. Purpose

The primary purpose of the UN, as it was with the League of Nations, is to maintain peace and security throughout the world and to develop friendly relations among nations. In the UN Charter, the peoples of the UN express their determination to save succeeding generations from the scourge of war. The UN is based on the sovereign equality of all member countries that pledge to fulfill in good faith their Charter obligations; settle their international disputes by peaceful means and without endangering peace, security, and justice; refrain in their international relations from the threat or use of force against other countries; give the UN every assistance in any action it may take in accordance with the Charter; and assist countries against which preventive or enforcement action is being taken. The UN is to ensure that non-member countries act according to these principles insofar as it is necessary for the maintenance of international peace and security. However, the UN has no competence in matters that are essentially within the domestic jurisdiction of any country, and its member countries are not required to submit such matters to settlement under the Charter.

## 3. UN Charter

There are 19 Chapters in the UN Charter containing 111 Articles, as shown in Figure C-E-1 below.

Amendments to the Charter enter into effect when they have been adopted by a two-thirds vote of the members of the General Assembly and ratified by two-thirds of the members of the UN, including all the permanent members of the Security Council. The amendments introduced so far have related to the expansion of two main organs, the Security Council and the Economic and Social Council.

a. Amendment to Article 23 enlarges the membership of the Security Council from eleven to fifteen.

b. Amendment to Article 27 provides that decisions of the Security Council on all matters be made by an affirmative vote of nine members, including the concurring votes of the five permanent members of the Security Council.

| United Nations Charter | | |
|---|---|---|
| CHAPTER | TITLE | ARTICLE |
| Chapter I | Purposes and Principles | 1-2 |
| Chapter II | Membership | 3-6 |
| Chapter III | Organs | 7-8 |
| Chapter IV | The General Assembly | 9-22 |
| Chapter V | The Security Council | 23-32 |
| Chapter VI | Pacific Settlement of Disputes | 33-38 |
| Chapter VII | Action With Respect to Threats to the Peace and Acts of Aggression | 39-51 |
| Chapter VIII | Regional Arrangements | 52-54 |
| Chapter IX | International Economic and Social Cooperation | 55-60 |
| Chapter X | The Economic and Social Council | 61-72 |
| Chapter XI | Declaration Regarding Non-Self-Governing Territories | 73-74 |
| Chapter XII | International Trusteeship System | 75-85 |
| Chapter XIII | The Trusteeship Council | 86-91 |
| Chapter XIV | The International Court of Justice | 92-96 |
| Chapter XV | The Secretariat | 97-101 |
| Chapter XVI | Miscellaneous Provisions | 102-105 |
| Chapter XVII | Transitional Security Arrangements | 106-107 |
| Chapter XVIII | Amendments | 108-109 |
| Chapter XIX | Ratification and Signature | 110-111 |

**Figure C-E-1. United Nations Charter**

c. Amendment to Article 61 enlarged the membership of the Economic and Social Council from 18 to 27. The subsequent amendment further increased the membership of the Council to 54.

d. Amendment to Article 109 provides that a General Conference of Member States for the purpose of reviewing the Charter may be held at a date and place to be fixed by a two-thirds vote of the General Assembly and by a vote of nine members of the Security Council.

## 4. The UN System

There are six principal organs of the UN: the General Assembly, the Security Council, the Economic and Social Council, the Trusteeship Council, the International Court of Justice, and the Secretariat. Figure C-E-2 illustrates The United Nations System and shows the other organs, operations, specialized agencies, and autonomous organizations that are either part of, or affiliated with, the UN.

a. **General Assembly.** The General Assembly is the main deliberative organ and consists of all the members of the UN, each country having one vote and being entitled to be represented at meetings by five delegates and five alternates. Regular sessions are held once a year, commencing on the third Tuesday in September and normally lasting until mid-December; there is a resumption for some weeks in the new year, if necessary. Special sessions may be convened by the Secretary General at the request of the Security Council, of a majority of the members of the UN, or of one member if a majority of the members concur. An emergency special session may be convoked within 24 hours of a request by the Security Council on the vote of any nine members of the Council itself, by a majority of the UN members, or by one member concurred in by a majority of the members. The Assembly elects its President and 21 Vice-Presidents for each session.

- The General Assembly is empowered to discuss any matter within the scope of

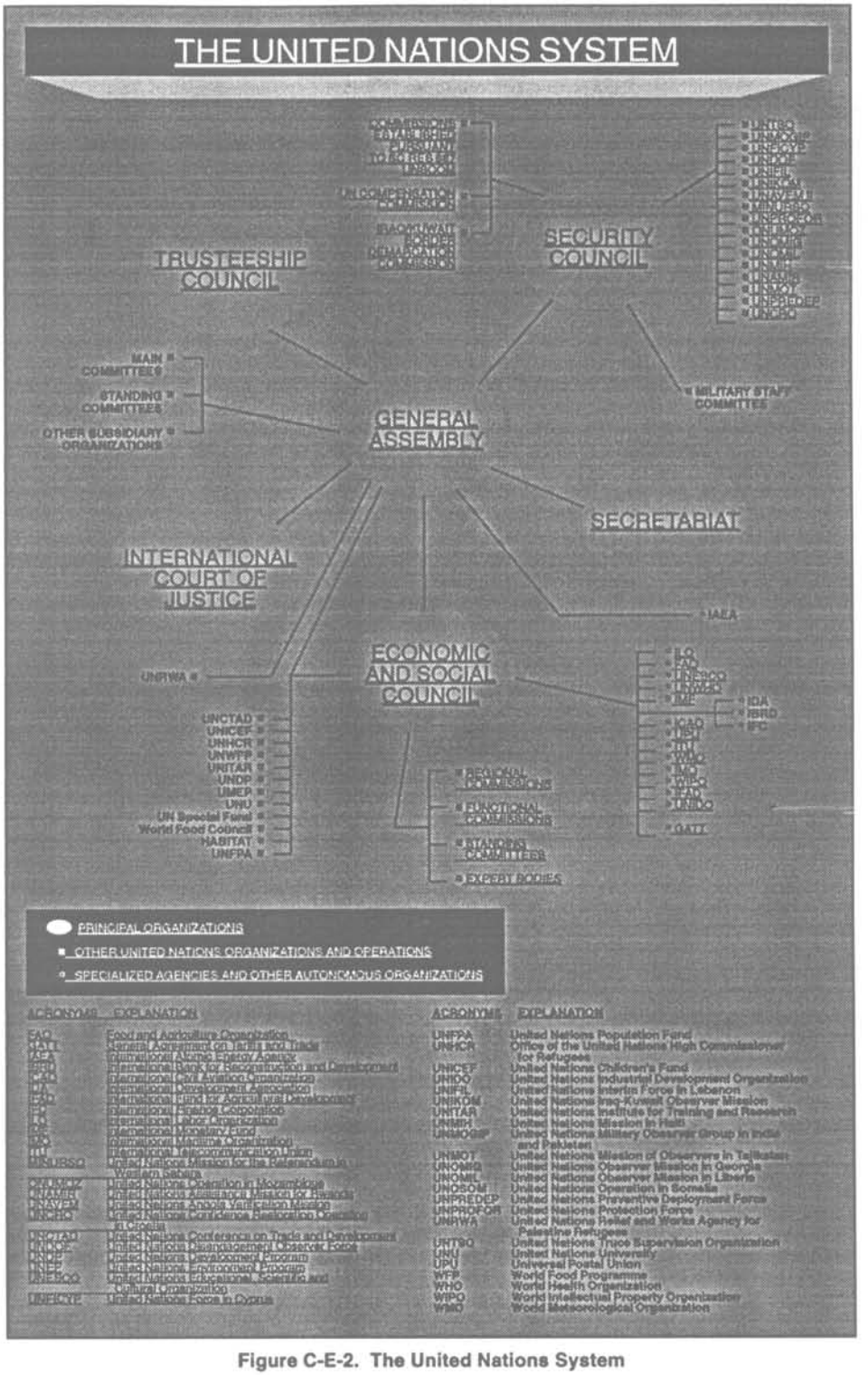



**Figure C-E-2. The United Nations System**

the Charter or affecting the powers and functions of any UN organ and, except where a dispute or situation is being discussed by the Security Council, to make recommendations on such matters. The Assembly takes action if the Security Council, because of lack of unanimity among its permanent members, fails to act in a case where there appears to be a threat to peace.

- The General Assembly has a substantive right of decision only with regard to the internal affairs of the UN, and as a general rule recommendations, whatever their political or moral force, have no legally binding character and cannot create direct legal obligations for members. The term "decision," in relation to the General Assembly and the other organs of the UN, is used in a wide sense and covers all types of actions, including recommendations, resolutions, and other various types.

- An elaborate structure of committees and subsidiary organs is required to enable the General Assembly to carry out its wide range of functions.

  •• There are seven Main Committees on which all members have a right to be represented. These committees address: (1) Disarmament, political questions, and Security Council affairs; (2) Peacekeeping, public information and UN relief efforts for Palestinian refugees; (3) Economic development and financial matters; (4) Social, humanitarian, and cultural matters; (5) Decolonization and regional cooperation; (6) Administration, management, program planning, and budget items; and (7) Legal affairs.

  •• Other committees include: (1) the General Committee, composed of the President and Vice-Presidents of the Assembly and the Chairmen of the seven main committees; (2) the Credentials Committee, charged with verifying the credentials of representatives; (3) the Advisory Committee on Administrative and Budgetary Questions; (4) the Committee on Contributions, that recommends the scale of members' payments to the UN; and (5) many subsidiary and ad hoc bodies to deal with specific matters such as terrorism, international law, and world food shortages.

b. **Security Council.** The Security Council has the primary responsibility for maintaining international peace and security and consists of 15 members, each of which has one representative and one vote. There are five permanent members; China, France, the Russian Federation,[1] the UK, the United States, and ten non-permanent members elected from regional groups for 2-year, overlapping terms, five at a time, by a two-thirds majority of the General Assembly.

- The ten non-permanent members are elected according to the following pattern: five from African and Asian states; one from Eastern European states; two from Latin American and Caribbean states; and two from Western European and other states.

- The Security Council acts on behalf of all UN members that "agree to accept and carry out" its decisions. Members also undertake to make available to the Council "armed forces, assistance, and facilities" necessary to maintain international peace and security. While other organs of the UN make recommendations to governments, the Council alone has the power to make decisions which members are obligated under the Charter to carry out. Functions and powers of the Security Council include the following:

  •• To maintain international peace and security in accordance with the Charter.

•• To investigate disputes that might lead to international friction and recommending appropriate terms of settlement.

•• To determine the existence of threats to peace or acts of aggression and to make recommendations or decide what actions need to be taken.

•• To call on members to apply economic sanctions and other measures not involving the use of force to prevent or stop aggression.

•• To take military action against an aggressor.

•• To formulate plans for establishing a system to regulate arms.

•• To exercise trusteeship functions in strategic areas.

•• To recommend the admission of new members.

•• To recommend the appointment of the Secretary General and, together with the Assembly, elect judges of the International Court of Justice.

- Decisions on procedural matters are made by an affirmative vote of at least nine of the 15 members of the Council. Decisions on substantive matters also require nine votes, including the concurring votes of all five permanent members. Permanent members may exercise a veto right in relation to all questions, except those of a procedural character, and prevent the taking of a decision having the support of a majority of the Council. The veto, however, may not be exercised if the permanent member is a party to a dispute. The practice of abstention of a permanent member is generally accepted and not regarded as a veto.

- The structure of the Security Council includes Standing Committees, the Military Staff Committee, Ad Hoc Committees, and all the UN's peacekeeping forces and organizations worldwide. There are three Standing Committees on which every member has the right to be represented. They are:

  •• the Committee of Experts on Rules of Procedure;

  •• the Committee on Council Meetings Away from Headquarters; and

  •• the Committee on the Admission of New Members.

- The Military Staff Committee that is provided for by Articles 45-47 of the Charter remains inactive. Although composed of the Chiefs of Staff of the five permanent members of the Security Council or their representatives, and with functions to assist the Council on all questions relating to its military requirements for maintaining international peace and security, it has never been fully activated by the Security Council.

c. With an increase in the number of UN peace operations over the past few years (10 started since 1991), the staff assigned to the UNDPKO has grown to over 350 staff officers and civilians. A 24-hour situation center has been established in the main Secretariat building at UN Headquarters to help the Committee and the Secretariat monitor operations worldwide. By Resolution 1235 (Chapter XII) of 1957, the Assembly authorized the integration of the civilian staff of the Military Staff Committee with the UN Secretariat. There are currently six Ad Hoc Committees of the Security Council that deal with matters pertaining to UN sanctions.

d. **Peacekeeping Forces and Organizations.** Figure C-E-3 shows the current peacekeeping and observer operations. Other organizations managed by the Security Council that are associated with peacekeeping operations and certain special missions include the following:

- **United Nations Command in Korea.** The UN Command in Korea was established in July 1950 to assist the Republic of Korea in defending itself against attack. The force was later reduced to US troops only (about 30,000 personnel since mid-1977), but nine other countries still maintain representatives on the unified command.

- **Military Armistice Commission in Korea.** This Commission's task is to supervise the implementation of the Armistice Agreement and to settle, through negotiations, any violations.

- **Neutral Nations Supervisory Commission in Korea.** This Commission was established as an independent fact-finding study group

**Current United Nations Peacekeeping and Observer Operations**

| BEGAN | NAME OF FORCE | PLACE | PEOPLE | ANNUAL COST |
|---|---|---|---|---|
| Jun 1948 | UN Truce Supervision Organization (UNTSO) | Jerusalem | 224 | $ 31m |
| Jan 1949 | UN Military Observer Group in India and Pakistan (UNMOGIP) | Kashmir | 40 | $ 8m |
| Mar 1964 | UN Force in Cyprus (UNFICYP) | Cyprus | 1218 | $ 47m |
| Jun 1974 | UN Disengagement Observer Force (UNDOF) | Golan Heights | 1120 | $ 36m |
| Mar 1978 | UN Interim Force in Lebanon (UNIFIL) | Lebanon | 5231 | $ 145m |
| Apr 1991 | UN Iraq-Kuwait Observation Mission (UNIKOM) | Iraq and Kuwait | 1147 | $ 73m |
| Jun 1991 | UN Angola Verification Mission (UNAVEM II) | Angola | 77 | $ 25m |
| Sep 1991 | UN Mission for the Referendum in Western Sahara (MINURSO) | Western Sahara | 310 | $ 40m |
| Mar 1992 | UN Protection Force (UNPROFOR) | Ex-Yugoslavia | 22895 | $ 1.2b |
| Mar 1992 | UN Preventive Deployment Force (UNPREDEP) | Macedonia | 1150 | Not Available |
| Aug 1993 | UN Observer Mission in Georgia (UNOMIG) | Georgia | 21 | $ 7m |
| Sep 1993 | UN Observer Mission in Liberia (UNOMIL) | Liberia | 651 | $ 70m |
| Sep 1993 | UN Mission in Haiti (UNMIH) | Haiti | 1637 | $ 100m |
| Oct 1993 | UN Assistance Mission in Rwanda (UNAMIR) | Rwanda | 2548 | $ 98m |
| Dec 1994 | UN Mission of Observers in Tajikstan (UNMOT) | Tajikstan | 39 | $ 1.1m |
| May 1995 | UN Confidence Restoration Operation in Croatia (UNCRO) | Croatia | 15522 | Not Available |

**Figure C-E-3. Current United Nations Peacekeeping and Observer Operations**

that reports to the Military Armistice Commission.

- **UN Special Commission.** This Commission was established pursuant to UN Resolution 687 (1991) to supervise the elimination of Iraq's weapons of mass destruction and ballistic missiles, together with the related items and facilities.

- **UN Compensation Commission.** This Commission, also established by Resolution 687, is tasked with administering the fund which compensates for claims against Iraq as a result of Iraq's unlawful invasion and occupation of Kuwait.

- **UN Iraq/Kuwait Boundary Demarcation Commission.** This Commission has the task of demarcating in geographic coordinates, as well as by a physical representation, the international boundary between the two countries.

e. **Economic and Social Council.** The Economic and Social Council, under the authority of the General Assembly, is the organ responsible for the economic and social work of the UN and the coordination of the policies and activities of the specialized agencies and institutions known as the UN family of organizations. (Figure C-E-4 lists the various organizations connected with the ECOSOC). The ECOSOC's primary functions are as follows.

- To make studies of, and reports and recommendations on, world cooperation in economic, social, cultural, educational, and humanitarian matters.

- To make recommendations that promote respect for, and observance of, human rights and fundamental freedoms.

- To convene international conferences and prepare draft conventions that pertain to General Assembly matters.

- To negotiate agreements with the specialized agencies, defining their relationship with the UN.

- To address recommendations to the specialized agencies, the General Assembly and members of the UN.

- To perform services, approved by the General Assembly, for members of the UN and, upon request, for the specialized agencies.

- To make arrangements for consultation with nongovernmental organizations that are concerned with ECOSOC matters.

f. **Related Organizations and Programs.** A number of special bodies have been set up by the UN. These include:

- Office of the UN High Commissioner for Refugees;

- UN Development Program (UNDP);

- UN Children's Fund;

- UN Conference on Trade and Development (UNCTAD);

- UN Capital Development Fund;

- UN Environment Program (UNEP);

- UN Population Fund;

- UN Relief and Works Agency for Palestine Refugees in the Near East (UNRWA);

- UN International Drug Control Program;
- UN Institute for Training and Research (UNITAR);
- UN University;
- World Food Council; and
- World Food Programme (WFP).

g. **Trusteeship Council.** The Trusteeship Council bears prime responsibility for supervising the administration of territories placed under the International Trusteeship

**ECONOMIC AND SOCIAL COUNCIL (ECOSOC) ORGANIZATIONS**

**STANDING COMMITTEES**

- o Committee for Program and Coordination
- o Committee on Nongovernmental Organizations
- o Committee on Natural Resources
- o Committee for Development Planning

**EXPERT BODIES**

- o Meeting of Experts on Public Administration and Finance
- o Ad Hoc Group of Experts on International Cooperation in Tax Matters
- o Committee of Experts on the Transport of Dangerous Goods
- o Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting

**FUNCTIONAL COMMISSIONS**

- o Statistical Commission
- o Population Commission
- o Commission for Social Development
- o Commission on Human Rights
  - o Sub-Commission on Prevention of Discrimination and Protection of Minorities
- o Commission on the Status of Women
- o Commission on Narcotic Drugs
  - o Sub-Commission on Illicit Drug Traffic and Related Matters in the Near and Middle East
- o Commission on Science and Technology for Development
- o Commission on Sustainable Development
- o Commission on New and Renewable Sources of Energy and on Energy for
- o Development
- o Commission on Crime Prevention and Criminal Justice
- o Commission on Transnational Corporations
- o Commission on Human Settlements (HABITAT)

**REGIONAL ECONOMIC COMMISSIONS**

- o Economic Commission for Africa
- o Economic and Social Commission for Asia and the Pacific
- o Economic Commission for Europe
- o Economic Commission for Latin America and the Caribbean
- o Economic and Social Commission for Western Asia

**Figure C-E-4. Economic and Social Council (ECOSOC) Organizations**

System established by the UN. Palau's independence in October 1994, removed the last remaining territory of the Pacific Islands from the trusteeship system. The Council essentially remains in effect in name only.

h. **International Court of Justice.** The International Court of Justice is the principal judicial organ of the UN and it has its seat in The Hague, the Netherlands. The Court's governing instrument is the Statute which forms an integral part of the UN Charter. All members of the UN are ipso facto parties to the Statute. A country which is not a member of the UN may become a party to the Statute on conditions determined in each case by the General Assembly upon the recommendation of the Security Council.

- The International Court is not authorized to hear cases brought by individuals. Only UN member nations, Nauru and Switzerland may submit a dispute for resolution. The Court has jurisdiction over all cases referred to it by the parties to its Statute, and also over matters specially provided for in the UN Charter and in treaties in force. In addition, states that are parties to the Statute have voluntarily recognized the compulsory jurisdiction of the court in relation to states accepting the same obligation and over certain specified classes of international disputes.

- Should a party to a case refuse to comply with the judgment of the Court, the other party may have recourse to the Security Council, that may decide upon measures to give effect to the judgment. The Court may give advisory opinions on legal questions to the General Assembly, the Security Council, and to other UN organs and UN organizations if requested to do so.

i. **Secretariat and Secretary General.** The general administration of the United Nations is the responsibility of the Secretariat, headed by the Secretary General who is elected by the General Assembly for a period of 5 years and is eligible for re-election. The Secretary General acts as the UN's chief administrative officer at all meetings of the General Assembly, the Security Council, the Economic and Social Council, and the Trusteeship Council.

- The Secretariat includes the Executive Office of the Secretary General, that includes the Chief of Staff, the Chief of Protocol and the Senior Political Advisor, and the various Offices of the Secretary General, which are headed by Under Secretaries General and Assistant Secretaries General. There are also a few other high-level posts (Special Advisers and Special Representatives) that are occupied by senior officers.

- The Office of the Secretary General currently includes:

  •• Department of Administration and Management;

  •• Department for Peacekeeping Operations;

  •• Department of Development Support and Management Services;

  •• Department of Economic and Social Information and Policy Analysis;

  •• Department of Policy Coordination and Sustainable Development;

  •• Department of Political Affairs;

  •• Department of Public Information;

  •• Department of Humanitarian Affairs; and

  •• Office of Legal Affairs.

- There are also separate staffs serving subsidiary organs established by the General Assembly or the ECOSOC, including UNICEF, UNDP, UNHCR, UNITAR, UNCTAD, and UNRWA.

## 5. Specialized Agencies

Eighteen organizations are known as specialized agencies, according to the UN Charter definition:

a. International Labor Organization (ILO);

b. Food and Agriculture Organization (FAO);

c. UN Educational, Scientific and Cultural Organization;

d. International Civil Aviation Organization;

e. World Bank and the International Monetary Fund (IMF);

f. World Health Organization (WHO);

g. Universal Postal Union;

h. International Telecommunication Union;

i. International Atomic Energy Agency (IAEA);

j. World Meteorological Organization;

k. International Maritime Organization;

l. World Intellectual Property Organization;

m. General Agreement on Tariffs and Trade;

n. International Fund for Agricultural Development;

o. International Consultative Group on Food Irradiation;

p. International Union for the Protection of New Varieties of Plants;

q. UN Industrial Development Organization; and

r. World Tourism Organization.

## 6. Chapter VI and Chapter VII Operations

UN collective security operations span a broad operational spectrum from unarmed peace observation to full-fledged combat enforcement missions. However, most UN missions fall between these extremes and have acquired the rather elastic label of peacekeeping. The term "peacekeeping" is not defined anywhere in the Charter.

a. **Chapter VI — "Peacekeeping."** Chapter VI of the Charter gives the UN the power to mediate international disputes between states and recommend terms of a settlement. It sets out a series of procedures that may be used by the Council in seeking to secure the peaceful settlement of disputes. Under Article 34, it may investigate a dispute or situation to see whether it is likely to endanger international peace and security. The Security Council did this, for example, in sending commissions to the Balkans in order to investigate disturbances on the Greek border, and more recently to investigate tension in the Israeli-occupied territories (1979 and 1980). Under Article 35, it may consider any dispute or situation brought to its attention by any member. Under Article 36, the Security Council may recommend appropriate procedures or methods of adjustment on any dispute likely to endanger the maintenance of international peace and security. Under Article 37, it may consider a dispute which it thinks likely to endanger

international peace and security and determine whether to "recommend . . . terms of a settlement." And it may, under Article 38, make such a recommendation at the request of the parties, but no such request has ever been made to the Council.

b. **Chapter VII — "Peace Enforcement."** Chapter VII of the Charter is more powerful, and Article 42 of this chapter gives the UN authority to use the armed forces of Member states to maintain or restore international peace and security. It sets out the procedures that may be used when a dispute has become a threat to the peace, a breach of the peace, or an act of aggression (terms that are never clearly defined in the Charter). Under Article 39, the Security Council is to determine the existence of such a state of affairs and decide what recommendations to make. It can decide to call, under Article 40, for certain provisional measures by the parties without prejudice to their rights, claims or position. A ceasefire or mutual withdrawal from a border might be a measure of this kind, and the Council used this Article in ordering a ceasefire in Palestine in July 1948. If this has no effect, the Council can decide to use sanctions of various kinds, including the interruption of economic relations or communications (Article 41). Finally, if these are inadequate, it can decide to take action by air, sea, or land forces as may be necessary to maintain or restore international peace and security. However, because the multilateral agreements for the provision of such forces have never been concluded (Article 43), UN enforcement operations have always been hastily improvised, much like peacekeeping missions. Although no Security Council force has ever been established, Article 42 speaks only of air, sea, or land forces, and does not specify that they must be a pre-existing or a "standing" UN force. The reason that Article 43 has never been used is because of the political difficulties and dangers of making such a call on member states that hold widely varying opinions on the merits of every dispute, and who are not usually willing to commit themselves to armed action in conflicts in which they may have no overriding national interest. This long-recognized difficulty facing any collective security system has not yet been overcome by the words of the Charter binding members to obey Security Council decisions. The UN operation in Korea (1950-1953) was conducted under purposefully vague Security Council and General Assembly resolutions, generally without specific reference to UN Charter provisions. Even the campaign to oust Iraqi forces from Kuwait as part of Operation DESERT STORM was not conducted "strictly" under the provisions of Article 42;[2] however, the Security Council did cite Chapter VII as the authority to permit the use of coercive force in carrying out its resolutions.

## 7. Types of UN Peace Operations

UN Peace operations as they are emerging today are different from those that took place during the Cold War.

a. Some of these new operations have been of the traditional, largely military type, deployed to control unresolved conflicts between states. Their principal task was to help the parties stop fighting and to prevent any resumption of hostilities, thus helping to create conditions in which the peacemakers could negotiate a lasting settlement. But most of the new operations have been set up to help implement negotiated settlements of long-standing conflicts, as in Namibia, Angola, Cambodia, El Salvador, and Mozambique. Except for Namibia, each of these operations has involved an internal conflict, albeit with significant external dimensions, within a sovereign member state of the United Nations. Another aspect to these new operations is the eruption of savage conflicts in, and sometimes between, newly emerging

independent states. The former Yugoslavia has become the UN's largest peacekeeping commitment to date. Ethnic conflict across political borders and the killing of civilians there are similar to the ordeals that UN peacekeeping forces faced in the 1960s in the former Congo.

b. Although peacekeeping operations still invariably include military personnel, since 1988 the emphasis has changed, and these operations now frequently contain substantial civilian elements that are playing a more important role. This is mainly because the UN is more often involved in internal conflicts than in inter-state ones. As was proven in the Congo, internal conflicts are risky and complicated affairs in which success is hard to achieve and more than military skills are required. Helping to end a civil war is likely to involve a third party in a whole range of civilian activities which are less often required in the inter-state context. In either case, though, experience has shown that there is a greater role for civilian peacekeepers than had been apparent in earlier years.

c. Joint doctrine in Joint Pub 3-07, "Joint Doctrine for Military Operations Other Than War," addresses the types of peace operations envisioned for US military forces.

## CHAPTER VI, UN CHARTER — PACIFIC SETTLEMENT OF DISPUTES

### Article 33

1. The parties to any dispute, the continuance of which is likely to endanger the maintenance of international peace and security, shall first of all seek a solution by negotiation, enquiry, mediation, conciliation, arbitration, judicial settlement, resort to regional agencies or arrangements, or other peaceful means of their own choice.
2. The Security Council shall, when it deems necessary, call upon the parties to settle their dispute by such means.

### Article 34

The Security Council may investigate any dispute, or any situation which might lead to international friction or give rise to a dispute, in order to determine whether the continuance of the dispute or situation is likely to endanger the maintenance of international peace and security.

### Article 35

1. Any Member of the United Nations may bring any dispute, or any situation of the nature referred to in Article 34, to the attention of the Security Council or of the General Assembly.
2. A state which is not a Member of the United Nations may bring to the attention of the Security Council or of the General Assembly any dispute to which it is a party if it accepts in advance, for the purposes of the dispute, the obligations of pacific settlement provided in the present Charter.
3. The proceedings of the General Assembly in respect of matters brought to its attention under this Article will be subject to the provisions of Articles 11 and 12.

**Article 36**

1. The Security Council may, at any stage of a dispute of the nature referred to in Article 33 or of a situation of like nature, recommend appropriate procedures or methods of adjustment.
2. The Security Council should take into consideration any procedures for the settlement of the dispute which have already been adopted by the parties.
3. In making recommendations under this Article the Security Council should also take into consideration that legal disputes should as a general rule be referred by the parties to the International Court of Justice in accordance with the provisions of the Statute of the Court.

**Article 37**

1. Should the parties to a dispute of the nature referred to in Article 33 fail to settle it by the means indicated in that Article, they shall refer it to the Security Council.
2. If the Security Council deems that the continuance of the dispute is in fact likely to endanger the maintenance of international peace and security, it shall decide whether to take action under Article 36 or to recommend such terms of settlement as it may consider appropriate.

**Article 38**

Without prejudice to the provisions of Articles 33 to 37, the Security Council may, if all the parties to any dispute so request, make recommendations to the parties with a view to a pacific settlement of the dispute.

## CHAPTER VII, UN CHARTER — ACTION WITH RESPECT TO THREATS TO THE PEACE, BREACHES OF THE PEACE, AND ACTS OF AGGRESSION

**Article 39**

The Security Council shall determine the existence of any threat to the peace, breach of the peace, or act of aggression and shall make recommendations, or decide what measures shall be taken in accordance with Articles 41 and 42, to maintain or restore international peace and security.

**Article 40**

In order to prevent an aggravation of the situation, the Security Council may, before making the recommendations or deciding upon measures provided for in Article 39, call upon the parties concerned to comply with such provisional measures as it deems necessary or desirable. Such provisional measures shall be without prejudice to the rights, claims, or position of the parties concerned. The Security Council shall duly take account of failure to comply with such provisional measures.

**Article 41**

The Security Council may decide what measures not involving the use of armed force are to be employed to give effect to its decisions, and it may call upon the Members of the United Nations to apply such measures. These may include complete or partial interruption of economic relations and of rail, sea, air, postal, telegraphic, radio, and other means of communication, and the severance of diplomatic relations.

**Article 42**

Should the Security Council consider that measures provided for in Article 41 would be inadequate or have proved to be inadequate, it may take such action by air, sea, or land forces as may be necessary to maintain or restore international peace and security. Such action may include demonstrations, blockade, and other operations by air, sea, or land forces of Members of the United Nations.

**Article 43**

1. All Members of the United Nations, in order to contribute to the maintenance of international peace and security, undertake to make available to the Security Council, on its call and in accordance with a special agreement or agreements, armed forces, assistance, and facilities, including rights of passage, necessary for the purpose of maintaining international peace and security.
2. Such agreement or agreements shall govern the numbers and types of forces, their degree of readiness and general location, and the nature of the facilities and assistance to be provided.
3. The agreement or agreements shall be negotiated as soon as possible on the initiative of the Security Council. They shall be concluded between the Security Council and Members or between the Security Council and groups of Members and shall be subject to ratification by the signatory states in accordance with their respective constitutional processes.

**Article 44**

When the Security Council has decided to use force it shall, before calling upon a Member not represented on it to provide armed forces in fulfillment of the obligations assumed under Article 43, invite that Member, if the Member so desires, to participate in the decisions of the Security Council concerning the employment of contingents of the Member's armed forces.

**Article 45**

In order to enable the United Nations to take urgent military measures, Members shall hold immediately available national air force contingents for combined international enforcement action. The strength and degree of readiness of these contingents and plans for their combined action shall be determined, within the limits laid down in the special agreement or agreements referred to in Article 43, by the Security Council with the assistance of the Military Staff Committee.

**Article 46**

Plans for the application of armed force shall be made by the Security Council with the assistance of the Military Staff Committee.

**Article 47**

1. There shall be established a Military Staff Committee to advise and assist the Security Council on all questions relating to the Security Council's military requirements for the maintenance of international peace and security, the employment and command of forces placed at its disposal, the regulation of armaments, and possible disarmament.
2. The Military Staff Committee shall consist of the Chief of Staff of the permanent members of the Security Council or their representatives. Any Member of the United Nations not permanently represented on the Committee shall be invited by the Committee to be associated with it when the efficient discharge of the Committee's responsibilities requires the participation of that Member in its work.
3. The Military Staff Committee shall be responsible under the Security Council for the strategic direction of any armed forces placed at the disposal of the Security Council. Questions relating to the command of such forces shall be worked out subsequently.
4. The Military Staff Committee, with the authorization of the Security Council and after consultation with appropriate regional agencies, may establish regional sub-committees.

**Article 48**

1. The action required to carry out the decisions of the Security Council for the maintenance of international peace and security shall be taken by all the Members of the United Nations or by some of them, as the Security Council may determine.
2. Such decisions shall be carried out by the Members of the United Nations directly and through their action in the appropriate international agencies of which they are members.

**Article 49**

The Members of the United Nations shall join in affording mutual assistance in carrying out the measures decided upon by the Security Council.

**Article 50**

If preventive or enforcement measures against any state are taken by the Security Council, any other state, whether a Member of the United Nations or not, which finds itself confronted with special economic problems arising form the carrying out of those measures shall have the right to consult the Security Council with regard to a solution of those problems.

**Article 51**

Nothing in the present Charter shall impair the inherent right of individual or collective self-defense if an armed attack occurs against a Member of the United Nations, until the Security

Council has taken measures necessary to maintain international peace and security. Measures taken by Members in the exercise of this right of self-defense shall be immediately reported to the Security Council and shall not in any way affect the authority and responsibility of the Security Council under the present Charter to take at any time such action as it deems necessary in order to maintain or restore international peace and security.

1 The Russian Federation informed the UN on 24 December 1991 that the membership of the Soviet Union in the Security Council and all other UN organs was being continued, and that the Russian Federation remains responsible in full for all the rights and obligations of the former Soviet Union.

2 In his 1991 Annual Report the Secretary General explained: "Instead, the Council authorized the use of force on a national and coalition basis. In the circumstances and given the costs imposed and capabilities demanded by modern warfare, the arrangement seemed unavoidable." (p. 8).

# ANNEX F TO APPENDIX C
## UNITED NATIONS CHILDREN'S FUND (UNICEF)

### 1. Overview

Founded in 1946 as a temporary body to provide emergency assistance to children in Europe and China following World War II, the United Nations Children's Fund is a semi-autonomous agency of the United Nations that works for the well-being of children. Financial support for UNICEF is derived entirely from voluntary contributions made by governments, foundations, corporations, and individuals around the world — not dues paid by UN member governments. UNICEF is the only UN agency that relies heavily on private donations. Nearly 30 percent of UNICEF's income is provided by individuals, NGOs and PVOs.

### 2. Authority and Responsibilities

The Fund is charged with giving assistance, particularly to developing countries, in the development of permanent child health and welfare services. UN International Children's Emergency Fund was changed to the UN Children's Fund, retaining the UNICEF acronym. UNICEF reports to the UN Economic and Social Council.

### 3. Organizational Structure

UNICEF Headquarters is located in New York City (UNICEF House, 3 UN Plaza, NY, NY 10017); UNICEF Geneva Office in Geneva, Switzerland; UNICEF Office for Japan in Tokyo, Japan; UNICEF Office for Australia and New Zealand in Sydney, Australia; UNICEF South Asia Regional Office in Kathmandu, Nepal; UNICEF Middle East and North Africa Regional Office in Amman, Jordan; UNICEF East Asia and the Pacific Regional Office in Bangkok, Thailand; UNICEF Americas and Caribbean Regional Office in Santa Fe de Bogota, Colombia; UNICEF West and Central Africa Regional Office in Abidjan, Cote d'Ivoire; and UNICEF Eastern and Southern Africa Regional Office in Nairobi, Kenya. UNICEF has National Committees in 35 countries, including the United States. The US Committee supports UNICEF-assisted programs, such as development education, emergency relief, social welfare, and public health, in certain countries throughout the developing world. The Committee is headquartered in New York City (333 East 38th Street, NY, NY 10016).

### 4. Capabilities and Core Competencies

UNICEF's capabilities include the following:

a. To provide immunizations, record and monitor cases of polio, measles, neonatal tetanus and other infectious diseases, and alert health officials to potential epidemics.

b. To support programs to control acute respiratory infections (the largest cause of child death in the world).

c. To train health workers to recognize and treat respiratory diseases and control diarrheal diseases.

d. To support educational activities aimed at preventing the spread of HIV, especially among young people in and out of school.

e. To combat malnutrition by controlling vitamin and mineral deficiencies, promoting breastfeeding and improved child-feeding practices, ensuring community participation in developing activities that affect their daily lives, and improving national nutrition information systems.

f. To support family planning through efforts to improve the status of women, through support for breastfeeding, basic education and literacy, and through advocacy and social mobilization.

g. To provide women throughout the developing world with pre- and post-natal care, safe delivery services, and protection against HIV and other sexually transmitted diseases.

h. To encourage governments to increase the budget share for basic education, emphasizing low-cost ways of bringing education to poor, isolated communities, especially to female children.

i. To provide artificial limbs and training to children who have been disabled in armed conflicts.

j. To bring attention to the growing problem of child prostitution and street children.

k. To reunite unaccompanied child victims of conflict with their families.

l. To raise public awareness of child labor to end it.

m. To offer trauma counseling to children who have witnessed — or been forced to participate in — violent acts.

n. To respond to natural disasters, like floods and earthquakes, and other emergencies of ethnic and communal violence with emergency support.

o. To emphasize primary environmental care and environmental education in countries whose ecosystems are at risk.

p. To support water supply and environmental sanitation projects.

## 5. Interagency Relationships

UNICEF works with numerous agencies, including the WHO, World Bank, Organization of American States, International Labor Organization, International Reference Center for Water and Sanitation at The Hague, German Agency for Technical Cooperation, US Agency for International Development, European Union, Water and Sanitation for Health, International Water and Sanitation Center, McGill University, Harvard School of Public Health at Harvard University, All India Institute of Hygiene and Public Health, University Federal of Pelotas (Brazil), Honduran Water Authority, Family Care International, Freedom from Hunger, Public Interest International, International Baby Food Action Network, La Leche League International, International Code Documentation Center, International Lactation Consultant Organization, World Alliance for Breastfeeding Action, and Christian Children's Fund. UNICEF and its major relief partners, including UNHCR and the World Food Programme, upholds the humanitarian principles of neutrality and impartiality when the United Nations is also politically and militarily involved in a civil conflict or war. Upholding these principles is practically necessary but increasingly difficult for UNICEF. UNICEF staff members have been killed while serving children in emergency situations. This highlights the need for security forces in highly dangerous situations to protect those individuals dedicated to the delivery of humanitarian assistance.

# ANNEX G TO APPENDIX C
# UNITED NATIONS DEPARTMENT OF HUMANITARIAN AFFAIRS (UNDHA)

## 1. Overview

In 1991, the UN General Assembly recognized the need to strengthen interagency coordination for rapid response and make more effective the efforts of the international community — particularly those of the UN system — to provide humanitarian assistance to victims of natural disasters and complex emergencies. To perform this task, the UN Secretary General established the UN Department of Humanitarian Affairs in 1992, incorporating the former Office of the UN Disaster Relief Coordinator, the various UN emergency units dealing with emergency programs, and the Secretariat for the International Decade for Natural Disaster Reduction (IDNDR).

## 2. Authority and Responsibilities

UNDHA's mission is to coordinate and facilitate international relief assistance following sudden disasters and similar emergencies. At the international level, UNDHA provides a framework for the interagency coordination of relief assistance by UN agencies, bilateral donors, NGOs, and PVOs. At the country level, the UN Development Programme's Resident Coordinator and the UN Disaster Management Team (DMT) are the first line of response to disasters and emergencies. The Resident Coordinator normally coordinates humanitarian assistance at the country level. UNDHA assumes immediate UN system-wide relief coordination responsibility when a disaster strikes, including the role of on-site coordination. UNDHA utilizes the IASC to formulate and coordinate policy, the Central Emergency Revolving Fund (CERF) as a quick source of emergency funding, and the Consolidated Appeals Process (CAP) to assess the needs of a critical situation and prepare a comprehensive interagency response strategy.

a. The Interagency Standing Committee is composed of the executive heads of relevant UN organizations: the UN Development Programme, Office of the UN High Commissioner for Refugees, UN Children's Fund, World Food Programme, World Health Organization, and the Food and Agriculture Organization. The International Organization for Migration, International Committee of the Red Cross, International Federation of Red Cross and Red Crescent Societies, and three of the largest humanitarian consortia — the International Council of Voluntary Agencies, American Council for Voluntary International Action, and Steering Committee for Humanitarian Response — are also members. Representatives of relevant NGOs, PVOs and UN departments are invited to participate in IASC discussions on an ad hoc basis.

b. **The Central Emergency Revolving Fund.** The CERF is a cash-flow mechanism for use by UN operational organizations, especially during the critical initial stages of emergencies. The CERF is financed by voluntary contributions and managed by UNDHA. UN agencies draw on the CERF and repay the advances they receive as donors respond to their own fund raising efforts.

c. **The Consolidated Appeals Process.** Through this fund-raising process the CAP helps the international community identify the most critical needs of affected people and determines the most appropriate ways to provide assistance.

## 3. Organizational Structure

UNDHA is headquartered at the UN office in Geneva (Palais des Nations, CH-1211 Geneva 10, Switzerland). UNDHA can also be contacted at UN Headquarters in New York City. The UNDHA staff in Geneva and New York is involved in policy planning and early warning functions, emergency operational support and relief coordination, and disaster mitigation. The UN Under Secretary General of Humanitarian Affairs also serves concurrently as the UN Emergency Relief Coordinator. While the main responsibility of the Under Secretary General of Humanitarian Affairs is to head UNDHA, the main responsibility of the UN Emergency Relief Coordinator is to develop rapid response procedures and teams to international humanitarian emergencies.

## 4. Capabilities and Core Competencies

UNDHA's capabilities include the following:

a. To arrange the mission assessment and coordination support to governments.

b. To maintain a warehouse in Pisa, Italy, that holds a comprehensive emergency stockpile and serves as an assembly center for international relief shipments for UNDHA and other UN agencies.

c. To collect and share information and provide independent and reliable telecommunications links on short notice.

d. To develop the means for interaction among the political, peacekeeping, and humanitarian components of UN operations in complex emergencies through procedures for cooperation, information, joint planning, and logistics.

e. To address issues, such as access to victims, security of personnel and relief supplies, ensuring humanitarian imperatives in conflict situations, examining special needs arising from application of UN sanctions, demobilization of former combatants, removal of land mines, resource mobilization, assistance to internally displaced persons, field coordination of international humanitarian responses, and ensuring transition from relief to development.

f. To help governments and international agencies prepare for and provide quick response to sudden disasters, as well as to increase the overall capacity for emergency management.

g. To operate the International Search and Rescue Advisory Group, the UN Disaster Assessment and Coordination Stand-by Teams, and the IDNDR.

h. To provide country-specific training on disaster management.

i. To formulate, coordinate and implement demining schemes in a number of countries.

j. To maintain centralized information management systems for humanitarian emergencies (the International Emergency Readiness and Response Information System and the Humanitarian Early Warning System).

k. To maintain the Central Register of Disaster Management Capacities, including the Register of Emergency Stockpiles, which indicates:

- Available disaster relief items, including data on 50 emergency stockpiles run by different humanitarian organizations;
- Disaster management expertise; and
- Military and civil defense assets (MCDA) available for international disaster relief assistance.

## 5. Interagency Relationships

UNDHA has close interagency relationships with a variety of forums, but especially through the IASC and the CAP. UNDHA maintains close contact with the Department of Political Affairs and UNDPKO with regard to security, political and humanitarian dimensions of complex emergencies to promote joint policy planning, and coordination. UNDHA also works closely with operational organizations of the UN system (like UNICEF and WFP) and other humanitarian agencies, providing emergency operational support to governments, coordinating international relief activities during emergencies, and promoting and assisting activities relating to disaster mitigation. In the event of a complex emergency, the UN Emergency Relief Coordinator and/or Under Secretary General for Humanitarian Affairs consults with InterAgency Standing Committee members before either confirming the Resident Coordinator as Humanitarian Coordinator or designating another official to perform that function. A small UN Disaster Assistance Coordination Stand-by Team is rapidly deployed, often with a UNDHA Relief Coordination Mission, following sudden natural disasters.

a. UNDHA has increasingly come to appreciate the role of NGOs. Since NGOs are often indispensable implementors of emergency programs and often have more detailed knowledge of and are closer to affected populations, UNDHA has learned that NGOs should be part of the early warning effort, initial requirements assessment and programming, CAPs, DMTs, Disaster Management Training Programmes, and other coordinating bodies for prevention, preparedness, and local capacity building.

b. UNDHA realizes that the use of MCDA contributes significantly to disaster relief. UNDHA acknowledges that military and civil defense teams are well suited to assist emergency relief operations because they are perhaps the best organized to provide support to a full range of public services — including civil engineering, communications, transportation, emergency medicine, health care services, search and rescue — that are all intrinsic to the military. As outlined in Project 213/3, UNDHA appreciates using MCDA in disaster relief because of the tremendous logistic potential they can bring to an operation — a potential that has not been effectively utilized so far.

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# ANNEX H TO APPENDIX C
# UNITED NATIONS FOOD AND AGRICULTURE ORGANIZATION (FAO)

## 1. Overview

The Food and Agriculture Organization of the United Nations is the largest of the UN specialized agencies. The Organization's 171 member nations have pledged to raise the levels of nutrition and standards of living of their peoples, improve the production and distribution of all foods and agricultural products, and improve the condition of rural people.

## 2. Authority and Responsibilities

The Organization is a development agency, an information center, an advisor to governments, and a neutral forum. It is not an aid agency or agricultural bank, but a unique source of expertise and information. Its mandate is to raise levels of nutrition and standards of living, to improve agricultural productivity, and to better the condition of rural populations. The FAO's four main tasks are to:

a. Carry out a major program of technical advice and assistance for the agricultural community on behalf of governments and development-funding agencies;

b. Collect, analyze, and disseminate information;

c. Advise governments on policy and planning; and

d. Provide opportunities for governments to meet and discuss food and agricultural problems.

## 3. Organizational Structure

FAO Headquarters is located in Rome, Italy (Viale delle Terme di Caracalla, 00100 Rome). It is staffed by more than 1,200 professional members. A similar number are employed on field projects and at country and regional offices in the Third World. The FAO has five regional offices and two liaison offices. The Regional Office for Africa is located in Accra, Ghana; Regional Office for Asia and the Pacific in Bangkok, Thailand; Regional Office for Europe at FAO Headquarters in Rome, Italy; Regional Office for Latin America and the Caribbean in Santiago, Chile; and Regional Office for the Near East in Cairo, Egypt. The Liaison Office for North America is located in Washington, D.C., while the Liaison Office with the United Nations is at UN Headquarters in New York City.

## 4. Capabilities and Core Competencies

FAO's capabilities include the following:

a. To give direct, practical help in the developing world through technical assistance projects in all areas of food and agriculture.

b. To mobilize international funding for agriculture.

c. To help developing countries find the external capital they need to build up their agriculture.

d. To help borrowers and lending institutions formulate and prepare investment projects.

e. To help farmers resume production following floods, fires, outbreaks of livestock diseases and other emergencies.

f. To assess needs in close collaboration with local authorities and other UN agencies, with detailed assessments of damage and losses.

g. To prepare assistance projects for external funding.

h. To mobilize and coordinate for donor support of relief operations.

i. To provide emergency relief in the form of agricultural inputs and equipment, veterinary and feed supplies, breeding stock, vehicles and storage facilities, and technical support.

j. To provide information to farmers, scientists, technologists, traders, and government planners on every aspect of agriculture — including production, supply, demand, prices, and technology — so that they can make rational decisions on planning, investment, marketing, research, or training.

k. To serve as a clearinghouse for data, which are published and made available in every medium.

l. To advise governments on agricultural policy and planning, the administrative and legal structures needed for development, and ways of ensuring that national development strategies are directed toward rural development and the alleviation of poverty and malnutrition.

m. To help member nations share resources, skills, and capabilities.

## 5. Interagency Relationships

The FAO helps national governments cooperate through regional and subregional groupings, such as the Economic Community of West African States, South African Development Coordination Conference, Center for Integrated Rural Development in Asia and the Pacific, and Organization of Andean Pact Countries. The FAO cooperates with practically all the major multilateral funding institutions, including the World Bank, International Fund for Agriculture Development, African Development Bank and Fund, Asian Development Bank, Inter-American Development Bank, the UN Capital Development Fund, most of the major Arab banks, and sub-regional institutions. The World Bank is the single most important source of financing for investment projects prepared by the FAO.

# ANNEX I TO APPENDIX C
# UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES (UNHCR)

## 1. Overview

The Office of the United Nations High Commissioner for Refugees — or simply UNHCR — was established by the UN General Assembly in 1951 to protect refugees and to promote lasting solutions to refugee problems. UNHCR has two closely related functions; to protect refugees and to promote durable solutions to their problems. UNHCR assists all refugees who have fled their countries because of a well-founded fear of persecution for reasons of their race, religion, nationality, political opinion, or membership in a particular social group and who cannot or do not want to return.

## 2. Authority and Responsibilities

UNHCR's mission is to protect refugees against physical harm, to protect their basic human rights, and to make sure that they are not forcibly returned to countries where they could face imprisonment, torture, or death. The latter mission — UNHCR's most important function, known as "international protection" — means that the organization strives to ensure that no refugee is returned involuntarily to a country where he or she has reason to fear persecution. Initially, UNHCR's mandate was limited to people outside their country of origin. Over time, however, as part of its duty to ensure that voluntary repatriation schemes are sustainable, it has become involved in assisting and protecting returnees in their home countries. UNHCR assists internally displaced people — usually referred to as "persons of concern" — who have not crossed an international border but are in a refugee-like situation inside their country of origin.

## 3. Organizational Structure

UNHCR is headquartered in Geneva (UNHCR Secretariat, Case Postale 2500, Ch-1211 Geneva 2 Depot, Switzerland). The UNHCR Branch Office for the United States is located in Washington, D.C. (1775 K Street, N.W., Suite 300, 20006). UNHCR employs over 4,400 people, including short-term staff. Of the total personnel, some 3,500 serve in the field and the rest at headquarters. UNHCR, funded almost entirely by voluntary contributions from donor governments, has offices in over 110 countries. The High Commissioner for Refugees is elected every 5 years by the UN General Assembly on the nomination of the Secretary General. The High Commissioner follows policy directives from the General Assembly and the UN Economic and Social Council. The Executive Committee of the High Commissioner's Programme, a body composed of almost 50 governments, oversees UNHCR's budgets and advises on refugee protection.

## 4. Capabilities and Core Competencies

UNHCR's capabilities include the following:

a. To ensure that applications for asylum are examined fairly and that asylum-seekers are protected, while their requests are being examined, against forcible return to a country where their freedom or lives would be endangered.

b. To ensure that refugees are treated in accordance with recognized international standards and receive an appropriate legal status, including, wherever possible, the same economic and social rights as nationals of the

country in which they have been given asylum.

c. To help refugees to cease being refugees either through voluntary repatriation to their countries of origin, or, if this is not feasible, through the eventual acquisition of the nationality of their country of residence.

d. To help reintegrate refugees returning to their home country in close consultation with the governments concerned and to monitor amnesties, guarantees, or assurances on the basis of which they have returned home.

e. To promote the physical security of refugees, asylum-seekers, and returnees, particularly their safety from military attacks and other acts of violence.

f. To promote the reunification of refugee families.

g. To maintain a structure of Emergency Response Teams that are dispatched to cope with refugees and displaced people and make arrangements to preposition and stockpile relief supplies.

## 5. Interagency Relationships

From the outset, UNHCR's work was intended to be undertaken jointly with other members of the international community. As its activities have increased and diversified, UNHCR's relations with other organs and agencies of the UN system, intergovernmental organizations, NGOs, and PVOs have become increasingly important. UNHCR draws on the expertise of other UN organizations in matters such as food production (Food and Agriculture Organization), health measures (World Health Organization), education (UN Educational, Scientific and Cultural Organization), child welfare, and vocational training (International Labour Organization). When refugees have not been able to return home, the World Bank, International Fund for Agricultural Development and UNHCR have joined forces to plan, finance, and implement projects which aim to promote self-reliance.

# ANNEX J TO APPENDIX C
# UNITED NATIONS WORLD FOOD PROGRAMME (WFP)

## 1. Overview

Founded in 1963, the World Food Programme is the food aid organization of the United Nations. The Programme's assistance is targeted at the poorest sections of the population in low-income, food-deficit countries, particularly vulnerable groups such as women and children. While WFP has been increasingly called upon to provide disaster relief assistance, it believes that development projects have been and should remain at the core of its work to help poor people become more self-reliant.

## 2. Authority and Responsibilities

The Programme's mandate is to help poor people by combating world hunger and poverty. WFP works on two fronts; as the principal international channel providing fast, efficient relief assistance to victims of natural and manmade disasters, and as a major supplier of food aid to poor people in developing countries aimed at building self-reliant families and communities. In both emergency operations and development projects, WFP is responsible for assessing food aid needs, mobilizing contributions from donors, transporting commodities, and managing overall distribution on a country-wide basis. But final distribution to beneficiaries is undertaken either by government agencies or local and international NGOs and PVOs.

## 3. Organizational Structure

WFP is headquartered in Rome, Italy (Via Cristoforo Colombo, 426, 00145 Rome, Italy). At WFP headquarters the Operations Department has six regional bureaus coordinated by three divisions for development, emergencies, and transport and logistics. Operational responsibility for emergency operations are integrated into the regional bureaus, which receive technical support from the Emergency Division. The Transport and Logistics Division has line responsibility for transport, logistics, and insurance operations. Eighty-five country offices fall under the six regional bureaus. Comprised of 42 member governments, the Committee on Food Aid Policies and Programmes (CFA) is WFP's governing body and also a forum for intergovernmental consultations on all food aid matters. The CFA (which normally meets twice a year) is responsible for the supervision and direction of WFP, including policy, administration, operations, funds, and finances. WFP is funded through voluntary contributions from donor countries and inter-governmental bodies, such as the European Union. Contributions are made in commodities, cash, and services.

## 4. Capabilities and Core Competencies

WFP's capabilities include the following:

a. To promote rural development and help increase agricultural and food production, environmental protection, resettlement of communities, health and nutrition, education and human resources development, forestry, infrastructure and transportation, and fisheries.

b. To support development projects involving and benefitting poor women.

c. To administer the International Emergency Food Reserve and work in the operation of their own bilateral emergency food aid programs.

d. To coordinate emergency supplies from all sources through its transportation and logistics operations.

e. To carry out vulnerability mapping, emergency training, food needs assessment missions, design of appropriate development projects, and quick-action rehabilitation projects in the Programme's emergency response capacity.

f. To mitigate disasters by identification and design of appropriate projects, vulnerability mapping, and emergency training.

g. To transport relief food by land, sea and air.

h. To arrange the purchase and transport of food aid provided bilaterally by individual countries.

i. To improve the environment through such measures as afforestation and soil conservation.

j. To alleviate the effects of structural adjustment programs on the poor, particularly those which involve reductions in public spending and in subsidies for basic foods.

## 5. Interagency Relationships

WFP cooperates with other UN agencies, NGOs, PVOs and regional and international organizations. WFP also works with the international financial institutions (especially the World Bank) and bilateral agencies.

a. WFP collaborates with several hundred NGOs and PVOs in emergencies to get food through to the needy. NGOs and PVOs are often contracted to transport and distribute food. Special measures have been emphasized to form stronger partnerships with NGOs and PVOs. These include more formal arrangements in countries where collaboration with NGOs and PVOs has taken place on an ad hoc basis. Among other things, these arrangements cover monitoring, reporting, and financial accountability in the implementation of actual food distribution, while also maintaining some flexibility to allow freedom of action of partners. For example, WFP has signed country-specific agreements with the Mozambican Red Cross, Cooperative for Assistance and Relief Everywhere, World Vision, Oxfam, and Save the Children Federation.

b. Particularly close interagency coordination has been established with the UN Department of Humanitarian Affairs and with the UN High Commissioner for Refugees in responding to emergency situations. WFP actively participates in UNDHA-led meetings, particularly the InterAgency Standing Committee and the IASC Working Group. WFP also strongly supports UNDHA through the temporary assignment of senior emergency management staff to UNDHA's New York and Geneva offices, participation in UNDHA's Consolidated Appeals Process and in UNDHA-led interagency assessment missions, and the use of UNDHA's Central Emergency Revolving Fund.

c. WFP and UNHCR have working arrangements, which make the former responsible for the mobilization of all basic food commodities and the funds for meeting transport costs for all UNHCR-managed refugee relief operations.

d. The Programme's involvement in conflict zones results in greater interaction with UN peacekeeping forces around the world. Such interaction is instrumental in ensuring the demining of access routes, a key requirement for the delivery of large amounts of relief supplies. Peacekeeping forces also assist in the delivery of relief aid in humanitarian convoys across military lines.

# ANNEX K TO APPENDIX C
# UNITED NATIONS WORLD HEALTH ORGANIZATION (WHO)

## 1. Overview

The World Health Organization is an intergovernmental organization within the UN system. WHO's objective is "the attainment by all peoples of the highest possible level of health." WHO was given its mandate as the United Nations' specialized agency for international health work in 1946, with a constitution that took effect on 7 April 1948. That date is now commemorated each year as World Health Day.

## 2. Authority and Responsibilities

a. WHO's main constitutional functions include:

- To act as the directing and coordinating authority on international health work;
- To ensure valid and productive technical cooperation for health among member states; and
- To promote research.

b. WHO's responsibilities include the following:

- To assist governments, upon request, in strengthening health services.
- To establish and maintain such administrative and technical services as may be required, including epidemiological and statistical services.
- To provide information, counsel, and assistance in the field of health.
- To stimulate the eradication of epidemic, endemic, and other diseases.
- To promote improved nutrition, housing, sanitation, working conditions, and other aspects of environmental hygiene.
- To promote cooperation among scientific and professional groups which contribute to the enhancement of health.
- To propose international conventions and agreements on health matters.
- To promote and conduct research in the field of health.
- To develop international standards for food, biological, and pharmaceutical products.
- To assist in developing an informed public opinion among all peoples on matters of health.

## 3. Organizational Structure

WHO is headquartered in Geneva (CH-1211 Geneva 27, Switzerland). It performs its functions through three principal bodies: the World Health Assembly, the Executive Board, and the Secretariat. The WHO Liaison Office to the United Nations is located in New York City (2, UN Plaza, DC-2 Building, NY, NY 10017).

a. WHO operates in six regions, each consisting of a Regional Committee and a Regional Office. At the head of each Regional Office is a Regional Director. The Regional Offices are responsible for formulating regional policies and for monitoring regional activities. In many countries, there is a resident WHO representative, who is responsible for WHO's activities in the country and who supports the government in the planning and management of national health programs.

b. The six Regional Offices are:

- Africa (Regional Office for Africa; Brazzaville, Congo);
- Americas (Regional Office for the Americas/Pan American Health Organization; Washington, D.C.);
- South-East Asia (Regional Office for South-East Asia; New Delhi, India);
- Europe (Regional Office for Europe; Copenhagen, Denmark);
- Eastern Mediterranean (Regional Office for the Eastern Mediterranean; Alexandria, Egypt); and
- Western Pacific (Regional Office for the Western Pacific; Manila, Philippines).

## 4. Capabilities and Core Competencies

WHO's capabilities include the following:

a. To provide education on health problems and the methods of preventing and controlling them.

b. To promote food supply, proper nutrition, adequate supply of safe water, basic sanitation, and maternal and child health care, including family planning.

c. To conduct immunization against the major infectious diseases.

d. To prevent and control locally endemic diseases.

e. To provide appropriate treatment and essential drugs for common diseases and injuries.

f. To coordinate UN authority on international health work with emergency assistance using national and international resources and to provide necessary emergency aid, especially health services and facilities.

g. To report on outbreaks of communicable diseases.

h. To coordinate the international health aspects of disaster preparedness.

i. To guide UN member states in strengthening national capabilities in emergency preparedness.

j. To help provide early warning of disasters to the UN system.

k. To act as a clearinghouse for all kinds of health information.

l. To constantly check air and water pollution and measure contaminants in food and levels of radioactivity in the human environment.

m. To disseminate valid information on health matters throughout the world, including food, biological and pharmaceutical standards, standardized diagnostic procedures, environmental health criteria, and the international nomenclature and classification of diseases.

n. To promote the research required to develop appropriate health technologies and to identify social and behavioral approaches that could lead to healthier lifestyles in both developed and developing countries.

## 5. Interagency Relationships

As a cooperative organization, WHO is the collective expression of the health aspirations and actions of the UN membership. Besides providing technical cooperation for individual UN member states, WHO facilitates technical cooperation between countries, both developed and developing. For example,

WHO's Global Programme on AIDS works with more than 150 countries to provide financial and technical support. WHO's Action Programme on Essential Drugs collaborates with all countries to ensure the regular supply of drugs at the lowest possible cost and the rational use of a select number of safe and effective drugs and vaccines of acceptable quality.

a. Since WHO has a constitutional requirement to "establish and maintain effective collaboration with the United Nations," it coordinates its international activities with the UN system in the field of health and socio-economic development, working closely with other UN organizations, including:

- UN Children's Fund;
- UN Environment Programme (UNEP);
- International Atomic Energy Agency;
- International Labour Organization (ILO);
- International Programme on Chemical Safety;
- Food and Agriculture Organization of the United Nations and the Joint FAO/WHO Meeting on Pesticide Residues; and
- The Joint WHO/FAO Codex Alimentarius Commission that ensures the safety of food moving in trade and provides guidelines for national food control.

b. WHO maintains close working relationships with NGOs and PVOs. Some 160 NGOs and PVOs have official relations with WHO. In addition, more than one thousand leading health-related institutions around the world are officially designated as WHO Collaborating Centres.

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# APPENDIX D
# AGENCY CAPABILITIES AND RESOURCES — QUICK LOOK

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D-2. NONGOVERNMENTAL AND INTERNATIONAL ORGANIZATIONS ..... D-3
D-3. PRIVATE VOLUNTARY ORGANIZATIONS ..... D-4

| US Government Agencies | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | USAID | DHHS | DHUD | DOC | DOD | DOE | DOI | DOJ | DOL | DOS | DOT | CIA | EPA | FEMA | GSA | NCS | NRC | USDA |
| FOOD AND WATER | X | | | | X | | | | | | | | X | | | | | X |
| SANTATION | X | X | | | X | | X | | X | | | | X | | X | | | |
| CLOTHING & SHELTER | | | X | | X | | | | | | | | | | | | | X |
| EMERGENCY MEDICINE | | X | | | X | | | | | | | | | | | | | |
| HEALTH CARE SERVICES | | X | | | X | | | | | | | | | | | | | |
| COMMUNI-CATIONS | X | | | | X | | X | X | | | X | | | X | X | X | | X |
| TRANSPORTATIO | X | | | | X | | | | | | X | | | | X | | | X |
| REFUGEE SERVICES | | | | | | | | | | | X* | | | | | | | |
| SEARCH AND RESCUE | | | | | X | | | | X | | X* | | | X | | | | |
| FIRE FIGHTING | | | | | X | | X | | | | | | | | | | | X |
| CIVIL ENGINEERING | | | | X | X | | X | | | | | | | | X | | | X |
| HAZARDOUS MATERIALS | | X | | | X | X | | | | | X | | X | | | | X | |
| FINANCIAL ASSISTANCE | X | | | | | | | | | | | | | X | | | | |
| INFORMATION & PLANNING | X | X | X | X | X | | X | X | | X | X | X | X | X | | | X | X |
| ENERGY | | | | | X | X | | | | | | | | | | | X | X |
| NUTRITION SERVICES | | | | | | | | | | | | | | | | | | |
| AGRICULTURAL DEVELOPMENT | | | | | | | | | | | | | | | | | | X |
| ENVIRONMENTAL RECOVERY | | | | | | X | X | | | | X | | X | | | | X | |
| PUBLIC INFORMATION | | X | | | X | | | | | | | | | X | | | | |
| INTERAGENCY COORDINATION | X | | | | X | | | X | | X | X | X | X | X | X | | | X |

* US Coast Guard

| ACRONYM | EXPLANATION |
|---|---|
| USAID | US Agency for International Devebpment |
| DHHS | US Department of Health and Human Services |
| DHUD | US Department of Housing and Urban Development |
| DOC | US Department of Commerce |
| DOD | US Department of Defense |
| DOE | US Department of Energy |
| DOI | US Department of the Interior |
| DOJ | US Department of Justice |
| DOL | US Department of Labor |

| ACRONYM | EXPLANATION |
|---|---|
| DOS | US Department of State |
| DOT | US Department of Transportation |
| CIA | Central Intelligence Agency |
| EPA | Environmental Protection Agency |
| FEMA | Federal Emergency Management Agency |
| GSA | General Services Administration |
| NCS | National Communications System |
| NRC | Nuclear Regulatory Commission |
| USDA | US Department of Agriculture |

**Figure D-1. US Government Agencies**

## Nongovernmental and International Organizations

| | CONCERN | IOM | MSF | OXFAM UK/I | SCF/UK | UNDHA | FAO | ICRC | IFRC | UNHCR | UNICEF | WFP | WHO |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| FOOD AND WATER | X | | X | X | X | X | X | X | X | X | X | X | X |
| SANITATION | X | | X | X | X | | X | X | X | X | X | | X |
| CLOTHING & SHELTER | X | | X | X | X | X | | | X | X | X | | |
| EMERGENCY MEDICINE | | | X | X | X | | | X | X | X | X | | X |
| HEALTH CARE SERVICES | X | | X | X | X | | | X | X | | X | | X |
| COMMUNI-CATIONS | | | X | X | X | X | | X | X | | | | X |
| TRANSPORTATIO | | | X | X | X | | | | | | | X | |
| REFUGEE SERVICES | | X | | X | X | | | X | X | X | | | |
| SEARCH AND RESCUE | | | | | | | | | X | | | | |
| FIRE FIGHTING | | | | | | | | | | | | | |
| CIVIL ENGINEERING | X | | | | X | | | | | | | | |
| HAZARDOUS MATERIALS | | | | | | | | | | | | | X |
| FINANCIAL ASSISTANCE | | | | X | X | X | | X | X | X | | X | |
| INFORMATION & PLANNING | | X | | X | X | X | X | X | X | X | | X | X |
| ENERGY | | | | | | | | | | | | | X |
| NUTRITION SERVICES | X | | | X | X | | X | X | X | X | X | X | X |
| AGRICULTURAL DEVELOPMENT | X | | | X | X | | X | | | | X | | |
| ENVIRONMENTAL RECOVERY | | | | X | X | | | | | | | X | X |
| PUBLIC INFORMATION | | X | X | X | X | X | X | X | X | X | | | X |
| INTERAGENCY COORDINATION | | | | X | X | X | X | X | X | X | | | X |

| ACRONYM | EXPLANATION | ACRONYM | EXPLANATION |
|---|---|---|---|
| CONCERN | CONCERN Worldwide Limited | ICRC | International Committee of the Red Cross |
| IOM | International Organization for Migration | IFRC | International Federation of Red Cross and Red Crescent Societies |
| MSF | Medicins San Frontieres (Doctors Without Borders) | | |
| OXFAM | Oxfam (United Kingdom and Ireland) | UNHCR | UN High Commissioner for Refugees |
| UK/I | Save the Children Fund/United Kingdom | UNICEF | UN Children's Fund |
| SCF/UK | UN Department of Humanitarian Affairs | WFP | UN World Food Programme |
| UNDHA | UN Food and Agriculture Organization | WHO | UN World Health Organization |
| FAO | | | |

**Figure D-2. Nongovernmental and International Organizations**

| Private Voluntary Organizations | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | ADRA | AFRICARE | AICF/USA | ARC | CARE USA | CRS | IMC | INTERACTION | IRC | LWR | OXFAM AMERICA | RI | SCF/US | WV |
| FOOD AND WATER | X | X | X | X | X | X | | | | X | X | | X | X |
| SANITATION | | X | X | X | X | X | X | | X | X | | | X | X |
| CLOTHING & SHELTER | X | | X | X | X | X | | | X | X | X | | X | X |
| EMERGENCY MEDICINE | | X | X | X | X | X | X | | X | X | | | | |
| HEALTH CARE SERVICES | | X | X | X | X | X | X | | X | X | | | X | X |
| COMMUNI-CATIONS | | | | X | | | | | | X | X | | | |
| TRANSPORTATIO | | | | | X | | | | | X | | | | |
| REFUGEE SERVICES | | | X | X | X | X | | | X | X | X | | | |
| SEARCH AND RESCUE | | | | | | | | | | | | | | |
| FIRE FIGHTING | | | | | | | X | | | | | | | |
| CIVIL ENGINEERING | | X | | | X | | | | | X | | | | |
| HAZARDOUS MATERIALS | | | | | | | | | | | | | | |
| FINANCIAL ASSISTANCE | X | | | X | X | | | | | X | X | | X | X |
| INFORMATION & PLANNING | | | | X | X | | | X | | X | X | X | X | |
| ENERGY | | X | | | | | | | | X | | | | |
| NUTRITION SERVICES | X | X | | | X | X | X | | | X | X | | X | X |
| AGRICULTURAL DEVELOPMENT | X | X | X | | X | | | | | X | X | | | X |
| ENVIRONMENTAL RECOVERY | | | | | X | | | | | | X | | | |
| PUBLIC INFORMATION | | X | | X | X | X | | X | | X | X | X | | |
| INTERAGENCY COORDINATION | | X | | X | X | X | X | X | X | X | X | | | |

| ACRONYM | EXPLANATION | ACRONYM | EXPLANATION |
|---|---|---|---|
| ADRA | Adventist Development and Relief Agency International | InterAction | American Council for Voluntary International Action |
| AICF/USA | International Action Against Hunger | IRC | International Rescue Committee |
| ARC | American Red Cross | LWR | Lutheran World Relief, Inc. |
| CARE USA | Cooperative for Assistance and Relief Everywhere | RI | Refugees International |
| CRS | Catholic Relief Services | SCF/US | Save the Children Federation/United States |
| IMC | International Medical Corps | WV | World Vision |

**Figure D-3. Private Voluntary Organizations**

# APPENDIX E
# COUNTERDRUG OPERATIONS — INTERAGENCY COORDINATION

## LIST OF FIGURES

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# APPENDIX E
# COUNTERDRUG OPERATIONS — INTERAGENCY COORDINATION

## 1. Counterdrug Operations

The war on drugs typifies extremely complex US Governmental interagency coordination. Counterdrug activities of the United States have evolved from independent actions to a coherent national effort of joint military and civilian cooperation. Current national strategy aims at demand reduction and treatment, while attacking the drug trade at the source countries. DOD personnel charged with supporting counterdrug operations must work with more than 30 Federal agencies and innumerable state, local, and private authorities — a veritable "alphabet soup" of very different organizations that generally do not view operations through the same lens as the military. This effort is conducted under the National Narcotics Leadership Act of 1988 (Public Law 100-690), which established the Office of National Drug Control Policy (ONDCP) as the primary agency within the Executive Branch responsible for developing and implementing the National Drug Control Strategy. It does so under the leadership of the Director for National Drug Control Policy. The Act unifies the efforts of the various Federal and local agencies.

## 2. NSC's Role

Within the NSC, counterdrug operations fall under the Deputy National Security Advisor in the Office of Global Issues and Multilateral Affairs, who works through the Director for Counternarcotics and is supported by smaller working groups as follows.

a. **Counternarcotics Interagency Working Group**, chaired by the DOS's Assistant Secretary for International Narcotics and Law Enforcement Affairs (INL), oversees implementation of DOS plans and assesses effectiveness of counterdrug efforts.

b. **Heroin Strategy Working Group**, chaired by INL, addresses the heroin threat to the United States.

c. **Counternarcotics Coordination Group,** chaired by the DOD Coordinator for Drug Enforcement Policy and Support, addresses military support.

d. **Interdiction Committee**, headed by a ONDCP-designated chairman, develops policy recommendations for countries involved in the transit of drugs to the United States.

e. **Kingpin/Linear Working Group**, chaired by the CIA, coordinates intelligence structures for the counterdrug efforts.

## 3. The Department of Defense's Role

The Department of Defense's responsibility as the lead agency of the Federal government for the detection and monitoring of illegal drug shipments into the United States in support of law enforcement agencies was tasked as part of the National Defense Authorization Act of 1989. This Act also tasked the Department of Defense to create an integrated command, control, communications and intelligence network linking the Armed Forces and various civilian law enforcement agencies. The first of these requirements has been codified in title 10 (10 USC, Section 124). The Assistant Secretary of Defense (Special Operations and Low-Intensity Conflict) (ASD[SO/LIC]) serves as the DOD Coordinator for Drug Enforcement

Policy and Support and as the DOD point of contact to the Office of National Drug Control Policy. Additionally, as the principal staff assistant to the Secretary of Defense on counterdrug policy, ASD(SO/LIC) develops policy and issues guidance on DOD counterdrug plans and programs. Guidance to the combatant commands and coordination of operational policies and activities is accomplished by the Chairman of the Joint Chiefs of Staff and the Joint Staff. The procedures set forth in Joint Pub 3-07.4, "Joint Counterdrug Operations," apply.

## 4. Theater Counterdrug Strategy

Each of the combatant commanders develops an overarching command strategy for detection and monitoring of aerial and maritime modes of drug transportation within their area of responsibility.

a. USACOM and USPACOM execute their responsibilities through two geographically-oriented counterdrug Joint Interagency Task Forces (JIATFs - built around the original counterdrug JTFs) and one US Customs Domestic Air Interdiction Coordination Center at March AFB, California. JIATF-East (Key West) and JIATF-West (Alameda) achieve unity of command by bringing together the resources of participating agencies for execution of the counterdrug strategy under one single commander. Additionally, USACOM supports interagency counterdrug operational support throughout the United Statesthrough JTF-6, located in El Paso, Texas.

b. USSOUTHCOM has a detection and monitoring mission and also conducts military deployments to Latin American nations to train host-nation counterdrug forces and to gain popular support for counterdrug operations. These deployments can include training, intelligence support, mission planning, logistic support, maintenance activities, medical missions, communications support, civic action programs, Military Information Support Teams, or civil engineering support. The size of these deployments can vary from one person to battalion-sized exercises, while the length of deployment ranges from 1 to 179 days. These deployments, which provide operational support to US and foreign drug law enforcement elements, must be requested by the US Embassy and approved by both the host nation and the US Ambassador to that nation. USSOUTHCOM's counterdrug efforts are executed through JIATF-South (Panama). Coordination must be accomplished with appropriate Federal agencies, both in the country and at the national level, to represent current US policy. Federal agencies include but are not limited to the DOS, DOJ, DEA, USCG and the US Customs Service. USSOUTHCOM's forward presence operations enable it to have direct influence on Latin American nations to suppress illegal drug activities.

c. The North American Aerospace Defense Command coordinates with USACOM, USPACOM and USSOUTHCOM to integrate radar track data from radar sensors along the US southwest border and US coastlines with that which is provided by offshore mobile sensors, airborne early warning aircraft, and various radar sites to provide a composite radar picture for drug interdiction operations.

## 5. US Interdiction Coordinator (USIC)

The USIC is designated by the Director of ONDCP and is responsible for determining the adequacy and proper use of interdiction assets OCONUS consistent with US international counternarcotics policy. While the USIC does not exercise operational and tactical responsibilities, he coordinates international counternarcotics efforts with departments and agencies having overseas

interdiction responsibilities, including military commanders and civilian supervisors in the field. The USIC also works closely with the Counternarcotics IWG.

## 6. Operation Bahamas, the Turks and Caicos Islands (OPBAT)

OPBAT is a DEA counterdrug program which is oriented primarily toward interdiction of aircraft suspected of transporting illegal drugs. The OPBAT area of operations is limited to the West Indies and facilities located in the Bahamas and Turks and Caicos Islands. The DEA supervisor reports to the Ambassador and is supported by the Coast Guard, the Customs Service, the Army, and JIATF-East, as well as law enforcement personnel of both the Bahamas and Turks and Caicos Islands.

## 7. Major Counterdrug Organizations

The major counterdrug organizations are depicted in Figure E-1. Federal lead and/or primary agencies and theirresponsibilities are depicted in Figure E-2. Both figures are adapted from Joint Pub 3-07.4, "Joint Counterdrug Operations," which provides detailed information regarding counterdrug operations and the interagency coordination required in those operations.

| ORGANIZATIONS | Counterdrug Organizations | | | | | | |
|---|---|---|---|---|---|---|---|
| | CRIMINAL JUSTICE | DRUG TREATMNT | EDUC; CMTY ACTION; WORKPLACE | INTERNAT' INITIATIVE | DRUG INTERDICTION | RESEARCH & DEVELOPMEN | INTEL & INFO MGT |
| FEDERAL - EXEC OFC PRES - NSC | P | P | P | P | P | P | P |
| EXEC OFC PRES - ONDCP | P | P | P | M | S | S | S |
| CIA | o | o | o | P | o | M | M |
| DOD | A | A | S | A | L(3) & M(3) | S | S(1), M(3) |
| DOJ-DEA | L(1),M(2) | o | A | M | M | o | L |
| - FBI | L(1),M(2) | o | A | S | S | o | M |
| - INS | S | o | A | A | S | S | A |
| - INS-US BORDER PATROL | S | o | A | A | M(4) | o | A |
| - US ATTORNEY | L(2),M(1) | o | A | L(2) | S | o | M |
| - US MARSHALS | S | o | A | S | S | o | A |
| - BUREAU OF PRISONS | S | A | A | o | o | o | A |
| - INTERPOL - (US) | S | o | A | M | S | o | S |
| DOS - INL | A | o | A | L | A | o | A |
| - USAID | o | A | A | M | o | o | o |
| - COUNTRY TEAMS | A | o | A | M | S | o | S |
| - USIA | o | o | S | S | o | o | o |
| TREAS - CUSTOMS SERVICE | M | o | A | S | L(4) & (5)* | o | M |
| - ATF | S | o | A | A | S | o | A |
| - IRS | S | o | A | A | S | o | A |
| - SECRET SERVICE | S | o | A | A | A | o | A |
| DOT - COAST GUARD | A | o | A | S | L(4) & (5) | S | M |
| - FAA | S | o | A | A | S | o | A |
| AGRIC - US FOREST SERVICE | A | o | A | o | S | o | A |
| INTERIOR - BIA (INDIAN AFF) | o | o | A | o | A | o | A |
| - BLM (LAND MGT) | o | o | A | o | A | o | A |
| - NPS (PARK SVC) | A | o | A | o | S | o | A |
| EDUCATION DEPT | A | M | M | o | o | S | A |
| HEALTH & HUMAN SERVICES | o | L | M | A | o | M | A |
| COMPOSITE/REGN'L - HIDTAs | M | o | A | S | M | o | S |
| - OCDETFs | M(1) & (2) | o | A | L(2) | A | o | M(2) |
| - OP ALLIANCE | M(1) | o | A | M | M | o | S |
| - PROJ NORTH STAR | M(1) | o | A | M | M | o | S |
| - OPBAT | M(1) | o | A | M | M | o | S |
| - EPIC | S | o | A | S | M | o | M |
| STATE/LOCAL - NG (STATE) | S | o | A | o | M | o | S |
| - DEA S/L TASK FORCES | M(1) & (2) | o | A | S | M | o | S |

*Maritime lead from the territorial sea and shoreward

**Figure E-1. Counterdrug Organizations**

| ORGANIZATIONS | CRIMINAL JUSTICE | DRUG TREATMNT | EDUC; CMTY ACTION; WORKPLACE | INTERNAT' INITIATIVE | DRUG INTERDICTION | RESEARCH & DEVELOPMEN | INTEL & INFO MGT |
|---|---|---|---|---|---|---|---|
| - PROJ NORTH STAR | M(1) | o | A | M | M | o | S |
| - OPBAT | M(1) | o | A | M | M | o | S |
| - EPIC | S | o | A | S | M | o | M |
| STATE/LOCAL - NG (STATE) | S | o | A | o | M | o | S |
| - DEA S/L TASK FORCES | M(1) & (2) | o | A | S | M | o | S |

*Maritime lead from the territorial sea and shoreward

| FIGURE CODES | EXPLANATION | FIGURE CODES | EXPLANATION |
|---|---|---|---|
| A | Ancillary Role | L(6) | Lead Agency - Land Interdiction |
| L | Lead Agency and Major Responsibilities | M | Major Responsibilities |
| L(1) | Lead Agency - Investigations | M(1) | Major Responsibilities - Investigations |
| L(2) | Lead Agency - Prosecutions | M(2) | Major Responsibilities - Prosecutions |
| L(3) | Lead Agency - Detection and Monitoring | M(3) | Major Responsibilities - C3 |
| L(4) | Shared Lead Agency - Air Interdiction | M(4) | Primary Agency - Border Interdiction |
| L(5) | Lead Agency - Maritime Interdiction | P | Policy Guidance |
| | | S | Significant Support Role |
| | | S(1) | Significant Role - Intelligence |

| ACRONYM | EXPLANATION | ACRONYM | EXPLANATION |
|---|---|---|---|
| ATF | Bureau of Alcohol, Tobacco, and Firearms | IRS | Internal Revenue Service |
| BIA | Bureau of Indian Affairs | NG | National Guard |
| BLM | Bureau of Land Management | NPS | National Park Service |
| CIA | Central Intelligence Agency | NSC | National Security Council |
| DEA | Drug Enforcement Administration | OCDETF | Organized Crime Drug Enforcement Task Force |
| DOD | Department of Defense | ONDCP | Office of National Drug Control Policy |
| DOJ | Department of Justice | OP | Operation |
| DOS | Department of State | OPBAT | Operation Bahamas, the Turks, and Caicos Islands |
| DOT | Department of Transportation | | |
| EPIC | El Paso Intelligence Center | US | United States |
| FAA | Federal Aviation Administration | USAID | US Agency for International Development |
| FBI | Federal Bureau of Investigation | | |
| HIDTAs | High-Intensity Drug Trafficking Areas | USIA | US Information Agency |
| INL | International Narcotics and Law Enforcement Affairs | | |
| INS | Immigration and Naturalization Service | | |

**Figure E-1. Counterdrug Organizations (cont'd)**

| Federal Lead/Primary Agencies and Their Responsibilities | |
|---|---|
| **LEAD/PRIMARY AGENCIES** | **RESPONSIBILITIES** |
| DEPARTMENT OF DEFENSE (DOD) | DETECTION AND MONITORING OF AERIAL AND MARITIME TRANSIT OF ILLEGAL DRUGS IN SUPPORT OF LAW ENFORCEMENT AGENCIES |
| DRUG ENFORCEMENT ADMINISTRATION (DEA) | ENFORCING LAWS AND REGULATIONS ON DRUGS & CONTROLLED SUBSTANCES<br>- Investigating major interstate and international drug law violators<br>- Enforcing regulations on legal manufacture & distribution of controlled substances<br>- Participates in drug intelligence-sharing with other national agencies<br>- Coordinating DEA and international counterparts' efforts |
| FEDERAL BUREAU OF INVESTIGATION (FBI) | INVESTIGATING VIOLATIONS OF CRIMINAL LAWS - (concurrent with DEA)<br>- Targeting major multi-jurisdictional trafficking organizations<br>- Goal is dismantling trafficking networks |
| US ATTORNEYS | PROSECUTING CRIMINALS<br>- Prosecuting violations of federal laws concerning: controlled substances, money laundering, drug trafficking, tax evasion, and violent and organized crime<br>- Overseeing OCDETF's activities |
| US BORDER PATROL | "PRIMARY AGENCY" - LAND INTERDICTION BETWEEN US PORTS OF ENTRY (POEs) |
| DEPARTMENT OF STATE (DOS) - INTERNATIONAL NARCOTICS AND LAW ENFORCEMENT AFFAIRS | COORDINATING US INTERNATIONAL SUPPLY REDUCTION STRATEGIES |
| US CUSTOMS SERVICE | LEAD - INTERDICTION AT LAND AND SEA US POEs (with US Border Patrol as "Primary Agency" between POEs and US TERRITORIAL WATERS<br><br>CO-LEAD (with Coast Guard) - AIR INTERDICTION |
| US COAST GUARD | LEAD - MARITIME INTERDICTION<br>CO-LEAD (with Customs Service) - AIR INTERDICTION |

**Figure E-2. Federal Lead/Primary Agencies and Their Responsibilities**

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# APPENDIX F
# FOREIGN DISASTER ASSISTANCE — INTERAGENCY COORDINATION

1. Humanitarian assistance efforts supported by military forces in foreign disasters exemplify interagency coordination initiated by the DOS.

2. In a foreign disaster, either the US Ambassador to a foreign country or the DOS declares that a disaster or a situation exists that requires humanitarian assistance from the USG. The declaration normally follows a request for assistance from the affected nation and validation by the country team. Upon such validation, the US Ambassador may immediately request the release of $25,000 from the USAID/OFDA, pending follow-on assistance from the USG.

3. The DOS chairs an interagency working group to determine appropriate courses of action and policy for the disaster, even though direction to do so will normally not be received from the NSC or NSC staff. The components of the DOS responsible for government actions are the regional bureau of the affected country, the US Embassy, and may also include the Bureaus of Refugee Programs, International Organizational Affairs, Political-Military Affairs, Human Rights and Humanitarian Affairs, and the Office of the Legal Advisor.

4. The Deputy Assistant Secretary of Defense for Humanitarian and Refugee Affairs, under the direction of the Assistant Secretary of Defense (Special Operations and Low-Intensity Conflict) and the Under Secretary of Defense for Policy, is responsible for policy and direction of DOD relief efforts. DOD representation to foreign disaster relief interagency working groups will normally originate from within this Secretariat and the Joint Staff. As in the case of domestic emergencies, MOAs are agreed to by multiple agencies in anticipation of future disasters requiring specific agency resources. For example, USAID/OFDA can coordinate directly with the Department of Defense for provision of defense equipment, resources, and personnel to a foreign nation, and arrange DOD transportation. Disaster relief activities of the Department of Defense are determined by the nature of the USAID/OFDA request for assistance and the Office of the Secretary of Defense determination of the assistance that can be provided. The Office of the Secretary of Defense then issues formal tasking to the appropriate DOD components, normally through the Joint Staff, for activities involving forces assigned to the combatant commanders. The Foreign Assistance Act of 1961 (22 USC 2348) and DOD 5100.46 pertain. Joint Pub 3-07.6, "JTTP for Foreign Humanitarian Assistance," will provide further guidance.

5. The Department of Defense has independent statutory authority (10 USC 404) to respond to overseas manmade or natural disasters when necessary to prevent loss of life. Under Executive Order 12966, the Secretary of Defense provides such assistance at the direction of the President or in consultation with the Secretary of State. In emergency situations to save human lives, when there is not sufficient time to seek prior concurrence from the Secretary of State, the Department of Defense may provide assistance and advise and seek the concurrence of the Secretary of State as soon as practicable thereafter (see also DOD directive 5100.46).

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# APPENDIX G
# NONCOMBATANT EVACUATION OPERATIONS — INTERAGENCY COORDINATION

1. A noncombatant evacuation operation (NEO) is by nature an interagency-intensive operation. NEOs support the DOS in evacuating certain civilian noncombatants and nonessential civilian and military personnel from a foreign country. They are normally conducted to evacuate US citizens from a hostile environment created either by armed conflict, lawlessness, or natural disaster. Evacuees may also include selected local citizens or third country nationals, including NGO and PVO volunteers, as well as other regional or international organization workers and members of media organizations. Unless otherwise designated by the Office of the Secretary of Defense, the ultimate safe haven for DOD employees and family members is the United States.

2. NEOs are conducted under Executive Order 12656 that assigns responsibility for the protection of American citizens abroad and their property to the DOS. When relations with a country deteriorate or the environment becomes inhospitable, evacuation of US citizens becomes a course of action.

3. The Department of Defense is responsible to the DOS for advising and assisting in the preparation and implementation of NEO plans. During execution of a NEO plan, the Department of Defense operates in support of the DOS. At the strategic level, the Washington Liaison Group (WLG), chaired by a representative of DOS and including representatives from the Office of the Secretary of Defense, the Joint Staff, Military Departments, and other key USG agencies, coordinates the planning and implementation of DOS and DOD NEO plans. The WLG, for practical purposes the NEO IWG, is designated to coordinate with the Department of Health and Human Services, the Immigration and Naturalization Service, and the Customs Service to ensure that all non-USG evacuees are met and processed. The DOS is responsible for identifying those personnel to be evacuated.

4. Combatant commanders are tasked by the NCA through the Chairman of the Joint Chiefs of Staff to plan and conduct NEOs for the DOS. The military options of individual deliberate NEO plans are developed by the geographic combatant command staff in close coordination with each embassy. NEO plans frequently include non-military options using some combination of commercial and private aircraft, ships, and vehicles. These options should be understood by the designated military force. Additionally, once the Secretary of State has approved an evacuation, the Chief of Mission (i.e., the Ambassador) has the authority to implement the plan with the designated military force. In a crisis, NEO plans may be developed by the designated military force staff in cooperation with the local country team, subject to approval by the geographic combatant commander and the NCA.

5. If an evacuation is contemplated, early deployment of an advance liaison party to the embassy facilitates planning, coordination, and execution. An interagency task force may also be formed, as in the evacuation of Rwanda in 1994. The procedures set forth in Joint Pub 3-07.5, "JTTP for Noncombatant Evacuation Operations," apply.

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# APPENDIX H
# INTERAGENCY TELEPHONE AND FACSIMILE NUMBER LISTING

## FEDERAL AGENCIES

| Federal Agencies: | Phone Numbers: | Facsimile Numbers: |
|---|---|---|
| Central Intelligence Agency (CIA) | (703) 482-5868 | (703) 482-2243 |
| Environmental Protection Agency (EPA) | (202) 260-2090 | (202) 260-0279 |
| Federal Emergency Management Agency (FEMA) | (202) 646-3923 | (202) 646-3930 |
| General Services Administration (GSA) | (202) 501-0012 | (202) 501-1439 |
| National Communications System (NCS) | (703) 607-4901 | (703) 692-2740 |
| Nuclear Regulatory Commission (NRC) | (301) 415-7000 | (301) 504-2260 |
| Peace Corps | (202) 606-3010 | (202) 606-3110 |
| US Agency for International Development (USAID)<br>Office of US Foreign Disaster Assistance (OFDA) | (202) 647-4000<br>(202) 647-5916 | (202) 647-0148<br>(202) 647-5269 |
| US Department of Agriculture (USDA) | (202) 720-3631 | (202) 720-2166 |
| US Department of Commerce (DOC) | (202) 482-3934 | (202) 482-4576 |
| US Department of Energy (DOE) | (202) 586-5000 | (202) 586-8134 |
| US Department of Health & Human Services (DHHS) | (202) 690-7591 | (202) 690-6380 |
| US Department of Housing & Urban Development (DHUD) | (202) 708-0980 | (202) 619-8153 |
| US Department of the Interior (DOI) | (202) 208-3651 | (202) 208-5048 |
| US Department of Justice (DOJ) | (202) 514-2000 | (202) 514-4371 |
| US Department of Labor (DOL) | (202) 219-6666 | (202) 219-7312 |
| US Department of State (DOS) | (202) 647-4000 | (202) 647-6434 |
| US Department of Transportation (DOT) | (202) 366-4000 | N/A |
| US Information Agency (USIA) | (202) 619-6194 | (202) 205-0484 |

## NONGOVERNMENTAL AND INTERNATIONAL ORGANIZATIONS

| Nongovernmental and International Organizations: | Phone Numbers: | Facsimile Numbers: |
|---|---|---|
| CONCERN Worldwide Limited ("CONCERN") | (212) 557-8000(NY)<br>(01) 475-4162(Dublin) | (212) 557-8004 |
| InterAction | (202) 667-8227(D.C.) | (202) 667-8236 |
| International Committee of the Red Cross (ICRC) | 41-22-7346001(Geneva) | 41-22-733-2057 |
| International Federation of Red Cross & Red Crescent Societies (IFRC) | 41-22-7304222(Geneva) | 41-22-733-0395 |
| International Organization for Migration (IOM) | 41-22-7179111(Geneva)<br>(202) 862-1826(D.C.)<br>(212) 463-8422(NY)<br>(415) 391-9796(CA)<br>(708) 296-3583(IL)<br>(305) 885-5426(FL) | 41-22-7986150 |
| Medicins Sans Frontiers/Doctors Without Borders (MSF) | (212) 649-5961 | (212) 246-8577 |
| Oxfam United Kingdom and Ireland (Oxfam UK/I) | (0865) 311311 | (0865) 312600 |
| Save the Children Fund/United Kingdom (SCF/UK) | (071) 703-5400 | (071) 703-2278 |
| UN Children's Fund (UNICEF)<br>US Committee for UNICEF | (212) 326-7000(NY)<br>(212) 686-5522 | (212) 888-7465<br>(212) 779-1679 |
| UN Department of Humanitarian Affairs (UNDHA) | 41-22-9171234(Geneva)<br>(212) 963-5403(NY) | 41-22-9170023<br>(212) 963-4879 |
| UN Food and Agriculture Organization (UNFAO) | (396) 57971(Rome)<br>(202) 653-2400(D.C.) | (396) 57973152<br>(202) 653-5760 |
| UN High Commissioner for Refugees (UNHCR) | 41-22-7398111(Geneva)<br>(202) 296-5191(D.C.)<br>(212) 963-6200(NY) | 41-22-7398822<br>(202) 296-5660<br>(212) 963-0074 |
| UN World Food Programme (UN WFP) | (39-6) 522821(Rome)<br>(212) 963-8364(NY) | (39-6) 52282834<br>(212) 963-8019 |
| UN World Health Organization (UNWHO) | 41-22-7912111(Geneva)<br>(202) 331-9081(D.C.)<br>(212) 963-6001(NY) | 41-22-7910746<br>(202) 331-9097<br>(212) 223-2920 |
| Regional Office for Africa | (242) 83-91-11(Congo) | (242) 83-94-00 |
| Regional Office for the Americas | (202) 861-3200(D.C.) | (202) 223-5971 |
| Regional Office for South-East Asia | 91-11-331-7804(New Delhi) | 91-11-331-8607 |
| Regional Office for Europe | 45-39-17-17-17(Copenhagen) | 45-39-17-18-18 |
| Regional Office for the Eastern Mediterranean | 203-48 20 223(Alexandria) | 203-48 38 916 |
| Regional Office for the Western Pacific | (632) 521-8421(Manila) | (632) 521-1036 |

## PRIVATE VOLUNTARY ORGANIZATIONS

| Private Voluntary Organizations: | Phone Numbers: | Facsimile Numbers: |
|---|---|---|
| Adventist Development & Relief Agency International (ADRA) | (301) 680-6380<br>(800) 424-2372(long-distance) | (301) 680-6370 |
| Africare | (202) 462-3614(D.C.) | (202) 387-1034 |
| American Council for Voluntary International Action (InterAction) | (202) 667-8227(D.C.) | (202) 667-8236 |
| American Red Cross (ARC) | (202) 737-8300(D.C.) | (202) 347-1794 |
| AICF/USA (International Action Against Hunger) | (202) 783-5947(D.C.) | (202) 783-5247 |
| Catholic Relief Services (CRS) | (410) 625-2220 | (410) 234-3178 |
| Cooperative for Assistance and Relief Everywhere, Inc. (CARE) | (404) 681-2552(GA)<br>(202) 223-2277(D.C.) | (404) 577-6271<br>(202) 296-8695 |
| International Medical Corps (IMC) | (310) 826-7800 | (310) 442-6622 |
| International Rescue Committee (IRC) | (212) 551-3000(D.C.) | (212) 551-3180 |
| Lutheran World Relief, Inc. (LWR) | (212) 532-6350(NY)<br>(202) 543-6336(D.C.) | (212) 213-6081<br>(202) 546-6232 |
| Oxfam America | (617) 482-1211(MA)<br>(202) 783-7302(D.C.)<br>(510) 652-4388(CA) | (617) 728-2594<br>(202) 783-8739<br>(510) 652-4497 |
| Refugees International (RI) | (202) 828-0110(D.C.) | (202) 828-0819 |
| Save the Children Federation/United States (SCF/US) | (203) 221-4000(CT)<br>(800) 243-5075(long-distance)<br>(212) 682-6881(NY)<br>(202) 434-8976(D.C.) | (203) 227-5667<br><br>(212) 661-3438 |
| World Concern<br>World Concern Asia<br>World Concern Haiti<br>World Concern Latin America<br>World Concern Africa | 206-546-7201<br>662-251-4711(Bangkok)<br>509-461-635(Port-au-Prince)<br>591-366-6446(Santa Cruz, BOL)<br>254-256-0413(Nairobi) | (206) 546-7269 |
| World Vision (WV) | (818) 303-8811(CA) | (818) 301-7786 |
| World Vision Relief and Development (WVRD) | (818) 357-7979(CA)<br>(202) 547-3743(D.C.) | (818) 358-2896<br>(202) 547-4834 |

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# APPENDIX J
# HUMANITARIAN ASSISTANCE IN COMPLEX EMERGENCIES
# THE MOHONK CRITERIA

This World Conference on Religion and Peace statement, developed in 1994, provides insight for commanders regarding the humanitarian assistance philosophy of much of the international relief community.

Difficulties encountered in humanitarian assistance responses to recent complex emergencies[1] indicate that respect for international law and the humanitarian mandate is increasingly threatened. The introduction of military forces into complex emergencies, for peacekeeping or security purposes, may complicate implementation of the humanitarian mandate. In view of the increasing number of complex emergencies requiring new strategies for humanitarian response, a Task Force on Ethical and Legal Issues in Humanitarian Assistance composed of representatives of major relief agencies, the UN system and experts in humanitarian assistance issues was formed by the Program on Humanitarian Assistance at the World Conference on Religion and Peace to assess and make recommendations on the range of issues confronting agencies responsible for the delivery of humanitarian assistance.

Taking into consideration the concerns enumerated below, the Task Force on Ethical and Legal Issues in Humanitarian Assistance calls upon the Member States of the United Nations to:

1. Recognize the right to humanitarian assistance and the responsibility to provide it;

2. Acknowledge and ensure the right of access by humanitarian assistance organizations to endangered populations in complex emergencies;

3. Reaffirm their commitment to international humanitarian and human rights law;

4. Consider the establishment of a forum where experts from the humanitarian community can give testimony to the Security Council on matters of humanitarian concern;

5. Increase budgetary spending for peaceful approaches to resolving international and internal armed conflicts, including the training and deployment of civilian peacekeepers;

6. Consider the use of force to ensure the delivery of humanitarian assistance only as a means of last resort;

7. Require and provide uniform specialized training in programs which include persons from the political, humanitarian and military fields for all personnel seconded by member states to United Nations Peacekeeping Operations;

8. Acknowledge and protect the integrity of the humanitarian mandate and make every effort to ensure the neutrality, identity, and safety of humanitarian relief personnel;

9. Reaffirm the guiding principles of humanitarian assistance enumerated in General Assembly Resolution 46/182;

10. Require all those involved in addressing complex emergencies to abide by and assist in the reporting of violations of international humanitarian and human rights law in the best interest of the victims and provide training on these laws to all personnel involved in addressing complex emergencies.

These criteria address critical issues in providing humanitarian assistance during complex emergencies. It starts with the premise that a mandate for providing humanitarian assistance to those in need emerges from notions of fundamental human rights.[2] Specifically:

1. Everyone has the right to request and receive humanitarian aid necessary to sustain life and dignity from competent authorities or local, national, or international governmental and nongovernmental organizations;

2. Humanitarian agencies have the right to offer and deliver that humanitarian aid where needed, consistent with universal principles embodied in international humanitarian and human rights law.

These criteria recognize and build on the body of international humanitarian[3] and human rights law which governs the conduct of nations toward civilian populations (noncombatants) in international and internal armed conflicts. Moreover, these criteria recognize that certain humanitarian principles[4] must govern all humanitarian assistance, including:

1. Humanity: Human suffering should be addressed wherever it is found. The dignity and rights of all victims must be respected and protected;

2. Impartiality: Humanitarian assistance should be provided without discriminating as to ethnic origin, gender, nationality, political opinions, race, or religion. Relief of the suffering of individuals must be guided solely by their needs and priority must be given to the most urgent cases of distress;

3. Neutrality: Humanitarian assistance should be provided without engaging in hostilities, taking sides in hostilities, or taking sides in controversies of a political, religious, or ideological nature;

4. Independence: The independence of action by humanitarian agencies should not be infringed upon or unduly influenced by political, military, or other interests;

5. Empowerment: Humanitarian assistance should strive to revitalize local institutions, enabling them to provide for the needs of the affected community.

Humanitarian assistance should provide a solid first step on the continuum of emergency relief, rehabilitation, reconstruction, and development.

Finally, these criteria recognize that humanitarian assistance must be provided within a continuum of responses that respect the culture and dignity of aid recipients and involves them fully. Humanitarian assistance should stress self-reliance, address root causes to the extent possible, and proceed from emergency relief to rehabilitation, reconstruction, repatriation, or resettlement and sustainable development. Humanitarian assistance should protect and care for the whole person, including his or her human rights, and should seek to reach the most vulnerable: children, the elderly, persons with disabilities, the poor, and women.

Keeping in mind these principles, the Task Force on Ethical and Legal Issues in Humanitarian Assistance recommends the following:

## I
## PROTECTING THE INTEGRITY OF THE HUMANITARIAN MANDATE

1. Governments or others must not subordinate or subvert the integrity of the humanitarian mandate for political or military purposes.

2. Humanitarian assistance agencies and organizations must be free to do their work and not be hindered by political or military restrictions.

## II
## RESPONSIBILITY TO PROVIDE ASSISTANCE DURING COMPLEX EMERGENCIES

1. Primary responsibility for the protection and well being of civilian populations rests with the government of the state or the authorities in control of the territory in which the endangered persons are located.

2. Insurgent groups and militias should be held to the same standards of responsibility as governments.

3. Countries which border on areas in need of relief should permit and assist cross-border humanitarian assistance operations.

4. Where the government or other authority is unable or manifestly unwilling to provide life-sustaining aid, the international community has the right and obligation to protect and provide relief to affected and threatened civilian populations, in conformity with the principles of international law.

5. The principles of non-interference and sovereignty should not be used as an obstacle to humanitarian assistance. The objective of humanitarian assistance is to save lives and is not intended to challenge the sovereignty of the state on whose territory aid is to be delivered.

## III
## HUMANITARIAN ASSISTANCE WITHIN THE RANGE OF RESPONSES TO COMPLEX EMERGENCIES

1. Political decision makers should:
   a. Provide leadership in resolving conflicts;
   b. Act at the earliest possible time either to prevent an incipient emergency or to diffuse and mitigate it shortly after its onset;
   c. Continue involvement on a continuum of activity from early warning and preventive diplomacy to conflict resolution and postconflict peace building;
   d. Emphasize enabling domestic leadership to resolve conflicts;
   e. Establish or strengthen representative institutions;
   f. Employ national, regional, and international conflict resolution mechanisms;
   g. Give due consideration to the humanitarian mandate in political decision making.

2. Humanitarian assistance actors should provide relief:
   a. On the basis of need;
   b. In quantity and duration sufficient to enable the victims to sustain life and move toward sustainable economic, social, and political development;
   c. In a manner that strengthens efforts of local governmental and nongovernmental organizations to relieve suffering and build self-reliance;
   d. Within a continuum from emergency relief to reconstruction, rehabilitation, and development.

3. Military forces should:
   a. Be used only as a last resort;
   b. Be employed in exceptional circumstances to protect, support, and deliver humanitarian relief;
   c. Be used sparingly because of their disproportionate human and financial cost;
   d. Comply with decisions of the appropriate international civilian authority;
   e. Respect the independence and freedom of movement of humanitarian organizations.

## IV
## COORDINATION BETWEEN POLITICAL HUMANITARIAN AND PEACEKEEPING MANDATES

Coordination among all parties — political, humanitarian and military (peacekeeping and peace enforcement) — is essential in addressing complex emergencies. Therefore:

1. Humanitarian, peacekeeping, peace enforcement and political mandates should be clearly defined and made known to all relevant parties. Whenever subsequent resolutions modify an existing mandate of any party, the changes should be incorporated into a single document and made known to all parties;

2. Appropriate decision making structures should be established at headquarters and at field levels in order to coordinate and resolve political, humanitarian, and military issues of policy and operations;

3. Mechanisms must be established and followed to assure open and active communication among those engaged in carrying out political, humanitarian, peacekeeping, and peace enforcement mandates. Communication would be facilitated by joint training programs for political, humanitarian, and military personnel.

4. Coordination units and/or liaison personnel should be established at all levels to facilitate communication and resolve problems.

## V
## STRATEGIC PLANNING

1. A contextual evaluation of the nature and factors of the complex emergency is essential for effective planning. Therefore, in designing humanitarian assistance responses, local and regional perspectives should be sought to advise on factors likely to influence the outcome of the relief efforts. Local staff and organizations should assess the severity of the crisis and, to the maximum extent feasible, should design and implement appropriate responses.

2. The primary objective of humanitarian assistance is to meet human needs. To the extent possible, humanitarian assistance responses should establish clear objectives which:
   a. Take into account the root causes of the conflict;
   b. Facilitate peaceful measures to resolve conflicts and create lasting solutions.

3. Political and military planners should develop objectives that facilitate achieving humanitarian objectives. Where the state or territory in which a complex emergency occurs is subject to mandatory sanctions under Chapter VII of the UN Charter, the political goals represented by those sanctions may conflict with humanitarian objectives. The Security Council should recognize this conflict and design procedures which allow for a continuous review of the sanctions regime so that humanitarian assistance is not unduly obstructed as a result of the application of sanctions.

4. To the extent feasible, joint planning should take place. When political, humanitarian and military leaders engage in joint planning, they should examine options which take into account:
   a. Effectiveness in saving lives and minimizing the disruption to at-risk populations;
   b. The sustainability of measures to be employed;
   c. The resources which can be made available;
   d. Compatibility of operations;
   e. Respect for the independence of humanitarian organizations who are not able or willing to share in a joint planning process;
   f. Swift and effective fulfillment of their mandate.

## VI
## ACCOUNTABILITY

1. Humanitarian agencies should be accountable first to the responsibility of fulfilling the humanitarian needs of the persons they serve. They are also accountable to donors and sponsoring organizations. Acts of a humanitarian nature should be measured by the universal principles of humanity, impartiality, neutrality, independence, and empowerment (described above).

2. Political and military authorities, as well as humanitarian agencies, must respect the norms embodied in international humanitarian and human rights law.

3. Military forces must be accountable to the international body authorizing their deployment. They must be guided by a set of rules of engagement. They should ensure that violations of international norms are reported. Internationally authorized military force should never be used for partisan purposes.

4. Political authorities must be accountable to the mandate given by their authorizing bodies.

## VII
## MEANS TO ENSURE HUMANITARIAN ASSISTANCE DURING COMPLEX EMERGENCIES

**1. Peaceful Means to Ensure the Provision of Humanitarian Assistance**

Freedom of access is the ideal working environment for the provision of humanitarian assistance. Where this is not achieved, negotiated access should be considered the best means for preserving the ability of humanitarian organizations to deliver relief. This is the preferred option because it is in harmony with the basic principles of humanitarian assistance. Local and international political representatives and the relief agencies concerned should be responsible for negotiating access. The independence of organizations which insist on operating only on this basis and without armed protection should be respected.

There are numerous ways to gain and ensure access with the consent of all parties that do not involve the use of military force. These include:

a. Fact-finding missions;
b. Good offices of the UN Secretary General;
c. Diplomatic initiatives by private citizens and nongovernmental organizations;
d. Initiatives of regional organizations and diplomats;
e. Establishing "safe havens" and "relief corridors" on a consensual basis;
f. Additional appropriate measures in conformity with Chapter VI of the UN Charter.

There are other ways to gain and ensure access which do not necessarily require the consent of all parties to the conflict and do not require the use of military force. These include:

g. Diplomatic sanctions;
h. Threat of economic sanctions;
i. General Assembly and Security Council resolutions;
j. Cross-border humanitarian assistance operations from neighboring states;
k. Appropriate use of media.

A further option is the introduction of specially trained civilian personnel to act as peacekeepers to accompany the delivery of humanitarian assistance and to assist in negotiations and conflict resolution. In time, such civilian peacekeepers may supplant or obviate the need for military personnel whose essential training is directed to ends very different from those of humanitarian assistance.

**2. Humanitarian Assistance Facilitated by Peacekeeping Personnel**

Where civil order is lacking, local, national, regional, and/or international authorities may offer to provide security and protection for relief personnel and for material aid. Where access is assisted by peacekeeping personnel, they should be specifically trained to deal with local populations openly and honestly so as to gain their confidence and support. Furthermore, peacekeeping personnel must remain neutral and non-political.

When peacekeeping forces are deployed, humanitarian organizations may call on them to assist in the delivery of humanitarian assistance. Options for such assistance and protection may include:

a. Deployment of guards and civilian police monitors;
b. Deployment of military observers;
c. Preventive deployment of military forces;
d. Deployment of peacekeeping troops on a consensual basis;
e. Use of peacekeeping troops to create "safe havens" and "relief corridors" and for the protection of relief convoys;
f. Provision of communications and logistical assistance in material aid delivery;
g. Facilitation of mine clearance, demobilization, and resettlement;
h. Involvement of the military in postconflict rehabilitation, reconstruction, and institution building.

**3. As a Last Resort, Providing Humanitarian Assistance Facilitated by the Use of Force Under Chapter VII of the UN Charter**

Enforcement measures under Chapter VII of the UN Charter involving the use of force should be used only as a last resort. The degree of military force used should be proportional to the security environment. In some circumstances, a show of force may provide a deterrent effect, causing fewer casualties and bringing peace sooner. In all cases, troops with the proper training should be selected for the task.

Military forces are to be guided by a uniform set of rules of engagement and are to be organized along clear lines of command and control as directed by the Secretary General, the Security Council, or another responsible authorizing body. Such troops

should be used to support and complement humanitarian assistance organizations in their relief work.

If peace enforcement troops are employed, the impact of the military operations must not defeat the purpose of humanitarian assistance and must respect the humanitarian mandate of the organizations concerned.

When the severity of the crisis demands, measured actions are required before a decision is taken to engage military force. These should include:

a. Exploration of options for military intervention to gain access for humanitarian relief;
b. Securing the political will and the necessary resources to implement the options;
c. Obtaining the necessary authorizing resolutions;
d. Seeking cooperation and compliance of the parties to the conflict with the resolutions within a clearly defined time limit;
e. In the absence of compliance, mobilization and engagement of forces.

Peace enforcement operations and the use of force to ensure the delivery of humanitarian assistance may require measures which cause complications or tensions for humanitarian organizations, placing their personnel at greater risk. In such environments, where the accomplishment of humanitarian assistance objectives are jeopardized, military operations must assure that relief reaches those in need. At the same time, humanitarian organizations should be allowed to act independently of military forces and operations to provide relief to those in need. The independence of organizations which insist on operating only on the basis of peaceful means should always be respected.

## VIII
## PREVENTION AND PROPORTIONALITY

The effectiveness of each kind of action to limit human suffering should be weighted in human as well as in financial terms. Addressing the root causes of emerging conflicts at an early stage may prevent suffering and loss of life. Such early attention may obviate the need for costly peacekeeping or peace enforcement responses if the situation develops into a complex emergency. When required, humanitarian, political and military action should be proportional to the complex emergency being addressed. Therefore:

Preventive action and diplomatic initiatives to resolve emerging conflicts by peaceful means are cost effective and should be pursued to the maximum extent possible;

Early warning and preventive action should receive increased human and material resources. During a period of increasing demands on the international community to respond to humanitarian crises throughout the world, it is imperative that optional use be made of scarce resources to promote peace and achieve sustainable development. An enforcement action, when unavoidable, usually involves the commitment of substantial human and financial resources;

The principle of proportionality between the different components should be observed in complex emergencies involving political, military and humanitarian relief operations. The required balance can best be achieved if the various activities are closely integrated and fully coordinated;

The financial cost of military operations and of humanitarian action should also be viewed in proportional terms. While a balance between the cost of military and humanitarian relief expenses in complex emergencies is not realistic, every effort should be made to reduce the gap between military and humanitarian expenditures. The imbalance can only be justified if the military operation achieves quick and effective results, thereby accelerating the pace of recovery. If the human cost of acts of peace enforcement exceeds the benefit in humanitarian assistance, the military operations should be reduced or suspended.

## IX
## INTERNATIONAL HUMANITARIAN AND HUMAN RIGHTS LAW

1. Resolutions mandating the use of international resources in complex emergencies should require the establishment of mechanisms for reporting and investigating violations of international humanitarian and human rights law.

2. Under the leadership of persons authorized to collect this information, all military, political, and humanitarian organizations should be required to facilitate the reporting of humanitarian and human rights law violations.

3. The collection of this information must be carried out in a manner which does not endanger those providing testimony and protects the interests of the victims.

4. Evidence of humanitarian and human rights law violations should lead to a timely response which protects victims and endangered persons, and brings the perpetrators of such violations to justice.

## X
## THE NEED FOR AN EXPANDED HUMANITARIAN LOBBY AT THE UNITED NATIONS

Because humanitarian actions can, and often do, play a role in the peaceful resolution of conflicts, the UN should create a mechanism to encourage members of the humanitarian relief community to give testimony to Security Council members on situations demanding humanitarian assistance and of which they have first hand knowledge.

## XI
## ROLE OF THE MEDIA AND PUBLIC OPINION

The media should be seen as partners in the effort to provide assistance to victims of complex emergencies. The media should provide information to raise the awareness of crisis situations among donor publics worldwide, focusing public attention to a level commensurate with the severity of the crisis. Wherever possible, humanitarian and military organizations should give support and information to the media to enable them to fulfill their important role.

1 For the purposes of this document, a "complex emergency" is a humanitarian crisis which may involve armed conflict and which may be exacerbated by natural disasters. It is a situation in which prevailing conditions threaten the lives of a portion of the affected population who, for a variety of reasons, are unable to obtain the minimum subsistence requirements and are dependent on external humanitarian assistance for survival.

2 See: "Guiding Principles on the Right to Humanitarian Assistance," International Institute of Humanitarian Law, San Remo, Italy, September, 1992; and also "Towards a Protocol on the Right to Humanitarian Assistance," Dutch Interchurch Aid, Utrecht, The Netherlands, April, 1992.

3 As found in the Geneva Conventions and their Protocols, the Hague Conventions, and other international agreements concerning the law of war.

4 These principles were first created and further elaborated by the International Committee of the Red Cross which continues to abide by and promote them. Many widely recognized documents have elaborated sets of humanitarian principles. See: "The Providence Principles" in Minear and Weiss, Humanitarian Action in Times of War, Boulder, 1993; and "Code of Conduct for The International Red Cross and Red Crescent Movement and NGOs in Disaster Relief," Steering Committee for Humanitarian Response, Geneva, 1993. Empowerment is proposed in this document as an addition to these widely recognized principles.

# APPENDIX K
# REFERENCES

The development of Joint Pub 3-08 is based upon the following primary references.


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30. Joint Pub 1-02, "DOD Dictionary of Military and Associated Terms."

31. Joint Pub 2-0, "Joint Doctrine for Intelligence Support to Operations."

32. Joint Pub 3-0, "Doctrine for Joint Operations."

33. Joint Pub 3-07, "Joint Doctrine for Military Operations Other Than War."

34. Joint Pub 3-07.1, "Joint Tactics, Techniques, and Procedures for Foreign Internal Defense."

35. Joint Pub 3-07.2, "Joint Tactics, Techniques, and Procedures for Antiterrorism."

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# APPENDIX L
# ADMINISTRATIVE INSTRUCTIONS

## 1. User Comments

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# GLOSSARY
## PART I—ABBREVIATIONS AND ACRONYMS

| | |
|---|---|
| ACE | Allied Command Europe |
| ACLANT | Allied Command Atlantic |
| ADRA | Adventist Development and Relief Agency |
| AICF/USA | Action Internationale Contre La Faim (International Action Against Hunger) |
| AIDS | acquired immune deficiency syndrome |
| AMF(L) | ACE Mobile Force (Land) (NATO) |
| ARC | American Red Cross |
| ARRC | Allied Command Europe Rapid Reaction Corps (NATO) |
| ASD(SO/LIC) | Assistant Secretary of Defense (Special Operations and Low Intensity Conflict) |
| ATF | Bureau of Alcohol, Tobacco and Firearms (TREAS) |
| C2 | command and control |
| CAP | Consolidated Appeals Process (UN) |
| CARE | Cooperative for Assistance and Relief Everywhere (CARE USA) |
| CERF | Central Emergency Revolving Fund (UN) |
| CFA | Committee on Food Aid Policies and Programmes (UN) |
| CIA | Central Intelligence Agency (USG) |
| CJCS | Chairman of the Joint Chiefs of Staff |
| CMOC | civil-military operations center |
| CONUS | continental United States |
| CRS | Catholic Relief Services |
| DART | Disaster Assistance Response Team (USAID/OFDA) |
| DCI | Director of Central Intelligence |
| DDA | Deputy Director for Administration (CIA) |
| DDCI | Deputy Director of Central Intelligence (CIA) |
| DDI | Deputy Director for Intelligence (CIA) |
| DDO | Deputy Director for Operations (CIA) |
| DDS&T | Deputy Director for Science & Technology (CIA) |
| DEA | Drug Enforcement Administration |
| DHHS | Department of Health and Human Services |
| DMT | disaster management team (UN) |
| DOC | Department of Commerce |
| DOD | Department of Defense |
| DOE | Department of Energy |
| DOI | Department of the Interior |
| DOJ | Department of Justice |
| DOS | Department of State |
| DOT | Department of Transportation |
| DPC | Defense Planning Committee (NATO) |
| EAP | Emergency Action Plan |
| ECOSOC | Economic and Social Council (UN) |

| | |
|---|---|
| EPA | Environmental Protection Agency (USG) |
| ESF | emergency support function (FEMA) |
| EU | European Union |
| EXDIR | Executive Director (CIA) |
| EXDIR/ICA | Executive Director for Intelligence Community Affairs (USG) |
| FAA | Federal Aviation Administration |
| FAO | Food and Agriculture Organization (UN) |
| FAS | Foreign Agricultural Service (USDA) |
| FBI | Federal Bureau of Investigation |
| FCO | Federal Coordinating Officer (USG) |
| FEMA | Federal Emergency Management Agency |
| FHA | Bureau for Food and Humanitarian Assistance; Federal Highway Administration |
| FRA | Federal Railroad Administration (DOT) |
| FRMAC | Federal Radiological Monitoring and Assessment Center (DOE) |
| FRP | Federal Response Plan (USG) |
| HACC | humanitarian assistance coordination center |
| HIV | human immuno-deficiency virus |
| HQ | headquarters |
| HUMINT | human intelligence |
| IAEA | International Atomic Energy Agency (UN) |
| IASC | Interagency Standing Committee (UN) |
| IBB | International Broadcasting Bureau |
| ICD | International Cooperation and Development Program (USDA) |
| ICITAP | International Crime Investigative Training Assistance Program (DOJ) |
| ICRC | International Committee of the Red Cross |
| ICVA | International Council of Voluntary Agencies |
| IDNDR | International Decade for Natural Disaster Reduction (UN) |
| IFRC | International Federation of Red Cross and Red Crescent Societies |
| ILO | International Labor Organization (UN) |
| IMC | International Medical Corps |
| IMF | International Monetary Fund (UN) |
| INL | International Narcotics and Law Enforcement Affairs (USG) |
| INS | Immigration and Naturalization Service (USG) |
| INTERPOL-USNCB | International Criminal Police Organization United States National Central Bureau (DOJ) |
| IOM | International Organization for Migration |
| IRC | International Rescue Committee |
| IWG | Interagency Working Group (NSC) |
| JCS | Joint Chiefs of Staff |
| JFC | joint force commander |
| JIATF | joint interagency task force (DOD) |
| JTF | joint task force |

| | |
|---|---|
| EPA | Environmental Protection Agency (USG) |
| ESF | emergency support function (FEMA) |
| EU | European Union |
| EXDIR | Executive Director (CIA) |
| EXDIR/ICA | Executive Director for Intelligence Community Affairs (USG) |
| FAA | Federal Aviation Administration |
| FAO | Food and Agriculture Organization (UN) |
| FAS | Foreign Agricultural Service (USDA) |
| FBI | Federal Bureau of Investigation |
| FCO | Federal Coordinating Officer (USG) |
| FEMA | Federal Emergency Management Agency |
| FHA | Bureau for Food and Humanitarian Assistance; Federal Highway Administration |
| FRA | Federal Railroad Administration (DOT) |
| FRMAC | Federal Radiological Monitoring and Assessment Center (DOE) |
| FRP | Federal Response Plan (USG) |
| HACC | humanitarian assistance coordination center |
| HIV | human immuno-deficiency virus |
| HQ | headquarters |
| HUMINT | human intelligence |
| IAEA | International Atomic Energy Agency (UN) |
| IASC | Interagency Standing Committee (UN) |
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| ICD | International Cooperation and Development Program (USDA) |
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| ILO | International Labor Organization (UN) |
| IMC | International Medical Corps |
| IMF | International Monetary Fund (UN) |
| INL | International Narcotics and Law Enforcement Affairs (USG) |
| INS | Immigration and Naturalization Service (USG) |
| INTERPOL-USNCB | International Criminal Police Organization United States National Central Bureau (DOJ) |
| IOM | International Organization for Migration |
| IRC | International Rescue Committee |
| IWG | Interagency Working Group (NSC) |
| JCS | Joint Chiefs of Staff |
| JFC | joint force commander |
| JIATF | joint interagency task force (DOD) |
| JTF | joint task force |

| | |
|---|---|
| LWR | Lutheran World Relief |
| MCDA | military and civil defense assets (UN) |
| MDA | Magen David Adom |
| MOA | memorandum of agreement |
| MOU | memorandum of understanding |
| MSC | major subordinate command |
| MSF | Medicins Sans Frontieres (Doctors Without Borders) |
| NAC | North Atlantic Council (NATO) |
| NATO | North Atlantic Treaty Organization |
| NCA | National Command Authorities |
| NEO | noncombatant evacuation operation |
| NESDIS | National Environmental Satellite, Data and Information Service (DOC) |
| NFIP | National Foreign Intelligence Program (CIA); National Flood Insurance Program (FEMA) |
| NGO | nongovernmental organization |
| NIC | National Intelligence Council |
| NIST | national intelligence support team |
| NOAA | National Oceanic and Atmospheric Administration |
| NSC | National Security Council |
| NSC/DC | National Security Council/Deputies Committee |
| NSC/IWG | National Security Council/Interagency Working Group |
| NSC/PC | National Security Council/Principals Committee |
| NWS | National Weather Service (DOC) |
| OCONUS | outside the continental United States |
| OFDA | Office of United States Foreign Disaster Assistance |
| ONDCP | Office of National Drug Control Policy |
| OPBAT | Operation Bahamas, The Turks, and Caicos Islands (DEA) |
| OSD | Office of the Secretary of Defense |
| PAO | public affairs officer |
| PDD | Presidential Decision Directive |
| PERMREP | Permanent Representative (NATO) |
| PRD | Presidential Review Directive |
| PVO | private voluntary organization |
| RAP | Radiological Assistance Program (DOE) |
| RCO | Regional Coordinating Office (DOE) |
| REAC/TS | Radiation Emergency Assistance Center/Training Site (DOE) |
| RI | Refugees International |
| SACEUR | Supreme Allied Command, Europe (NATO) |
| SACLANT | Supreme Allied Command, Atlantic (NATO) |
| SCF(UK) | Save the Children Fund (United Kingdom) |
| SCF/US | Save the Children Federation/United States |

| | |
|---|---|
| SDA | Seventh-Day Adventist (ADRA) |
| SECSTATE | Secretary of State |
| SHAPE | Supreme Headquarters Allied Powers Europe (NATO) |
| STANAVFORLANT | Standing Naval Forces Atlantic (NATO) |
| TREAS | Department of the Treasury |
| UK | United Kingdom |
| UK(I) | United Kingdom and Ireland |
| UN | United Nations |
| UNCTAD | United Nations Conference on Trade and Development |
| UNDHA | United Nations Department of Humanitarian Affairs |
| UNDP | United Nations Development Programme |
| UNDPKO | United Nations Department for Peacekeeping Operations |
| UNEP | United Nations Environment Program |
| UNHCR | United Nations Office of the High Commissioner for Refugees |
| UNICEF | United Nations Children's Fund |
| UNITAR | United Nations Institute for Training and Research |
| UNRWA | United Nations Relief and Works Agency for Palestine Refugees in the Near East |
| USACOM | United States Atlantic Command |
| USAID | United States Agency for International Development |
| USCG | United States Coast Guard |
| USCS | United States Customs Service (TREAS) |
| USDA | United States Department of Agriculture (USG) |
| USG | United States Government |
| USIA | United States Information Agency |
| USIC | United States Interdiction Coordinator (USG) |
| USIS | United States Information Service (USG) |
| USMS | United States Marshals Service (TREAS) |
| USPACOM | United States Pacific Command |
| USSOUTHCOM | United States Southern Command |
| USSS | United States Secret Service (TREAS) |
| WEU | Western European Union |
| WFP | World Food Programme (UN) |
| WHO | World Health Organization (UN) |
| WLG | Washington Liaison Group (DOS) |
| WVRD | World Vision Relief and Development, Inc. |

## PART II—TERMS AND DEFINITIONS

**antiterrorism.** Defensive measures used to reduce the vulnerability of individuals and property to terrorist acts, to include limited response and containment by local military forces. Also called AT. (Joint Pub 1-02)

**centers of gravity.** Those characteristics, capabilities, or localities from which a military force derives its freedom of action, physical strength, or will to fight. (Joint Pub 1-02)

**chain of command.** The succession of commanding officers from a superior to a subordinate through which command is exercised. Also called command channel. (Joint Pub 1-02)

**civil affairs.** The activities of a commander that establish, maintain, influence, or exploit relations between military forces and civil authorities, both governmental and nongovernmental, and the civilian populace in a friendly, neutral, or hostile area of operations in order to facilitate military operations and consolidate operational objectives. Civil affairs may include performance by military forces of activities and functions normally the responsibility of local government. These activities may occur prior to, during, or subsequent to other military actions. They may also occur, if directed, in the absence of other military operations. (Joint Pub 1-02)

**civil-military operations.** Group of planned activities in support of military operations that enhance the relationship between the military forces and civilian authorities and population, and which promote the development of favorable emotions, attitudes, or behavior in neutral, friendly, or hostile groups. (Joint Pub 1-02)

**civil-military operations center.** An ad hoc organization, normally established by the geographic combatant commander or subordinate joint force commander, to assist in the coordination of activities of engaged military forces, and other United States Government agencies, nongovernmental organizations, private voluntary organizations, and regional and international organizations. There is no established structure, and its size and composition are situation dependent. Also called CMOC. (Approved for inclusion in the next edition of Joint Pub 1-02.)

**coalition force.** A force composed of military elements of nations that have formed a temporary alliance for some specific purpose. (Joint Pub 1-02)

**combat service support.** The essential capabilities, functions, activities, and tasks necessary to sustain all elements of operating forces in theater at all levels of war. Within the national and theater logistic systems, it includes but is not limited to that support rendered by service forces in ensuring the aspects of supply, maintenance, transportation, health services, and other services required by aviation and ground combat troops to permit those units to accomplish their missions in combat. Combat service support encompasses those activities at all levels of war that produce sustainment to all operating forces on the battlefield. (Joint Pub 1-02)

**combat support.** Fire support and operational assistance provided to combat elements. (Joint Pub 1-02)

**combatant command (command authority).** Nontransferable command

authority established by title 10 ("Armed Forces"), United States Code, section 164, exercised only by commanders of unified or specified combatant commands unless otherwise directed by the President or the Secretary of Defense. Combatant command (command authority) cannot be delegated and is the authority of a combatant commander to perform those functions of command over assigned forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish the missions assigned to the command. Combatant command (command authority) should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and Service and/or functional component commanders. Combatant command (command authority) provides full authority to organize and employ commands and forces as the combatant commander considers necessary to accomplish assigned missions. Operational control is inherent in combatant command (command authority). Also called COCOM. (Joint Pub 1-02)

**combatant commander.** A commander in chief of one of the unified or specified combatant commands established by the President. (Joint Pub 1-02)

**combatting terrorism.** Actions, including antiterrorism (defensive measures taken to reduce vulnerability to terrorist acts) and counterterrorism (offensive measures taken to prevent, deter, and respond to terrorism), taken to oppose terrorism throughout the entire threat spectrum. (Joint Pub 1-02)

**combined.** Between two or more forces or agencies of two or more allies. (When all allies or services are not involved, the participating nations and services shall be identified, e.g., Combined Navies.) (Joint Pub 1-02)

**command, control, communications, and computer systems.** Integrated systems of doctrine, procedures, organizational structures, personnel, equipment, facilities, and communications designed to support a commander's exercise of command and control across the range of military operations. Also called C4 systems. (Joint Pub 1-02)

**common user airlift service.** The airlift service provided on a common basis for all Department of Defense agencies and, as authorized, for other agencies of the US Government. (Joint Pub 1-02)

**Continental United States Army.** A regionally oriented command with geographic boundaries under the command of United States Army Forces Command. The Continental United States Army is a numbered Army and is the Forces Command agent for mobilization, deployment, and domestic emergency planning and execution. Also called CONUSA. (This term and its definition are applicable only in the context of this pub and cannot be referenced outside this publication.)

**counterdrug.** Those active measures taken to detect, monitor, and counter the production, trafficking, and use of illegal drugs. Also called CD. (Joint Pub 1-02)

**counterintelligence.** Information gathered and activities conducted to protect against espionage, other intelligence activities, sabotage or assassinations conducted by or

on behalf of foreign governments or elements thereof, foreign organizations, or foreign persons, or international terrorist activities. Also called CI. (Joint Pub 1-02)

**counterterrorism.** Offensive measures taken to prevent, deter, and respond to terrorism. Also called CT. (Joint Pub 1-02)

**Country Team.** The senior, in-country, United States coordinating and supervising body, headed by the Chief of the United States diplomatic mission, and composed of the senior member of each represented United States department or agency, as desired by the Chief of the US diplomatic mission. (Joint Pub 1-02)

**course of action.** 1. A plan that would accomplish, or is related to, the accomplishment of a mission. (Joint Pub 1-02)

**developmental assistance.** US Agency for International Development function chartered under chapter one of the Foreign Assistance Act of 1961, primarily designed to promote economic growth and the equitable distribution of its benefits. (Approved for inclusion in the next edition of Joint Pub 1-02.)

**Disaster Assistance Response Team.** United States Agency for International Development's (USAID) Office of United States Foreign Disaster Assistance (OFDA) provides this rapidly deployable team in response to international disasters. A Disaster Assistance Response Team provides specialists, trained in a variety of disaster relief skills, to assist US embassies and USAID missions with the management of US Government response to disasters. (Approved for inclusion in the next edition of Joint Pub 1-02.)

**displaced person.** A civilian who is involuntarily outside the national boundaries of his or her country. See also refugee. (Joint Pub 1-02)

**doctrine.** Fundamental principles by which the military forces or elements thereof guide their actions in support of national objectives. It is authoritative but requires judgment in application. (Joint Pub 1-02)

**end state.** What the National Command Authorities want the situation to be when operations conclude — both military operations, as well as those where the military is in support of other instruments of national power. (Joint Pub 1-02)

**Federal Coordinating Officer.** Appointed by the Director of the Federal Emergency Management Agency, on behalf of the President, to coordinate federal assistance to a state affected by a disaster or emergency. The source and level of the Federal Coordinating Officer will likely depend on the nature of the federal response. Also called FCO. (Approved for inclusion in the next edition of Joint Pub 1-02.)

**force protection.** Security program designed to protect soldiers, civilian employees, family members, facilities, and equipment, in all locations and situations, accomplished through planned and integrated application of combatting terrorism, physical security, operations security, personal protective services, and supported by intelligence, counterintelligence, and other security programs. (Joint Pub 1-02)

**foreign assistance.** Assistance ranging from the sale of military equipment to donations of food and medical supplies to aid survivors of natural and man-made disasters; United States assistance takes three forms — development assistance, humanitarian assistance, and security assistance. (Approved for inclusion in the next edition of Joint Pub 1-02.)

**foreign disaster.** An act of nature (such as a flood, drought, fire, hurricane, earthquake, volcanic eruption, or epidemic), or an act of man (such as a riot, violence, civil strife, explosion, fire, or epidemic), which is or threatens to be of sufficient severity and magnitude to warrant United States foreign disaster relief to a foreign country, foreign persons, or to an international organization. (Approved for inclusion of the next edition of Joint Pub 1-02.)

**foreign disaster relief.** Prompt aid which can be used to alleviate the suffering of foreign disaster victims. Normally it includes humanitarian services and transportation; the provision of food, clothing, medicine, beds and bedding; temporary shelter and housing; the furnishing of medical materiel, medical and technical personnel; and making repairs to essential services. (Approved for inclusion in the next edition of Joint Pub 1-02.)

**foreign internal defense.** Participation by civilian and military agencies of a government in any of the action programs taken by another government to free and protect its society from subversion, lawlessness, and insurgency. Also called FID. (Joint Pub 1-02)

**host nation.** A nation that receives the forces and/or supplies of allied nations and/or NATO organizations to be located on, to operate in, or to transit through its territory. (Joint Pub 1-02)

**host-nation support.** Civil and/or military assistance rendered by a nation to foreign forces within its territory during peacetime, crises or emergencies, or war, based on agreements mutually concluded between nations. (Joint Pub 1-02)

**humanitarian and civic assistance.** Assistance to the local populace provided by predominantly US forces in conjunction with military operations and exercises. This assistance is specifically authorized by title 10, United States Code, section 401, and funded under separate authorities. Assistance provided under these provisions is limited to (1) medical, dental, and veterinary care provided in rural areas of a country; (2) construction of rudimentary surface transportation systems; (3) well drilling and construction of basic sanitation facilities; and (4) rudimentary construction and repair of public facilities. Assistance must fulfill unit training requirements that incidentally create humanitarian benefit to the local populace. (Joint Pub 1-02)

**humanitarian assistance.** Programs conducted to relieve or reduce the results of natural or manmade disasters or other endemic conditions such as human pain, disease, hunger, or privation that might present a serious threat to life or that can result in great damage to or loss of property. Humanitarian assistance provided by US forces is limited in scope and duration. The assistance provided is designed to supplement or complement the efforts of the host-nation civil authorities or agencies that may have the primary responsibility for providing humanitarian assistance. (Joint Pub 1-02)

**information.** Facts, data, or instructions in any medium or form. (Joint Pub 1-02)

**intelligence.** 1. The product resulting from the collection, processing, integration, analysis, evaluation, and interpretation of available information concerning foreign countries or areas. 2. Information and knowledge about an adversary obtained through observation, investigation, analysis, or understanding. (Joint Pub 1-02)

**interagency coordination.** Within the context of Department of Defense

involvement, the coordination that occurs between elements of the Department of Defense and engaged US Government agencies, nongovernmental organizations, private voluntary organizations, and regional and international organizations for the purpose of accomplishing an objective. (This term and its definition modifies the existing term and its definition and is approved for inclusion in the next edition of Joint Pub 1-02.)

**internal defense and development.** The full range of measures taken by a nation to promote its growth and protect itself from subversion, lawlessness, and insurgency. It focuses on building viable institutions (political, economic, social, and military) that respond to the needs of society. Also called IDAD. (Joint Pub 1-02)

**international organization.** Organizations with global influence, such as the United Nations and the International Committee of the Red Cross. (Approved for inclusion in the next edition of Joint Pub 1-02.)

**joint force commander.** A general term applied to a combatant commander, subunified commander, or joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force. Also called JFC. (Joint Pub 1-02)

**joint staff.** 1. The staff of a commander of a unified or specified command, subordinate unified command, joint task force or subordinate functional component (when a functional component command will employ forces from more than one Military Department), which includes members from the several Services comprising the force. These members should be assigned in such a manner as to ensure that the commander understands the tactics, techniques, capabilities, needs, and limitations of the component parts of the force. Positions on the staff should be divided so that Service representation and influence generally reflect the Service composition of the force. 2. Joint Staff. The staff under the Chairman of the Joint Chiefs of Staff as provided for in the National Security Act of 1947, as amended by the Goldwater-Nichols Department of Defense Reorganization Act of 1986. The Joint Staff assists the Chairman and, subject to the authority, direction, and control of the Chairman, the other members of the Joint Chiefs of Staff and the Vice Chairman in carrying out their responsibilities. (Joint Pub 1-02)

**joint tactics, techniques, and procedures.** The actions and methods which implement joint doctrine and describe how forces will be employed in joint operations. They will be promulgated by the Chairman of the Joint Chiefs of Staff, in coordination with the combatant commands, Services, and Joint Staff. Also called JTTP. (Joint Pub 1-02)

**joint task force.** A joint force that is constituted and so designated by the Secretary of Defense, a combatant commander, a subunified commander, or an existing joint task force commander. Also called JTF. (Joint Pub 1-02)

**lead agency.** Designated among US Government agencies to coordinate the interagency oversight of the day-to-day conduct of an ongoing operation. The lead agency is to chair the interagency working group established to coordinate policy related to a particular operation. The lead agency determines the agenda, ensures cohesion among the agencies and is responsible for implementing decisions. (Approved for inclusion in the next edition of Joint Pub 1-02.)

**letter of assist.** A contractual document issued by the UN to a government authorizing it to provide goods or services

to a peacekeeping operation; the UN agrees either to purchase the goods or services or authorizes the government to supply them subject to reimbursement by the UN. (Approved for inclusion in the next edition of Joint Pub 1-02.)

**liaison.** That contact or intercommunication maintained between elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action. (This term and its definition modifies the existing term and its definition and is approved for inclusion in the next edition of Joint Pub 1-02.)

**logistics.** The science of planning and carrying out the movement and maintenance of forces. In its most comprehensive sense, those aspects of military operations which deal with: a. design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of materiel; b. movement, evacuation, and hospitalization of personnel; c. acquisition or construction, maintenance, operation, and disposition of facilities; and d. acquisition or furnishing of services. (Joint Pub 1-02)

**military civic action.** The use of preponderantly indigenous military forces on projects useful to the local population at all levels in such fields as education, training, public works, agriculture, transportation, communications, health, sanitation, and others contributing to economic and social development, which would also serve to improve the standing of the military forces with the population. (US forces may at times advise or engage in military civic actions in overseas areas.) (Joint Pub 1-02)

**Military Department.** One of the departments within the Department of Defense created by the National Security Act of 1947, as amended. (Joint Pub 1-02)

**military operations other than war.** Operations that encompass the use of military capabilities across the range of military operations short of war. These military actions can be applied to complement any combination of the other instruments of national power and occur before, during, and after war. Also called MOOTW. (Joint Pub 1-02)

**military options.** A range of military force responses that can be projected to accomplish assigned tasks. Options include one or a combination of the following: civic action, humanitarian assistance, civil affairs, and other military activities to develop positive relationships with other countries; confidence building and other measures to reduce military tensions; military presence; activities to convey threats to adversaries and truth projections; military deceptions and psychological operations; quarantines, blockades, and harassment operations; raids; intervention operations; armed conflict involving air, land, maritime, and strategic warfare operations; support for law enforcement authorities to counter international criminal activities (terrorism, narcotics trafficking, slavery, and piracy); support for law enforcement authorities to suppress domestic rebellion; and support for insurgencies, counterinsurgency, and civil war in foreign countries. (This term and its definition modifies the existing term and its definition and is approved for inclusion in the next edition of Joint Pub 1-02.)

**multinational operations.** A collective term to describe military actions conducted by forces of two or more nations, typically organized within the structure of a coalition or alliance. (Joint Pub 1-02)

**nation assistance.** Civil and/or military assistance rendered to a nation by foreign forces within that nation's territory during peacetime, crises or emergencies, or war,

based on agreements mutually concluded between nations. Nation assistance programs may include, but are not limited to, security assistance, foreign internal defense, other United States Code title 10 (DOD) programs, and activities performed on a reimbursable basis by Federal agencies or international organizations. (Joint Pub 1-02)

**National Command Authorities.** The President and the Secretary of Defense or their duly deputized alternates or successors. Also called NCA. (Joint Pub 1-02)

**noncombatant evacuation operations.** Operations conducted to relocate threatened noncombatants from locations in a foreign country. These operations normally involve United States citizens whose lives are in danger, and may also include selected foreign nationals. Also called NEO. (Joint Pub 1-02)

**nongovernmental organizations.** Transnational organizations of private citizens that maintain a consultative status with the Economic and Social Council of the United Nations. Nongovernmental organizations may be professional associations, foundations, multinational businesses or simply groups with a common interest in humanitarian assistance activities (development and relief). "Nongovernmental organizations" is a term normally used by non-US organizations. Also called NGO. (Joint Pub 1-02)

**operational control.** Transferable command authority that may be exercised by commanders at any echelon at or below the level of combatant command. Operational control is inherent in combatant command (command authority). Operational control may be delegated and is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Operational control includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command. Operational control should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and Service and/or functional component commanders. Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions. Operational control does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. (Joint Pub 1-02)

**peacekeeping.** Military operations undertaken with the consent of all major parties to a dispute, designed to monitor and facilitate implementation of an agreement (ceasefire, truce, or other such agreement) and support diplomatic efforts to reach a long-term political settlement. (Joint Pub 1-02)

**peace operations.** Encompasses peacekeeping operations and peace enforcement operations conducted in support of diplomatic efforts to establish and maintain peace. (Joint Pub 1-02)

**preventive diplomacy.** Diplomatic actions taken in advance of a predictable crisis to prevent or limit violence. (Joint Pub 1-02)

**private voluntary organizations.** Private, nonprofit humanitarian assistance organizations involved in development and

relief activities. Private voluntary organizations are normally United States-based. "Private voluntary organizations" is often used synonymously with the term "nongovernmental organizations." Also called PVO. (Joint Pub 1-02)

**psychological operations.** Planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately, the behavior of foreign governments, organizations, groups, and individuals. The purpose of psychological operations is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives. Also called PSYOP. (Joint Pub 1-02)

**refugee.** A civilian who, by reason of real or imagined danger, has left home to seek safety elsewhere. (Joint Pub 1-02)

**rules of engagement.** Directives issued by competent military authority that delineate the circumstances and limitations under which United States forces will initiate and/or continue combat engagement with other forces encountered. Also called ROE. (Joint Pub 1-02)

**security assistance.** Group of programs authorized by the Foreign Assistance Act of 1961, as amended, and the Arms Export Control Act of 1976, as amended, or other related statutes by which the US provides defense articles, military training, and other defense-related services by grant, loan, credit, or cash sales in furtherance of national policies and objectives. (Joint Pub 1-02)

**special operations.** Operations conducted by specially organized, trained, and equipped military and paramilitary forces to achieve military, political, economic, or psychological objectives by unconventional military means in hostile, denied, or politically sensitive areas. These operations are conducted during peacetime competition, conflict, and war, independently or in coordination with operations of conventional, nonspecial operations forces. Political-military considerations frequently shape special operations, requiring clandestine, covert, or low visibility techniques and oversight at the national level. Special operations differ from conventional operations in degree of physical and political risk, operational techniques, mode of employment, independence from friendly support, and dependence on detailed operational intelligence and indigenous assets. Also called SO. (Joint Pub 1-02)

**status-of-forces agreement.** An agreement which defines the legal position of a visiting military force deployed in the territory of a friendly state. Agreements delineating the status of visiting military forces may be bilateral or multilateral. Provisions pertaining to the status of visiting forces may be set forth in a separate agreement, or they may form a part of a more comprehensive agreement. These provisions describe how the authorities of a visiting force may control members of that force and the amenability of the force or its members to the local law or to the authority of local officials. To the extent that agreements delineate matters affecting the relations between a military force and civilian authorities and population, they may be considered as civil affairs agreements. Also called SOFA. (Joint Pub 1-02)

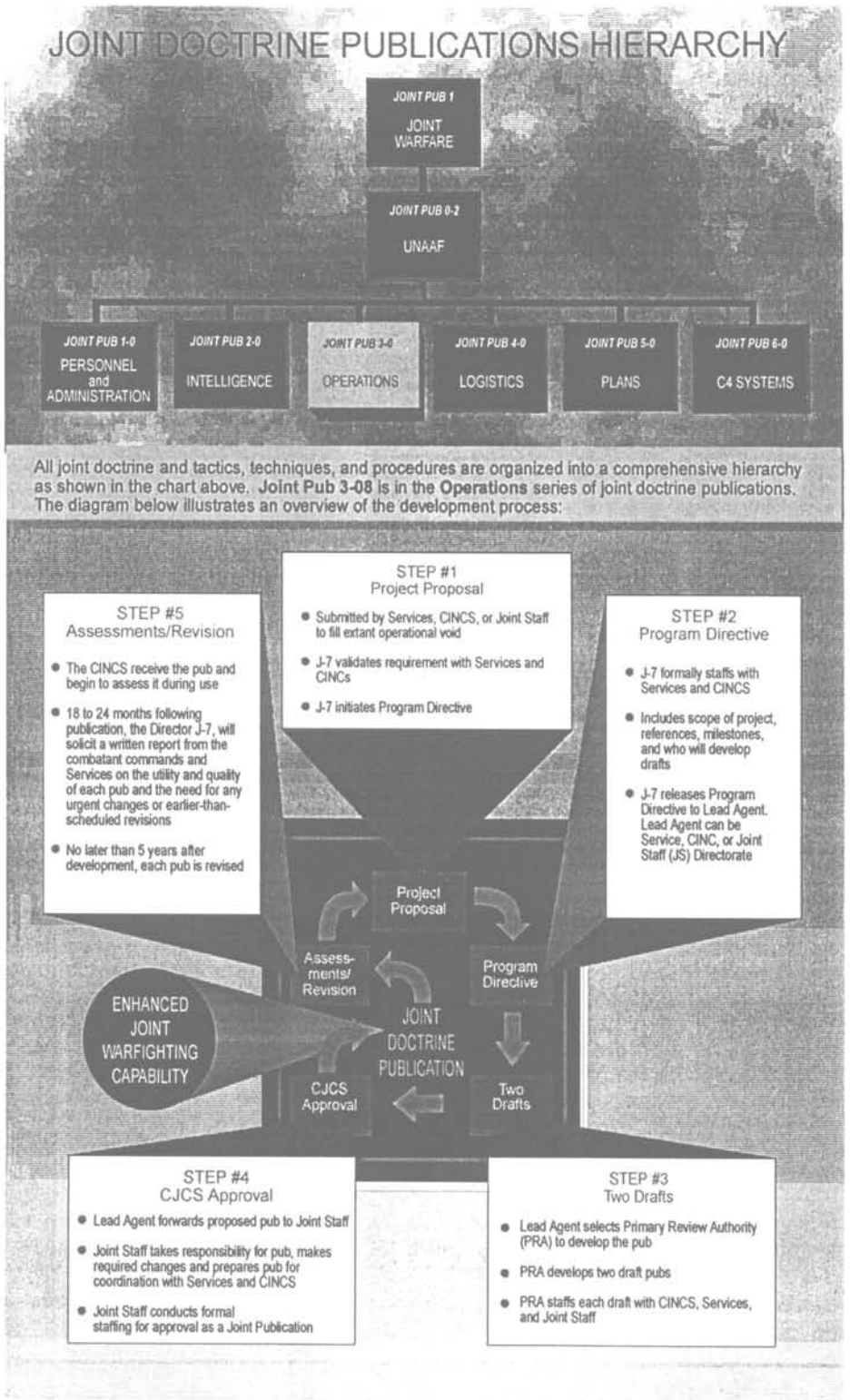
**strategy.** The art and science of developing and using political, economic, psychological, and military forces as necessary during peace and war, to afford the maximum support to policies, in order to increase the probabilities and favorable consequences of victory and to lessen the chances of defeat. (Joint Pub 1-02)

**supported commander.** The commander having primary responsibility for all aspects of a task assigned by the Joint Strategic Capabilities Plan or other joint operation planning authority. In the context of joint operation planning, this term refers to the commander who prepares operation plans, campaign plans, or operation orders in response to requirements of the Chairman of the Joint Chiefs of Staff. (Joint Pub 1-02)

**supporting commander.** A commander who provides augmentation forces or other support to a supported commander or who develops a supporting plan. Includes the designated combatant commands and Defense agencies as appropriate. (Joint Pub 1-02)

**unified command.** A command with a broad continuing mission under a single commander and composed of significant assigned components of two or more Military Departments, and which is established and so designated by the President, through the Secretary of Defense with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Also called unified combatant command. (Joint Pub 1-02)

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C4 SYSTEMS
All joint doctrine and tactics, techniques, and procedures are organized into a comprehensive hierarchy as shown in the chart above. Joint Pub 3-08 is in the Operations series of joint doctrine publications. The diagram below illustrates an overview of the development process:
STEP #1
Project Proposal
Submitted by Services, CINCS, or Joint Staff to fill extant operational void
J-7 validates requirement with Services and CINCs
J-7 initiates Program Directive
STEP #2
Program Directive
J-7 formally staffs with Services and CINCS
Includes scope of project, references, milestones, and who will develop drafts
J-7 releases Program Directive to Lead Agent. Lead Agent can be Service, CINC, or Joint Staff (JS) Directorate
STEP #3
Two Drafts
Lead Agent selects Primary Review Authority (PRA) to develop the pub
PRA develops two draft pubs
PRA staffs each draft with CINCS, Services, and Joint Staff
STEP #4
CJCS Approval
Lead Agent forwards proposed pub to Joint Staff
Joint Staff takes responsibility for pub, makes required changes and prepares pub for coordination with Services and CINCS
Joint Staff conducts formal staffing for approval as a Joint Publication
STEP #5
Assessments/Revision
The CINCS receive the pub and begin to assess it during use
18 to 24 months following publication, the Director J-7, will solicit a written report from the combatant commands and Services on the utility and quality of each pub and the need for any urgent changes or earlier-than-scheduled revisions
No later than 5 years after development, each pub is revised
Project Proposal
Program Directive
Two Drafts
CJCS Approval
Assess-ments/ Revision
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